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CP ALL Public Company Limited

# Sustainability Report 2022



**GIVING AND SHARING OPPORTUNITIES**



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### Corporate Philosophy

Through happy employees, we desire to see smiles from customers



### Vision

We serve convenience to all communities



### Mission

Create customer engagement with innovative products and services and become a high performance organization with sustainability



## MATERIAL TOPICS

- 040 Climate Resilience
- 052 Efficient use of resources and Energy
- 064 Sustainable Packaging Management
- 080 Sustainable Waste and Surplus Food Management
- 094 Social Impact and Economic Contribution
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## Message from Chairman



The Company is committed to “Giving and Sharing Opportunities” to become one that stands with Thai society, in accordance with the environmental strategic framework “7 Go Green”, the social strategic framework “7 Go Together”, the governance strategy of “7 Go Right”, while simultaneously raising awareness and promoting sustainable business guidelines for suppliers. I firmly believe that the joined forces and unity among all employees will advance the Company forward to stable growth and sustainably achieve the goals.

**Mr. Soopakij Chearavanont**  
Chairman  
CP ALL Public Company Limited



Presently, the economic, social and environmental challenges have become complicated. Every issue is interconnected and significantly correlated. The Company is fully cognizant that it is insufficient to drive only one sole dimension. CP ALL Plc. and its subsidiaries are thus committed to develop and adjust strategy in business conduct, ensuring challenges in all material topics are addressed under sustainability strategy. Consideration is unwaveringly given to stakeholders across all sectors in every business activity, inclusive to diverse risks, opportunities, fundamental human rights and freedom. This ascertains personnel, stakeholders and the public have their freedom, stability and security, are treated equally and fairly, received products for good-well-being. This encompasses access to compulsory education and participation in natural resource conservation.

The Company is committed to “Giving and Sharing Opportunities” to become one that stands side by side with Thai society, in accordance with the environmental strategic framework “7 Go Green”. The framework systematically addresses management of resource, energy, logistics and green packaging from upstream to downstream. Additionally, the social strategic framework “7 Go Together” delivers knowledge and professional capacity to SMEs, farmers, vulnerable groups. This was achieved by promoting education, developing youths, supporting activities, enhancing life qualities, providing disaster relief to society and communities. Furthermore, the governance strategy of “7 Go Right” for corporate good governance throughout the value chain. This was enabled via transparent and traceable work process, while simultaneously raising awareness and promoting sustainable business guidelines for suppliers.

The Company has laid out clear sustainability goals and become one of the leading global businesses for over 6 years. CP ALL has raised awareness to the Company’s personnel continuously and conduct business while maintaining balance with sustainability. With an ambition, the Company has laid out sustainability strategic goal, particularly the goal to resolve global warming. The target is to

drive forth the Company to achieve carbon neutral and Zero Waste by 2030, as well as Net Zero GHG Emissions within 2050.

In recognition of these notable goals, the Company has adjusted the process and procedures in the assessment of 15 material topics. Considerations and assessment of significant impacts were conducted with relevant stakeholders throughout the value chain, encompassing positive and negative impacts. This was achieved in tandem with consideration of human rights risks and impacts. Simultaneously, the Company also develops policies, management approach, operation guidelines, and a monitoring process to consistently ensure progress is in accordance with the Company’s goals. Additionally, innovation and technology were implemented throughout the production and service chain in the business sector. Examples include enhanced proportion of renewable energy used, biomass, green innovation, and technology investment, as well as facilitating farmers in mitigating greenhouse gas emission in agriculture. Nowadays, these are the chances in turning crisis to business opportunities.

Furthermore, the Company has elevated a waste-related risk management approach and measures to support the government’s packaging waste reduction laws. Similarly, CP ALL also develops Flood Scenario & Preparation plans for 7-Eleven to mitigate impacts from rising sea level and erosion from brackish water. The Company also promotes and reinforces SME’s preparedness in the category of fresh food, accommodating regional rail logistics to foster suppliers’ competitive capacity in the regional market.

I would like to take this opportunity to thank all employees for their commitment to the Company’s value and acting as a great example for society in various ways. This goes for every single employee who helped foster and propel the Company over COVID-19 crisis, through application of innovation and technology, effectively transitioning the Company into a digital era. I firmly believe that the joined forces and unity among all employees will advance the Company forward to stable growth and sustainably achieve the goals.



## Message from Chairman of Executive Committee



CP ALL prioritizes efforts to minimize environmental impacts, as well as increasing renewable energy proportion in use. Simultaneously, CP ALL conducts human rights work according to international principles to reduce disparity and foster equality within the Company, all under the foundation of good corporate governance “honesty, transparency, fairness, considerations to communities, society and the environment”. Therefore, CP ALL can successfully build confidence for every stakeholder groups on the basis of “3 benefits: for the country, the people and the Company.”

**Mr. Korsak Chairasmisak**  
Chairman of Executive Committee  
CP ALL Public Company Limited

2022 was the year in which CP ALL face challenges in business operations. This was a result of an economic crisis, political conflicts between superpower countries, as well as the continuous increase of global community's interests in climate change. The Company steadily maintained standards when it comes to strategic operations and sustainability goals, with notable success. CP ALL was awarded "Leading ESG 2022" from efficient sustainable development performance, as well as the 12<sup>th</sup> Asian Excellence Awards 2022 for a total of 5 awards. This undoubtedly reflects the commitment to conduct business with environmental and social responsibility, as well as corporate governance. Following continuous effective ESG performance, the Company has been listed as a DJSI member for Food & Staples Retailing industry, in DJSI Emerging Markets for the 6<sup>th</sup> consecutive year (2017-2022) and DJSI World for the 5<sup>th</sup> continuous year (2018-2022). This includes being assessed and listed as a member of FTSE4Good Index in the category of Food Retailer & Wholesalers, as well as receiving an A grade for CDP assessment in climate change management and an MSCI assessment for ESG performance. Such achievements affirm CP ALL as a 'global sustainable company,' aligning with the Company's commitment to conduct business sustainably across all dimensions for 35 years.

Following the Company's success in sustainability performance, CP ALL believes that business can grow sustainably with a sustainability vision of "An organization that provides convenience to the community and well-being and happiness to society" Notably, the awards and recognition for the Company serve as a factor to enhance investor's confidence when it comes to investment decisions according to environmental factor, social factor and corporate governance, in tandem with the Company's financial performance analysis. This enables long-term compensation.

Furthermore, CP ALL prioritizes efforts to minimize environmental impacts, such as plastic waste management, food waste management, sustainable packaging management, as well as increasing renewable energy proportion in use. Simultaneously, CP ALL conducts human rights work according to international principles to reduce disparity and foster equality within the Company, all under the foundation of good corporate governance "honesty, transparency, fairness, considerations to communities, society and the environment." Therefore, CP ALL can successfully build confidence for every stakeholder groups on the basis of "3 benefits: for the country, the people and the Company."



# Sustainable Innovations:

for good quality of life and sustainable world



CP ALL maintains leadership in campaigns to reduce and terminate plastic bag usage, develop environmental packaging in terms of extended use and design within the concept of reduce, replace, reuse and biodegradability. The mentioned campaign considers every process in the product cycle while ready to collaborate with suppliers to utilize innovation, reduce everyday life plastic waste, and make the world a better place with each passing day.



**Innovation**  
creates  
an environmentally  
friendly consumption  
culture

Implement Circular Economy and Eco-Design  
concepts to improve packaging functionality  
while requiring less plastic



Replace conventional materials with  
renewable or natural materials conducive  
for recycling (Recyclable material)

Sip coffee coolly through the lid  
instead of relying on straws

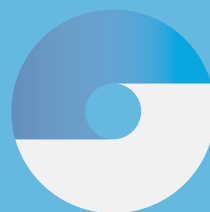


Employees don shirts made from recycled  
plastic bottles



# Alternative Innovations:

Providing a life of alternatives



CP ALL is a bridge which connects the entire supply chain, provides knowledge, implements technology, drives innovation, jointly and continuously develops a variety of new products for the market. The Company responds to consumers through provides access to products to promote eating well, living well, and being healthy for both farmers and SMEs, and from upstream to downstream. The resulting sustainable growth provides power to drive the economical foundation of a country for further development.





**Innovation**  
creates opportunities  
for entrepreneurs in  
the 4.0 era.

Market analysis and product  
development based on Big Data



Promote agricultural technology, raise  
production standards, extend product life

Network innovation, SMEs products  
development, add value and satisfy  
market demand



Connecting entrepreneurs to online platforms

# Convenient Innovations:

Providing ease in life



CP ALL is committed to satisfying people's new way of life in the digital age through providing convenience anytime, anywhere through the ALL Online by 7-Eleven platform, your close friend in every channel to create online world bonds every time you go out. Every 7-Eleven store continues to expand and smile every day as true friends who have been by every community's side for 35 years.





**Innovation**  
creates a novel and  
convenient experience

Order products through the Application  
without needing to leave the house



7Delivery service to the recipient now  
utilizes electric car/motorcycles

Press to order food or drinks  
from a Vending Machine

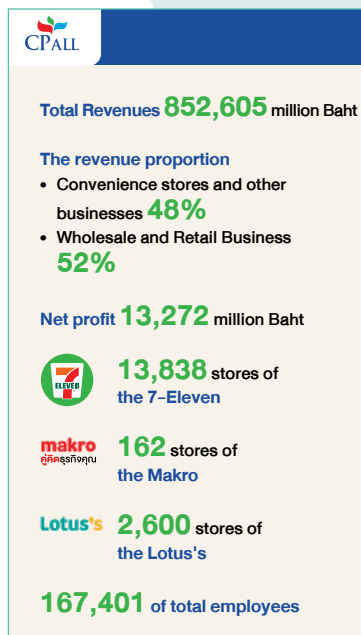


Pay via secure electronic wallet (e-Wallet)  
in a cashless society





## Collaborative Value Chain for Everyone's Happiness

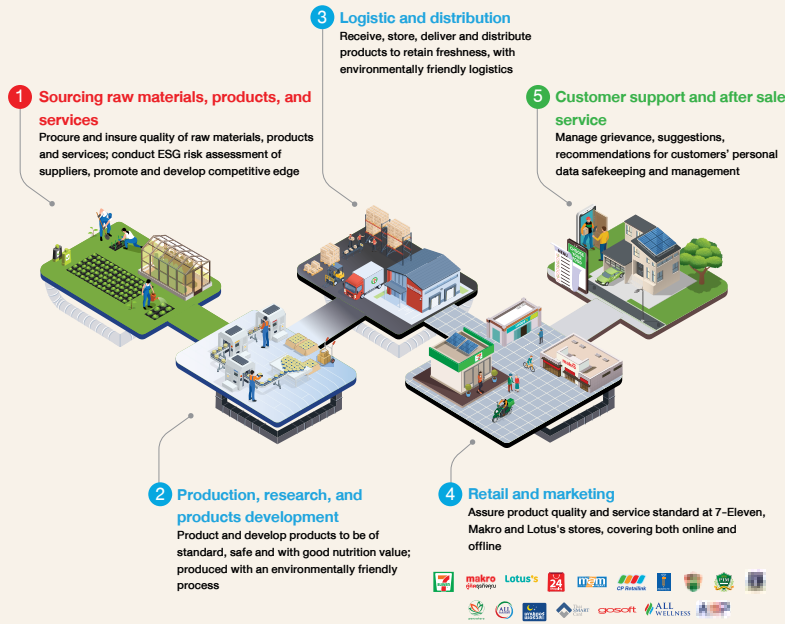


For the past 35 years, CP ALL Public Company Limited and its subsidiaries ("the Company"), as a retail business operator in the category of convenience store, under the 7-Eleven trademark, also offer rights to other active retailers operating in Thailand, as well as offering rights to operate 7-Eleven 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, with a total of 167,401 employees.

Furthermore, the Company serves as the bridge connecting the entire supply chain, from upstream to downstream, through business operations. These include providing trading opportunities for small entrepreneurs, promoting local agricultural products, aiding those underserved, those with disabilities and vulnerable groups, as well as providing education opportunities to youths.


## CP ALL's Value Chain




| Value Chain                      |   | 1  | 2  | 3                         | 4                    | 5                                       |
|----------------------------------|---|--|--|---------------------------|----------------------|---|
|                                  |   | Sourcing raw materials, products, and services | Production, research, and products development | Logistic and distribution | Retail and marketing | Customer support and after sale service |
| 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 follow:


### Retail business Convenience store




**All café**  
Services ready-to-serve beverages and freshly brewed coffee.



**Kudsan**  
"Kud Selecting the best thing, San Creating delectable taste", focuses on freshly cooking, baking, brewing and mixing; using only quality ingredients, supported by professional barista and a team with specific expertise. The aim is to create a café-style shopping experience in 7-Eleven stores.




**Bellinee's Bake & Brew**  
"Happiness brings us together", a premium bakery café notable for its fresh bakery, premium food and beverage, contemporary and cosy European vibe  
**For more information:** [www.bellinee.co.th](http://www.bellinee.co.th)




**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](http://www.exta.co.th)


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**24 Shopping Co., Ltd.**  
Offers various "O2O channels" channels to order, pay, and receive products and services in a fun and convenient way—open for 24 hours a day, addressing the current generation of consumers.



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**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](http://www.cpretailink.co.th)



**ALL Wellness Co., Ltd.**  
Provide health services through digital innovation and consultation with medical experts.



## Wholesale and Retail businesses Services



### Siam Makro 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.siammakro.co.th](http://www.siammakro.co.th)



### 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. Presently, Lotus’s service more than 10.8 millions times weekly across approximately 2,600 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: [www.lotuss.com/th](http://www.lotuss.com/th)



### 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 Co., Ltd.

Provides integrated payment service and representing agents in addressing all lifestyles, from Daily life Service to Financial Service through a real-time channel accessible to every target groups at all hours, either offline through 7-Eleven stores across Thailand, or online through Counter service Payment Gateway.

**For more information: [www.counterservice.co.th](http://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](http://www.thaismartcard.co.th)**



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



#### CPRAM Co., Ltd.



Manufactures and distributes ready-to-eat meals through 7-Eleven stores, supermarkets, restaurants and leading stores across Thailand, in total over 20,000 locations, as well as exporting to 18 countries globally. Products and services in CPRAM Co., Ltd., such as Jade Dragon, Le Pan, DeliThai, Delicasia, CPRAM Catering and VG for Love, to name a few.

**For more information: [www.cpram.co.th](http://www.cpram.co.th)**



#### CP Food Lab Co., Ltd.

Provide R&D, constancy, and product analysis and testing services to the business group and other companies both within and outside the country. It is also a coordination center on research and development with other public and private agencies.



### Education Services



#### Suksapiwat Co., Ltd.

Making investments in education, consisting of 3 educational institutes, as follows.



#### 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](http://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](http://www.pim.ac.th)**

**Panyatara Co., Ltd. and All Training Co., Ltd.**

Service training, human resources development, and comprehensive seminar provider, through the design and development of curricular that meet varied customer demands.

**For more information:** [www.panyatara.co.th](http://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](http://www.gosoft.co.th)

**Marketing Media Services****MAM Heart Co., Ltd.**

The center for professional communication services in the One Stop Service model. Its scope also covers events management and marketing activities to help its customers achieve their business goals.

**Logistics Management Services****ALL Speedy Co., Ltd.**

Provides pick up-delivery service, as well as drop off-delivery service through 7-Eleven stores to either designated destinations or any 7-Eleven stores across the country. The service is available everyday at all hours through SPEED-D service or via other leading delivery services in Thailand, under a logistics management system of credible standards and real-time status tracking.

**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 2022 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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🌐 Website: [www.cpall.co.th](http://www.cpall.co.th)



# The Road to Sustainable Development

Over the past 35 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 Opportunities”



## 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 Sol 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 Saksapiwat 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
- Formed the Sustainable Development Committee
- Commenced membership into the United Nations Global Compact (UNGC)
- Formed the Sustainable Development Unit and initiated reporting under the Global Reporting Initiative (GRI)
- Appointed a Marketing and Distribution Sustainability Strategy Working Group
- Appointed a Corporate Governance Board of Directors and Committee
- Announced Sustainable Development Policy, and related policies
- Participated in the assessment and granted membership into the Dow Jones Sustainability Indices (DJSI) in the Emerging Market segment in the Food and Staples Retailing category
- Confirmed as member Thailand’s Private Sector Collective Action Coalition against Corruption (CAC)
- Conducted Human Rights Due Diligence following the principles of the Universal Declaration of Human Rights

## 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 3<sup>rd</sup> consecutive year and the Emerging Market segment for the 4<sup>th</sup> 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 2<sup>nd</sup> consecutive year
- Received “Highly Commended” SET Awards
- Remained in Universe of ESG 100 asset groups for the 2<sup>nd</sup> consecutive year
- Signatory to the Low Carbon City Memorandum of Agreement (MOA) with the UNDP

## 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 2<sup>nd</sup> 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

## 2020



- Selected as a member of the Dow Jones Sustainability Indices (DJSI) in the Food & Staples Retailing Industry Sector for the 4<sup>th</sup> consecutive year, in Food & Staples Retailing Industry. Listed in DJSI World for the 3<sup>rd</sup> consecutive year, and in DJSI Emerging Markets for the 4<sup>th</sup> consecutive year
- Selected as a member of FTSE4Good Index in Food Retailers & Wholesalers Sector for the 3<sup>rd</sup> 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 3<sup>rd</sup> consecutive year
- Remained in Universe of ESG 100 asset groups for the 3<sup>rd</sup> 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 30<sup>th</sup> June 2020
- Established a working committee for Planting for Sustainable Community Project

## 2021



- Selected as a member of Dow Jones Sustainability Indices (DJSI) for the 5<sup>th</sup> consecutive year in Food & Staples Retailing Industry. Listed in DJSI World for the 4<sup>th</sup> consecutive year, and in DJSI Emerging Markets for the 5<sup>th</sup> consecutive year
- Simultaneously, the Company was also an Industry Leader
- Selected as a member of FTSE4Good Index in Food Retailers & Wholesalers Sector for the 4<sup>th</sup> 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 4<sup>th</sup> consecutive year
- Received SET Awards in the category of Highly Commended
- Part of the Universe of ESG100 Asset Group for the 4<sup>th</sup> 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


## 2022



- Selected as a member of Dow Jones Sustainability Indices (DJSI) for the 6<sup>th</sup> consecutive year in Food & Staples Retailing Industry. Listed in DJSI World for the 5<sup>th</sup> consecutive year, and in DJSI Emerging Markets for the 6<sup>th</sup> consecutive year
- Selected as a member in FTSE4Good Index’s Emerging group and FTSE4Good ASEAN 5 Food Retailers & Wholesalers Industry for the 5<sup>th</sup> 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 5<sup>th</sup> consecutive year.
- Received SET Awards in the category of Highly Commended for the 3<sup>rd</sup> consecutive year
- Part of the Universe of ESG100 Asset Group for the 5<sup>th</sup> consecutive year
- Awarded Low Carbon and Sustainable Business (LCSB) for Excellence Level
- Set up the advisory committee and health, nutrition and wellbeing committee

# Supporting the United Nations Sustainable Development Goals (SDGs)

**PEOPLE:**  
Promoting people's quality of life




- 42,349** persons Farmers, Small and Medium Enterprise (SMEs), and small entrepreneurs received support with job and well being
- 11,846** persons Volunable groups received support with job and well being
- 63,263** million Baht Economic value created
- 1,447,873** persons Gained access to safe, nutritious, and sufficient foods
- 212,352** persons Gained access to quality, safe, and effective healthcare services
- 73,486** persons Children, youths, and adults received access to education and necessary capacity building
- 30,765** scholarships Support scholarship for vocational and tertiary education
- 1,116** million Baht Total scholarships sponsored
- 59.60** Females in all management levels
- 36.84** Females in top management levels
- 30.29 : 30.03** Average hours of training for male employees and female employees

**PROSPERITY:**  
Fostering growth



- 446,950.71** GJ Renewable energy usage
- 3.34** Proportion of renewable energy from total energy consumption
- 45,275** persons Employment for local within the CP ALL group
- 1,508** persons Employment for the vulnerable groups
- 8,423** million Baht Innovation value
- 565** products of innovative
- 11,846** persons Volunable groups received support with job and well being
- 173** million Baht Value for employment and support of vulnerable groups
- 2,726** persons Vulnerable groups, governmental agencies and communities received training for fire drill and emergency evacuation

**PLANET:**  
Environmental conservation




- 22.04** cubic meters per million Baht Total water withdrawal intensity
- 18.79** million cubic meters Total water withdrawal
- 35,237.12** tonnes Rduced plastic packaging consumption
- 11,276.51** tonnes Waste minimization by recycle & circular economy approach
- 3,763.01** tonnes Eco-friendly packaging materials
- 73.75 : 26.25** Proportion of utilized waste per disposed waste
- 2.27** tCO<sub>2</sub>e per million Baht GHG emissions intensity per unit of revenue
- 59,587.24** tCO<sub>2</sub>e GHGs emission reduction from the utilization of renewable energy
- 6** products Certified with the Carbon Footprint Product Label
- 5** products Certified with the Carbon Footprint Reduction Label
- 301,000** juvenile crabs Released into sea to increase diversity
- 204,950** trees Planted to rehabilitate the ecosystem

**PEACE:**  
Promoting accountability, transparency, inclusiveness and anti-corruption




- Prescribed the Code of Conduct compliance with the Thai law and the other countries where the company operating, and in alignment with the UN Guiding Principles on Business and Human Rights (UNGPs)
- Be a member of the Thai Private Sector Collective Action Against Corruption (CAC)
- Supporting suppliers to be a member of the CAC

**Partnership:**  
Elevating partnerships for collaboration



- Joined in national and international organizational networks to collaboratively drive sustainable development goals, as well as promote the Company's sustainability material topic management through information and opinion exchange, standard revisions, joint plan development, joint realizing projects, activities and assessments. This comprises Global Compact Network Thailand, Ministry of Natural Resource and Environment network, Scholars of Sustenance Foundation, VV Share Foundation, and Tertiary Education network, vocational networks, public and private, as well as Thai Private Sector Collective Action Against Corruption (CAC).







## 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 2022 of each goals are:

| 🏠 Environmental (Home): 7 Go Green  |  |   |   |
|---|--|---|---|
| <b>Climate Resilience</b>   | <b>Goal 2022</b><br>1.66 mtCO <sub>2</sub> e   | <b>Sustainable Waste and Surplus Food Management</b>  | <b>Goal</b><br>100%                     |
| To achieve Carbon Neutral by 2030 and Net Zero GHG Emissions by 2050  | <b>Performance</b><br>1.93 mtCO <sub>2</sub> e | Reduce excess food or leftover food volume requiring disposal and reduce waste volume originating from Company's operations which require landfill disposal | <b>Performance</b><br>73.78%            |
| <b>Efficient use of resources and Energy</b>  | <b>Goal</b><br>25%                             | <b>Ecosystem &amp; Biodiversity Protection</b>  | <b>Goal</b><br>100%                     |
| To reduce the final energy consumption by comparing with the business-as-usual case (BAU)   | <b>Performance</b><br>3.67%                    | All areas of business operations have projects in collaboration with local and national stakeholders or independent third parties                           | <b>Performance</b><br>100%              |
| <b>Sustainable Packaging Management</b>   | <b>Goal</b><br>100%                            |   |   |
| Private Brand utilizing plastic packaging must be reusable, recyclable, or compostable  | <b>Performance</b><br>97.94%                   |   |   |
| ✚ Social (Health): 7 Go Together  |  |   |   |
| <b>Social Impact and Economic Contribution</b>  | <b>Goal</b><br>250,000 persons                 | <b>Good Health &amp; Well-being</b>   | <b>Goal</b><br>25%                      |
| To develop skills and promote jobs to generate income for Small and Medium Enterprise (SMEs), and small entrepreneurs agriculturists, and vulnerable groups               | <b>Performance</b><br>291,255 persons          | Increase the number of new health & nutrition products and services   | <b>Performance</b><br>26.50%            |
| <b>Education and Lifelong Learning</b>  | <b>Goal</b><br>500,000 persons                 | <b>Food and Water Security &amp; Access to Well-being</b>   | <b>Goal</b><br>5,000,000 persons        |
| To support children, youth, adults, and vulnerable groups to education—having access to technical and professional skills necessary for their profession                  | <b>Performance</b><br>358,482 persons          | Support the underserved, impoverished, and vulnerable people in receiving access to safe food and water, as well as adequate well-being                     | <b>Performance</b><br>2,338,951 persons |
|   |  | <b>Stakeholders Engagement</b>  | <b>Goal</b><br>80%                      |
|   |  | All key stakeholder group engagement level  | <b>Performance</b><br>83%               |
| ❤️ Governance and Economic (Heart): 7 Go Right  |  |   |   |
| <b>Corporate Governance and Anti-Corruption</b>   | <b>Goal</b><br>Excellence                      | <b>Innovation and Value Creation</b>  | <b>Goal</b><br>20%                      |
| The Company's corporate governance rating is at excellence by an internationally recognized institute   | <b>Performance</b><br>Excellence               | Income from products and services innovation and new businesses including process innovation  | <b>Performance</b><br>10.40%            |
| <b>Human Rights and Labor Practices</b>   | <b>Goal</b><br>100%                            | <b>Responsible Supply Chain</b>   | <b>Goal</b><br>100%                     |
| The Company has continuously conducted Human Rights Impact Assessment following United Nations Guidelines, of its operations and suppliers with high sustainability risks | <b>Performance</b><br>100%                     | Tier1 Supplier with high sustainability risk must receive comprehensive assessment and improved   | <b>Performance</b><br>100%              |
| <b>Leadership and Human Capital Development</b>   | <b>Goal</b><br>100%                            |   |   |
| All leaders and employees will be involved in the learning process and activities on sustainability   | <b>Performance</b><br>100%                     |   |   |



## 2022 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) 2022**

in DJSI World for the 5<sup>th</sup> consecutive year, and in DJSI Emerging Markets for the 6<sup>th</sup> consecutive year, in Food & Staples Retailing Industry

### Sustainability Award Gold Class 2022

S&P Global

**CP ALL was ranked in ESG Ratings**

(S&P Global Sustainability Awards) with the highest score Gold Class in The Sustainability Yearbook 2022



**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)



FTSE4Good

**CP ALL has been selected as a member in FTSE4Good Index**

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



**SET Awards 2022 in Sustainability Excellence,**

under Highly Commended in Sustainability Awards category for the 3<sup>rd</sup> consecutive year, and conducted by The Stock Exchange of Thailand, together with Money & Banking Magazine



**ESG 100 Service in 2022**

Group universe for the 5<sup>th</sup> consecutive year, by Thaipat Institute



**CP ALL has been selected as a member in Thailand Sustainability Investment (THSI) in 2022**

for the 5<sup>th</sup> consecutive year by the Stock Exchange of Thailand



**Leading ESG Awards 2022**

An organization that is a leader in managing sustainability development. It has consistently demonstrated success to the community and society from Future Trends

**Environmental Dimension**



**Rated as an A or equivalent to Leadership level**

in climate change 2022, by CDP, a reputable sustainability assessor whose disclosure standard is globally recognized



**LCSB : Low Carbon and Sustainable Business 2022**

assessed as excellent by Thailand Greenhouse Gas Management Organization (TGO)



**Panyapiwat Institute of Management, EEC Campus' SKY Bright Center building received ASEAN Energy Awards 2022, in third place**

in energy conservation. It was a 2<sup>nd</sup> Runner Up of the Tropical Building under Energy Efficient Building from ASEAN Centre for Energy : ACE, an organization founded to drive forth energy efficiency within ASEAN countries



**Panyapiwat Institute of Management, EEC Campus' SKY BRIGHT CENTER received THAILAND ENERGY AWARDS 2022 for 'excellence' rating**

in energy conservation, within the tropical building category. The rating was organized by Department of Alternative Energy Development and Efficiency (DEDE)



**Lotus's received Outstanding Organization award, for retail business with sustainably environmentally friendly excellence 2022**

organized by Regional Newspaper Association Club (RMAC)



**Lotus's received a plaque as a pollution source passing wastewater management assessment criteria 2022, rated as 'Gold Level.'**

The recognition for pollution source passing the wastewater management assessment criteria from Pollution Control Department (PCD), Ministry of Natural Resources and Environment

**Social Dimension**



**CP ALL received 'Best CSR Company' Asian Excellence Awards,**

highlight success and excellence in financial management, social responsibility, and environmental practice from Corporate Governance Asia, a leading magazine on the economy and corporate governance from Hong Kong



**Makro won first place for UN Women 2022 Thailand WEPs Awards,**

for workplace with gender equality from UN Women, in collaboration with European Union



**CP RAM received 'Outstanding' for Human Right Award 2022**

for the 2<sup>nd</sup> consecutive year for large business corporation, granted by Welfare and Labor Protection Bureau, Ministry of Justice



#### Makro received awards for human capital in 2022

- HR EXCELLENCE AWARDS THAILAND 2022, as an organization prioritizing and promoting employees' engagement, organized by Human Resources Online Institute, Singapore
- "Best Companies to Work for in Asia 2022" from HR Asia organized for the 3<sup>rd</sup> consecutive year by HR Asia magazine, a leading human capital magazine in Asia



#### CP RAM received CSR-DIW Award 2022 "CSR-DIW to Achieve SDGs"

Reflects the organization's responsibility to society, environment and communities in the vicinity for mutual growth under sustainable environment and good quality of life. This was organized by Department of Industrial Works, Ministry of Industry



#### CP ALL received Best Employer Brand Awards 2022

Recognized as the best employer brand award from internationally recognized World HRD Congress, a non-profit organization in collaboration with Stars of the Industry Group



#### CP ALL received Thailand Corporate Excellence Awards 2022

Recognized for excellence in human capital management by Thailand Management Association (TMA), in collaboration with Sasin School of Management, Chulalongkorn University



#### CP ALL received 'Outstanding' as a Sustainability Model Organization in Thailand's Capital Market in supporting those with disabilities in 2022

Recognized by Securities and Exchange Commission (SEC), Department of Skill Development, Department of Employment, Department for Empowerment of Persons with Disabilities, Thai Listed Companies Association (TLCA) and Association of the Physically Handicapped of Thailand (APHT)



#### CP ALL received an award as an outstanding organization supporting those with disabilities 2022, rated at 'excellent'

for the 6<sup>th</sup> year consecutive from Ministry of Social Development and Human, by Department for Empowerment of Persons with Disabilities



#### Lotus's received Sustainability Initiative of the Year 2022

Reflecting the commitment to support local farmers in earning fair and just income, on Retail Asia Awards 2022 by RETAIL ASIA magazine, Singapore



#### Lotus's received Outstanding Enterprise in Labor Relations and Welfare 2022

For the 16<sup>th</sup> consecutive year from Ministry of Labor, reflecting the Company's success in caring for employees and provide welfare of good standards, promoting good quality of life, build career opportunities and growth



## Corporate Governance Dimension



#### CP ALL rated excellence in corporate governance 2022

For the 4<sup>th</sup> consecutive year from Corporate Governance Report of Thai Listed Companies, conducted by Institute of Directors



#### CP ALL received CAC Change Agent Awards 2022

For the 2<sup>nd</sup> 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



## 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 a sustainability strategy which covers 3 dimensions, including environmental, social and governance and economic dimensions. The strategies take into account human rights and fundamental freedoms according to the UN Guiding Principles on Business and Human Rights (UNGPR), fundamental occupational rights stipulated by the International Labor Organization (ILO) and labor laws pertinent to the respective country of business engagement.


In concurrence with the organizational vision and strive to facilitate communities, societies, well-being, and happiness through setting 15 goals for organizational sustainability development in line with

the United Nations Sustainable Development Goals (SDGs) and the 10 United Nations Global Compact Principles (UNGC), the Company strives to operate in accordance with social responsibility principles, including the OECD Guideline for Multinational Enterprise, the Corporate Governance Code (CG Code) for listed companies, and guideline standards for social responsibility (ISO 26000) on continuously basis. In order to gain perspective expectations and suggestions related to policy development and guideline polices to achieve sustainability goals, human rights due diligence audits are conducted and stakeholder engagement is maintained through various communication channels inclusive of in-depth interviews.



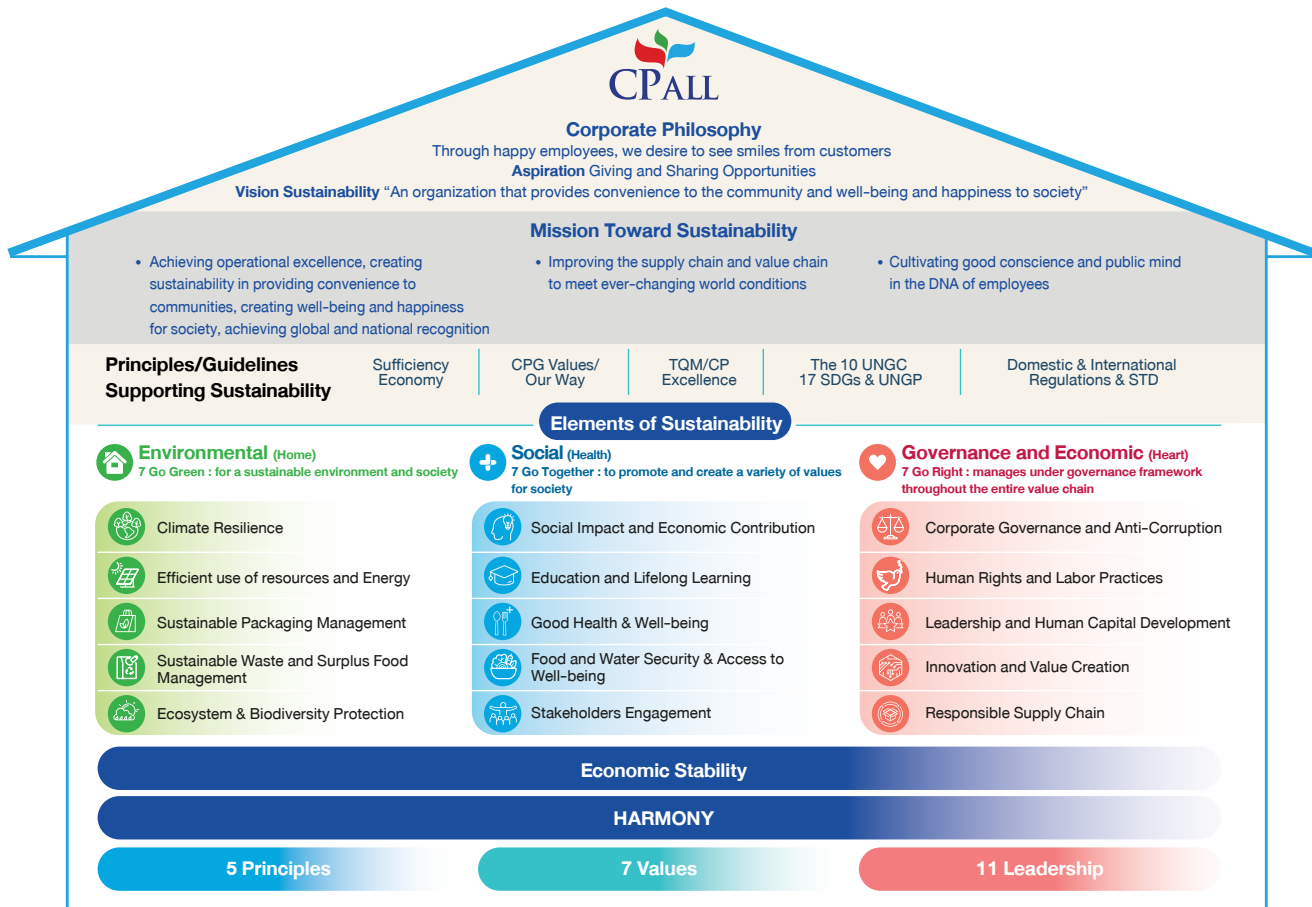
In 2022, the Company conducted material topic assessment, addressing impacts of stakeholders, scope, occurrence likelihood, and impact mitigation capacity through 9 material topics as follows: 1) Governance and Anti-Corruption 2) Occupational Health and Safety & Labor Practices (Human Rights and Labor Practices) 3) Responsible Supply Chain 4) Climate Resilience 5) Efficient use of resources and Energy 6) Sustainable Packaging Management 7) Sustainable Waste and Surplus Food Management 8) Social Impact and Economic Contribution and 9) Good Health & Well-being.

The Company operates respective businesses within the framework of 3 pillars: sustainability, consisting of the Environment for a sustainable environment and society, Social to promote and create a variety of society-centric values, Governance and Economics to create strong business growth while maintaining good governance, fairness and transparency, add value to intra organizational personnel, and achieve goals and create sustainable growth among all stakeholders.



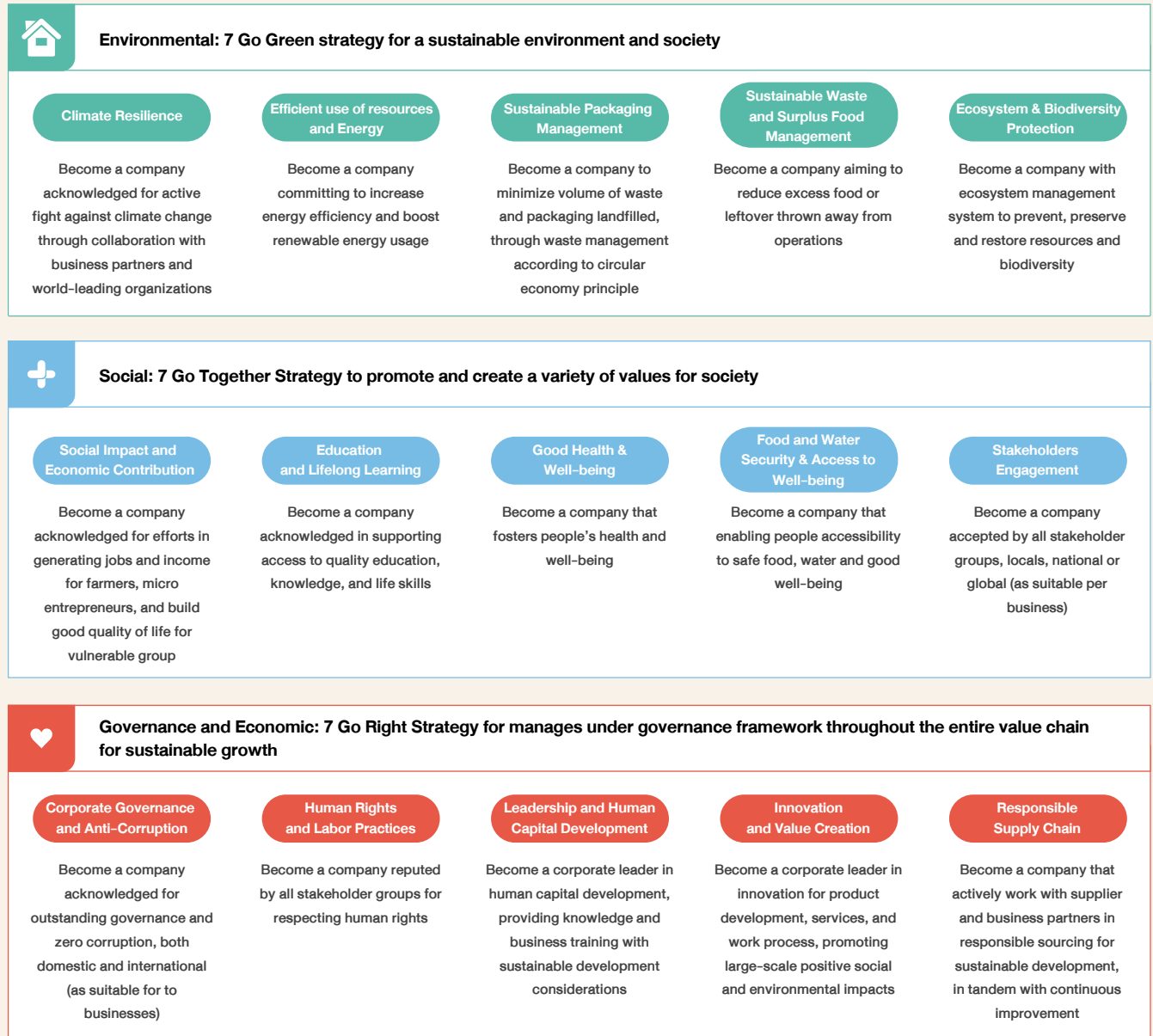
**For more information**  
[Corporate Governance Policy and Business Ethics and Code of Conduct](https://www.cpass.com/en/investor/corporate-governance-overview)  
<https://www.cpass.com/en/investor/corporate-governance-overview>  
[Human Rights and Labor Practice Policy](https://www.cpass.com/wp-content/uploads/2021/06/Human-Rights-Policy-2021-EN.pdf)  
<https://www.cpass.com/wp-content/uploads/2021/06/Human-Rights-Policy-2021-EN.pdf>  
[Safety, Occupational Health, and Work Environment Policy](https://www.cpass.com/wp-content/uploads/2020/06/011_CPALL-SHE-Policy_Eng_Final-for-web_Rv.270562_3-1.pdf)  
[https://www.cpass.com/wp-content/uploads/2020/06/011\\_CPALL-SHE-Policy\\_Eng\\_Final-for-web\\_Rv.270562\\_3-1.pdf](https://www.cpass.com/wp-content/uploads/2020/06/011_CPALL-SHE-Policy_Eng_Final-for-web_Rv.270562_3-1.pdf)

## Corporate Sustainability Framework and Strategy



## Operating framework according to the long-term sustainability development plan 2021–2030

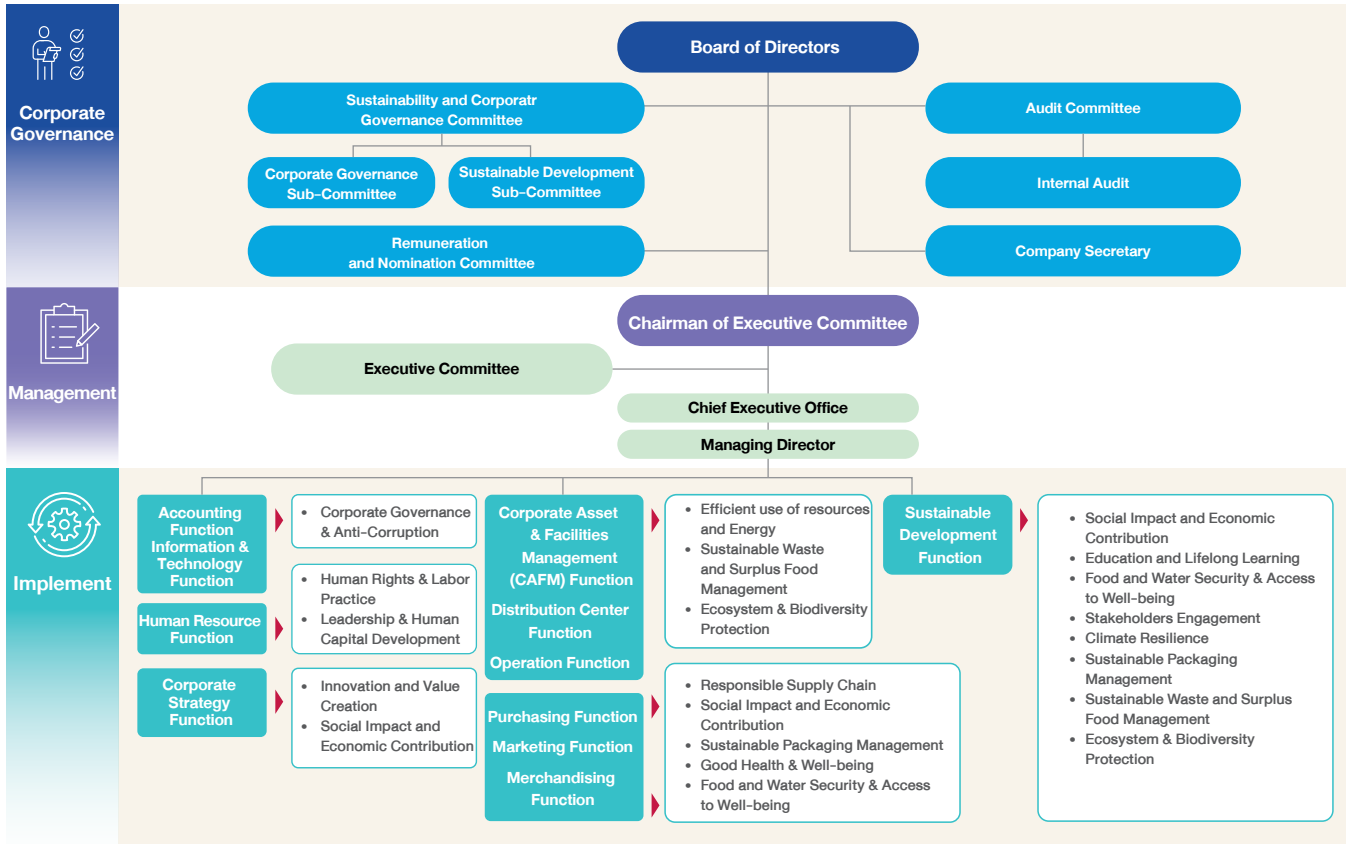
The Company has implemented a long-term sustainable development plan encompassing operations from 2021–2030, which considers current events and global trends alongside Company business operation potential. The devised plan operates under the framework of 3 pillars as described in the following text.



The Company, through appointing the Sustainable Development Subcommittee, integrates company-wide sustainability policies into one comprehensive strategic plan for the 2021–2030 period. The subcommittee spearheads efforts to transition mentioned plans into efficient practices, establishes international sustainability practice integration guidelines throughout business processes at the organizational value chain level and throughout the supply chain,

and measures the respective progress. The mentioned approach assesses sustainability operations efficiency and effectiveness, and raises sustainable business operation awareness to executives and employees at all levels through instilling ideas, values, training, educating and creating organization-wide engagements through sustainability project implementations.

### CP ALL's Sustainability Development Structures



### Strategies for Sustainable Development Goals

The Company operates under the corporate sustainability strategy while continuously developing and improving operational efficiency, establishing communications with stakeholders including employees, suppliers and relevant stakeholders as a means to achieve

organizational sustainability goals overlaying environmental, social and governance and economic dimensions under the following strategies.



Environmental Dimension

7 Go Green



Social Dimension

7 Go Together



Governance and Economic Dimension

7 Go Right



Partner with SDGs

Effective Communication

Country, Citizens, and Company, Collective Sustainable Growth

Achieve national and global recognition

## 7 Go Green strategy

The Company aims to operate and expand businesses on environmental responsibility foundations through promoting, preventing, preserving and reducing environmental impacts under the strategic framework of “7 Go Green”. The framework, which covers operations within the value chain, corresponds to the laws,

policies and local regulations of respective operating areas in addition to complying with international standards and the United Nations Sustainable Development Goals (UN SDGs). The integrated stakeholder cooperation in implementing projects to promote environmental quality observes 4 main approaches as follows:

| Environmentally friendly store management (Green Store)   | Environmentally friendly logistics and distribution (Green Logistic)                                | Environmentally friendly packaging management (Green Packaging)  | Build environmental consciousness (Green Living)  |
|---|---|--|---|
| 7-Eleven stores and distribution centers uphold environmentally friendly measures from building design, construction, equipment use to 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. | Instilling environmental awareness and delivering sustainable well-being for communities. |

In 2022, the Company continues to implement existing sustainability projects and introduce new sustainability projects exhibiting outstanding performance. Instances of mentioned projects include energy reduction projects to promote electricity generation usage from solar energy via Solar PV Rooftop installations at 7-Eleven stores, retail centers and distribution centers, and projects to reduce fuel consumption through electric vehicle (EV) project promotions for the transportation and delivery process. Additional projects

comprise circular economy projects promote the reuse of plastic waste to create value and efficiency, projects to convert recycled plastic bottles into employee shirts, projects to produce bags from shrink wraps used at distribution centers, and projects to convert broken brake boxes into pallets for water in 7-Eleven stores. Environmental awareness projects are organized in collaboration with stakeholders throughout the value chain such as partners, opinion leaders and the public sector, etc.

## 7 Go Green strategy performance



### Environmentally friendly store management (Green Store)

#### Strategy Implementation

- Projects to increase electricity consumption efficiency in 7-Eleven stores, Makro and Lotus’s distribution centers, CPRAM factories and distribution centers
- Projects to increase renewable energy utilization proportions
- Projects to improve cooling systems and application of environmentally friendly refrigerants

#### 2022 Performance

- Reduced electricity consumption by **84,623.87** MWh
- Utilized electricity from renewable energy sources amounting to **120,611.23** MWh
- Reduced GHG emission by **119,974.21** tCO<sub>2</sub>e

### Environmentally friendly logistics and distribution (Green Logistic)

#### Strategy Implementation

- Electric vehicle (EV) utilization proportion in the transportation system and delivery service project
- Electric vehicle charging station installations project
- Project to adjust transportation vehicle size and reduce transportation distance and cycle project

#### 2022 Performance

- Number of electric transport vehicles within the transportation and delivery system **1,013** vehicles
- Number of electric vehicles charging stations **24** stations
- Reduced GHG emission by **1,427.75** tCO<sub>2</sub>e

Environmentally friendly packaging management (Green Packaging)

 Strategy Implementation

- Research programs to design and develop Eco-Design packaging (Eco-Design)
- Circular Economy packaging management program (Circular Economy)
- Single-use plastic reduction project
- The post-consumer packaging reuse project

 2022 Performance

- Reduced plastic packaging materials and non-plastic usage from packaging research and development by **1,814.51** tonnes
- Reduced the use of plastic bags and single-use plastic by **24,695.81** tonnes
- Recycled post-consumer packaging by the Company by **2,701.40** tonnes
- Reduced GHG emission by **258,777.08** tCO<sub>2</sub>e Equivalent to the plantation of **6,018,071** trees

Build environmental consciousness (Green Living)

 Strategy Implementation

- Foundation managed surplus food donation project
- Food waste management project
- Sorting rubbish bin project
- Ton Kla Rai Thung (zero waste) extension project
- Reforestation, germination, and plant nursery project
- Forestation project

 2022 Performance

- Reduce food waste to landfill by **16,260.86** tonnes
- Delivered over **1,181,780** meals to **224** communities
- Cumulative planting of **347,800** trees
- Reduced greenhouse gas emissions by **14,955.40** tCO<sub>2</sub>e

## 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 including:

| Creating a future for Learning                         | Creating skills and providing distribution channels  | Creating relations for a better quality of life   |
|--|--|---|
| Promote education, youth development, arts and culture | <ul style="list-style-type: none"> <li>• Support community enterprises and SMEs</li> <li>• Support farmers</li> <li>• Support vulnerable groups</li> </ul> | <ul style="list-style-type: none"> <li>• Support social and community quality of life activities</li> <li>• Provide relief assistance to disaster struck communities</li> </ul> |

The Company offers educational opportunities, transfers of skills and knowledge necessary for careers and income generation to communities through the establishment of educational institutions and granting scholarships to youth, the underprivileged, and vulnerable groups. This drive enables ALL Members of society to gain access to quality education at all levels, improves necessary business management skills and supports various distribution

channels. The mentioned measures promote careers and income within the farmer, community enterprise, SMEs, and vulnerable groups through the SMEs True Friends project in tandem with the promotion of societal well-being and quality of life through establishing community health centers, relief, and community relations activities, etc.



## 7 Go Together performance



### Creating a future for Learning

#### Strategy Implementation

- Projects to support quality educational opportunities through educational institutions
  - Panyapiwat Technological College (PAT)
  - Panyapiwat Institute of Management (PIM)
  - Panyapiwat Institute of Management Demonstration School (Sathit PIM)
- Scholarship programs to grant youths access to quality education both from the formal and non-formal sectors
- 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

#### 2022 Performance

- Support access to quality education for **40,902** youth
- Support **30,765** Scholarships
- Company employment of student graduates at **3,816** positions
- Joint development of **494** Pracharath schools valued at **89.65** million Baht
- Children, youth, and adults' necessary capacity development provisions at **73,486** persons

### Creating skills and providing distribution channels

#### Strategy Implementation

- Projects to increase distribution channels, create opportunities, create careers and generate income
  - Community enterprise entrepreneurial development promotion project for farmers and smallholders (CP ALL Market)
  - Project for direct product purchases from farmers (Non Khwaew Model)
  - Project to support the areas, selling channels and generate income for vulnerable groups
- Competitiveness enhancement project training and transferring knowledge for small and medium enterprises to increase business growth and branding opportunities
  - 7 SME Center project
  - MAKRO HORECA ACADEMY (MHA) Your one-stop companion for restaurateurs project
- Linking cooperation between small and medium enterprises with government agencies, private sectors and various agencies
  - Business matching program and business model matching project (Synergy and Business matching)

#### 2022 Performance

- **8,306** farmers, purchase value **18,340** of million Baht
- Small and medium enterprises (SMEs) including **34,043** small-scale entrepreneurs, purchase value of **44,749** million Baht
- **11,846** vulnerable groups, support value of **173** million Baht
- **8,539** SMEs receiving capacity training with enhanced competitive edge

### Creating relations for a better quality of life

#### Strategy Implementation

- Social and Community Quality of Life Promotion Program
  - Volunteering project to develop and foster community relations
  - Community health center prototype shop project
  - Eat Well, Live Well, Be Happy project extension
  - Food for the Future project
  - Health screening project
- Establish projects and units to assist victims and for disaster relief
  - Thais Together Project
  - Good Food for Brothers and Sisters Project
  - Community Relations and Disaster Mitigation Project
  - CPRAM Standing by Thais, People, Care In Reach Project

#### 2022 Performance

- Community access to safe, nutritious, and sufficient food for **1,447,873** persons
- Vulnerable groups, governmental agencies, and communities received fire emergency seminars, training, and drills for **2,726** persons
- Food and water access for **44,671** victims
- Total community contribution value of **5.49** million Baht

## 7 Go Right strategy

Organizational corporate governance strictly adheres to corporate governance principles, laws and relevant international practices under 2 main guidelines as follows:

| Intra-organization   | Inter-organization  |
|--|---|
| <ul style="list-style-type: none"> <li>Inspire ethical employee conduct</li> <li>Respect and comply with international human rights, Labor Practice and occupational health management, and safety principles</li> <li>Enterprise risk management</li> </ul> | <ul style="list-style-type: none"> <li>Becoming a Change Agent, providing knowledge, raising awareness, sharing sustainable business approach with suppliers</li> </ul> |

The Company focuses on intraorganizational supervision, inspiration initiatives for transparent and fair employee operations which take into account human rights and labor practices, and risk management operations through reviewing emerging risks with potential to affect business operations within the next 3-5 years as a readiness precaution and solutions management approach in a timely manner. The Company recognizes risks from climate change, digital

technology transformation and enforcing national packaging policies with potential affect toward business operations. In addition, the Company emphasizes conducting external governance activities to deliver change, which encompasses different levels of business suppliers, in terms of risk awareness, business operation preparations, and business practice modifications in line with sustainability developments.

## 7 Go Right Strategy Performance



### Intra-organization

#### Strategy Implementation

- Communication project to raise awareness of compliance with good governance principles among executives and employees at all levels
- Reward & Recognition project
- Risk management and monitoring project
- Personal data protection awareness project

#### 2022 Performance

- Employees and suppliers received communication regarding anti-corruption policies through the work ethics and code of conduct manual at **100%** of workforce
- 100%** High risk process has risk management plans
- 0** cases of Personal Data Protection Grievance
- 100%** of employees at all levels received trainings, reviews and passed governance and anti-corruption curriculum, as well personal data protection risk management
- Human Capital Management System certified ISO 27701 Privacy Information Management System

### Inter-organization

#### Strategy Implementation

- Communication and awareness creation project for suppliers.
- “Responsible Supply Chain Management” supplier potential development project according to the sustainability framework.
- Project to promote and support SMEs suppliers for participation in the declaration of intent against corruption within the Thai private sector.

#### 2022 Performance

- 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.
- Tier 1 suppliers are assessed for risks and sustainability standards (ESG) compliance at **100%** of total Tier 1 suppliers.
- SMEs suppliers have received communication and endorsed participation in the Declaration of Intent for a total of **38** suppliers.

## 2022 CP ALL Proudest Achievements



CP ALL has been selected as a member of Dow Jones Sustainability Indices (DJSI) 2022 in DJSI World for the 5<sup>th</sup> consecutive year, and in DJSI Emerging Markets for the 6<sup>th</sup> consecutive year, in Food & Staples Retailing Industry.

On December 9, 2022, the Dow Jones Sustainability Index announced the results of its sustainability assessment of the Company. It operated in the 99<sup>th</sup> percentile of the Food and Staples Retailing Industry category in the S&P Global Corporate Sustainability Assessment.



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



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



CP ALL has been selected as a member in Thailand Sustainability Investment (THSI) for the 5<sup>th</sup> consecutive year, in considerations to economic, social and environmental performance. The selection was conducted by the Stock Exchange of Thailand.



CP ALL was awarded SET Awards 2022 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.



CP ALL was rated at A, equivalent to Leadership Level form CDP in Climate Change 2022.



CP ALL received excellent award for Low Carbon and Sustainable Business (LCSB) by Thailand Greenhouse Gas Management Organization (TGO).

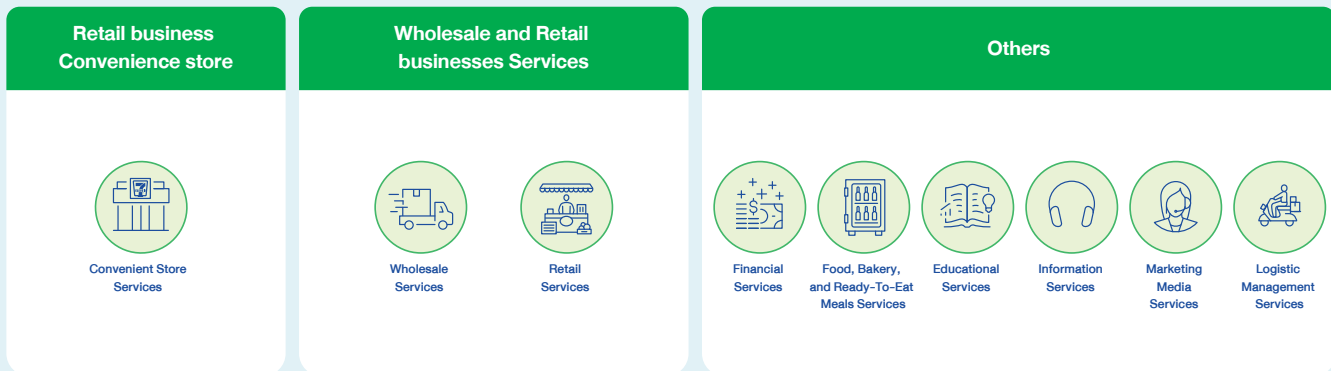
## Emphasis on All Material Issues for Sustainability in All Dimensions

CP ALL Plc. and its subsidiaries (“the Company”) has continuously published its sustainability report for the 7<sup>th</sup> 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 2022, encompassing 3 key business units. In 2022, the Company’s net revenue was at 852,605 million Baht. Additional information regarding subsidiaries is disclosed in on page 2 of 2022 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 2022, the data set reviewed comprises GRI 302-1, GRI 302-3, GRI 303-3, GRI 305-1, GRI 305-2, GRI 305-3 (Purchased goods and services, Upstream transportation and distribution, Business travel), GRI 305-4, GRI 306-3, GRI 306-4, GRI 306-5, GRI 403-9, GRI 403-10, 403-10, FPSS FP6, FP7 and GRI 405-2



### 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. This ensures the Company’s sustainability performance disclosure is in accordance with the 8<sup>th</sup> reporting principles, as follows.

| Global Reporting Initiative Standards (GRI) |                                  |   |
|---|----------------------------------|---|
|   | <b>1. Accuracy</b>               | Disclosed data accuracy                                     |
|   | <b>2. Balance</b>                | Balance of performance reported, both positive and negative |
|   | <b>3. Clarity</b>                | Comprehensibility for all stakeholder groups                |
|   | <b>4. Comparability</b>          | Data compatibility to illustrate performance trend          |
|   | <b>5. Completeness</b>           | Data completeness and comprehensiveness                     |
|   | <b>6. Sustainability context</b> | Balance of performance reported, both positive and negative |
|   | <b>7. Timeliness</b>             | Scope of reporting timeline                                 |
|   | <b>8. Verifiability</b>          | Verifiability   |



To serve as supporting information for stakeholders' decision making, in 2022, the Company has made changes to material topic assessment, respective process and steps in 4 primary steps, as follows:

## Identify and assess impacts on continuously basis



### 1. Understand the organization's context

Consider business activities to establish stakeholder groups throughout the value chain, as well as connecting sustainability material topics. This encompasses environmental, social, governance and economic dimension, as well as human rights and business activities, by considering impacts towards each stakeholder group.



### 2. Identify actual and potential impacts

Identify impacts from sustainability material topics, both actual and potential impacts. The impacts are to be determined as either positive or negative impacts, while considering impacts of sustainability material topics whether they are short- or long-term. This includes establishing remediability. Sustainability material topics identified prior as positive and negative impacts will be considered, in collaboration with experts, to assess severity and likelihood of material topic's impacts happening in the next step.



### 3. Assess the significance of the impacts

The Company obtained sustainability material topics as initially reviewed by experts, and categorized affected stakeholders of each sustainability material topic at each value chain stage. This enables survey design to ensure suitability with stakeholders. The assessment criteria considers scale, scope, remediability and likelihood in order to assess and prioritize sustainability material topics.

## Determine material topics for reporting












### 4. Prioritize the most significant Impacts for reporting

The Company took the survey results used for assessing every stakeholder group to analyze, in order to identify sustainability material topics according to expectations of and impacts towards stakeholders. Sustainability material topics significant to stakeholder groups are considered and reviewed for their linkage and appropriateness regarding the Company's business operations under the process of material testing by experts. These are individuals highly knowledgeable and capable when it comes to retail groups, wholesale and retail, and related business. Considerations are given to linkage and global trends, as well as world-renown sustainability indices, such as ESG from Morgan Stanley Capital International (MSCI), Dow Jones Sustainability Indices (DJSI), Global Trend, and Sustainability Accounting Standards Board (SASB). The result of sustainability material topics would be presented to the Executive Committee (Ex.Com), who are high-level Management, to verify the prioritization, with considerations to level of influence towards the assessment and stakeholders' decision. This was in tandem with considerations to the level of significance to environmental, social, economic and governance impacts, as well as human rights.



## Assessing Impacts of material topics

| Material topics   | Impacts   | Actual/<br>potential | Negative/<br>positive |
|---|---|----------------------|-----------------------|
|  <p><b>1. Corporate Governance and Anti-Corruption</b></p>   | Inefficient, untransparent governance, with no considerations for morals, ethics and human rights, affects business competitiveness, reduces stakeholders' trust towards the Company, and decreases investors' interests. This will also increase risks concerning violation of human rights and legal non-compliance.  | Actual               | Negative              |
|  <p><b>2. Occupational Health and Safety &amp; Labor Practices (Human Rights and Labor Practice)</b></p> | Unfair treatment of the Company's personnel, with no considerations to human rights, occupational safety, and work environment, may lead to an interruption in business operations, both direct and indirect, such as production process, logistics, services. This may also lead to human rights violation and issues concerning labour practices.   | Actual/<br>potential | Negative              |
|  <p><b>3. Responsible Supply Chain</b></p>   | Inefficient supply chain management, with no regard to human rights, may cause delay and inefficiency in product delivery to consumers. This may be due to issues in vendor selection and ineffective support to vendors. Such will heighten the scarcity risks of raw materials and inventory, as well as risks in human rights violation, such as the right to live, the right to be free, and the right to security. Inadequate supply chain management may cause an interruption in business operations and affect the Company's image. | Actual/<br>potential | Negative              |
|  <p><b>4. Climate Resilience</b></p>   | Conducting business with no regard to global climate change impacts, which may potentially affect livelihoods, health, and safety of stakeholders throughout the value chain, such as impacts from air pollution towards health, workforce, and community's safety in the long run. Impacts from drought and inundation can also affect suppliers in procurement, as well as delivery of products and raw materials.  | Actual/<br>potential | Negative              |
|  <p><b>5. Efficient use of resources and Energy</b></p>  | Inefficient corporate energy management, inadequate readiness of energy-related measures and policies to minimize greenhouse gas emission cause climate change. Poor water management may increase the production budget, thus reducing the production capacity. This may also become the cause behind violation of community's rights in accessing clean water in the Company's operation vicinity.  | Actual/<br>potential | Negative              |
|  <p><b>6. Sustainable Packaging Management</b></p>   | Product distribution, both retail and wholesale, business, with no considerations to packaging materials' degradability, may lead to significant issues of plastic waste accumulated in the environment. Such scenario would affect the ecosystem's richness, as well as humans' food safety, resulting in various health issues.   | Actual               | Negative              |

| Material topics  | Impacts  | Actual/<br>potential | Negative/<br>positive |
|--|--|----------------------|-----------------------|
| <br><b>7. Sustainable Waste and Surplus Food Management</b> | Inefficient product distribution management and food waste management result in higher volume of food waste, subsequently increase greenhouse gas emission. This would affect the ecosystem and natural resource, producing impacts to the surrounding community's health and livelihood.                                | Actual               | Negative              |
| <br><b>8. Social Impact and Economic Contribution</b>       | Business operations with no regard of risks that may affect communities, both social and economy, inclusive of income, academic success, jobs and habitat's physical environment, may lead to violation of vicinity community's quality of life, resulting in concerns and conflicts between communities and the Company | Actual/<br>potential | Negative              |
| <br><b>9. Good Health &amp; Well-being</b>                  | Inefficient management throughout the process of procurement, production and distribution. This may lead to risks in delivering products hazardous to health, unsafe and without meeting standards, thus affecting consumers in the long run.  | Actual               | Negative              |

## 2022 Materiality Topic

2022



Environmental  
(Home)

---

7 Go Green



Social  
(Health)

---

7 Go Together



Governance and Economic  
(Heart)

---

7 Go Right

**Material Topic**

- ♥ Corporate Governance and Anti-Corruption
- ♥ Occupational Health and Safety & Labor Practices (Human Rights and Labor Practices)
- ♥ Responsible Supply Chain

- 🏠 Climate Resilience
- 🏠 Efficient use of resources and Energy
- 🏠 Sustainable Packaging Management
- 🏠 Sustainable Waste and Surplus Food Management
- + Social Impact and Economic Contribution
- + Good Health & Well-being



## Topic Boundaries (Material topic)

| Topic   | GRI Indicator  | Boundaries |                  |   |                   |           |                         |                |                     |                            |
|---|--|------------|------------------|---|-------------------|-----------|-------------------------|----------------|---------------------|----------------------------|
|   |  | Internal   | External         |   |                   |           |                         |                |                     |                            |
|   |  | Employees  | Business Partner | Suppliers, vendors of goods and services, and creditors | Government sector | Customers | communities and society | Opinion leader | 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, 412-2 | ✓          | ✓                | ✓   | ✓                 | ✓         | ✓                       | ✓              | ✓                   | ✓                          |
| 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 |
|---|---------------|--------|------------|
| <b>Retail business Convenience store</b>            |               |        |            |
| CP ALL Public Company Limited                       | ✓             | ✓      | ✓          |
| ALL Wellness Co., Ltd.                              | ✓             | ✓      | ✓          |
| CP Retaillink Co., Ltd.                             | ✓             | ✓      | ✓          |
| 24 Shopping Co., Ltd.                               | ✓             | ✓      | ✓          |
| <b>Wholesale and Retail businesses Services</b>     |               |        |            |
| Siam Makro PCL.                                     | ✓             | ✓      | ✓          |
| Ek-Chai Distribution System Co., Ltd.               | ✓             | ✓      | ✓          |
| <b>Others</b>                                       |               |        |            |
| <b>Financial Services</b>                           |               |        |            |
| Counter Service Co., Ltd.                           | ✓             | ✓      | ✓          |
| Thai Smart Card Co., Ltd.                           | ✓             | ✓      | ✓          |
| <b>Food, Bakery, and Ready-to-Eat Meal Services</b> |               |        |            |
| CPRAM Co., Ltd.                                     | ✓             | ✓      | ✓          |
| CP Food Lab Co., Ltd.                               |               | ✓      | ✓          |
| <b>Education Services</b>                           |               |        |            |
| Suksapiwat Co., Ltd.                                | ✓             | ✓      | ✓          |
| Panyapiwat Technological College (PAT)              | ✓             | ✓      | ✓          |
| The Panyapiwat Institute of Management (PIM)        | ✓             | ✓      | ✓          |
| The Panyapiwat Institute of Management              | ✓             | ✓      | ✓          |
| Demonstration School (Satit PIM)                    | ✓             | ✓      | ✓          |
| Panyatara Co., Ltd.                                 | ✓             | ✓      | ✓          |
| <b>Information Services</b>                         |               |        |            |
| Gosoft (Thailand) Co., Ltd.                         | ✓             | ✓      | ✓          |
| <b>Marketing Media Services</b>                     |               |        |            |
| MAM Heart Co., Ltd.                                 | ✓             | ✓      | ✓          |
| <b>Logistics Management Services</b>                |               |        |            |
| 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 264-265.



# MATERIAL TOPICS





# Climate Resilience

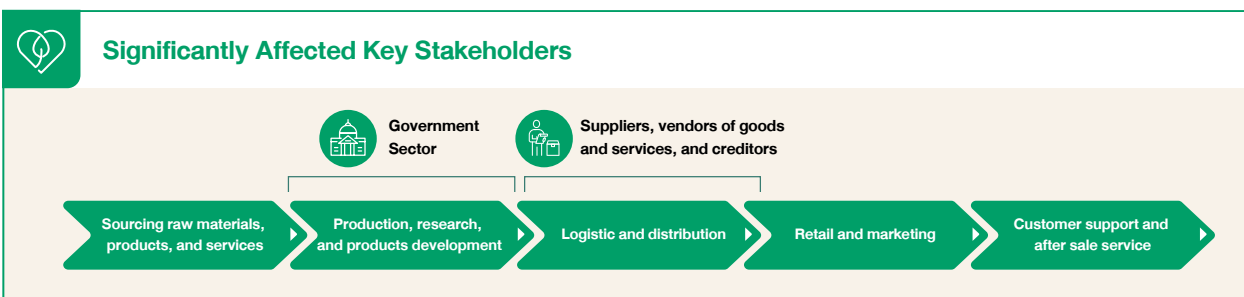


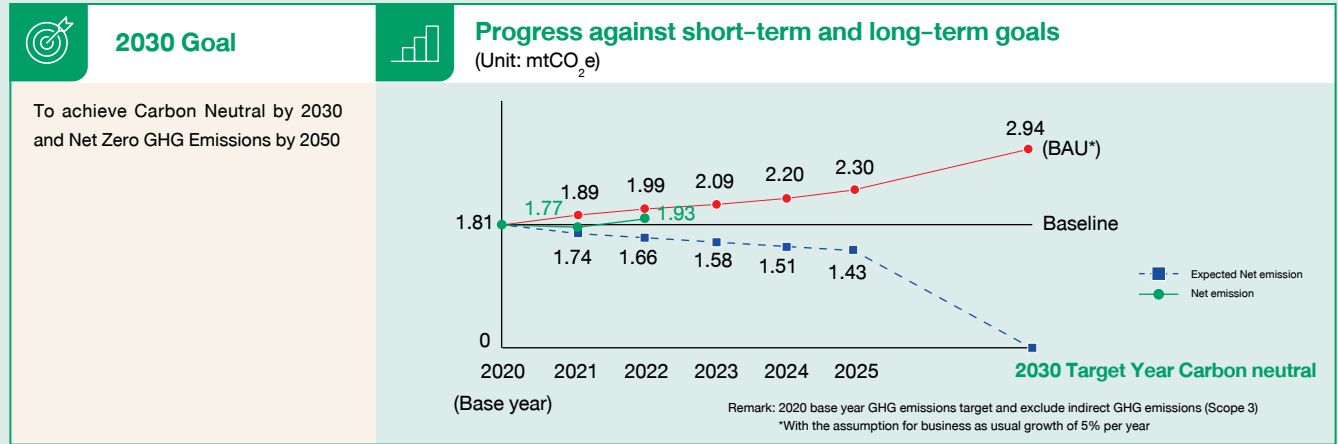
**Mr. Yuthasak Poomsurakul**  
Chief Executive Officer  
CP ALL Public Company Limited

“CP ALL conducts business according to sustainable development approach with consideration to stakeholders in all dimensions. The principle of BCG Model is implemented, utilizing 3 critical components, as follow: 1) use the resource efficiently with the support of technology (B–Bioeconomy), 2) promote circular economy, ensuring resources are brought back for re-use (C–Circular Economy), and 3) create innovation and enable social conditions for minimum environmental impacts, for business plan development (G–Green Economy) under the 7 Go Green strategy framework. With the collaborative support of partners in project implementation resulting in tangible results and scale-ups”

### Supporting the SDGs

|  |   |
|--|---|
| <p><b>SDG12 Ensure sustainable consumption and production patterns</b></p> <p>12.2 Achieve the sustainable management and efficient use of natural resources</p> | <p><b>SDG13 Take urgent action to combat climate change and its impacts</b></p> <p>13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries</p> |
|--|---|





### Key Performance in 2022

|   |   |  |   |  |   |
|---|---|--|---|--|---|
| <p>GHG emissions reduction, capture and offset of <b>387,741.45</b> tCO<sub>2</sub>e or equivalent to sustainably planting <b>9,017,243</b> trees</p> | <p>Rated as an A or equivalent to Leadership Level in climate change by CDP</p> | <p>CP ALL received an "Excellence" level award from the Low Carbon and Sustainable Business Index (LCSB) Program</p> | <p>Lotus's received an outstanding award as a retail of sustainable environmentally friendly excellence</p> | <p>Certified ISO : 14064-1 for Bang Bua Thong temperature controlled distribution center</p> | <p>Registered for Carbon Product Footprint for Organization by Thailand Greenhouse Gas Management (TGO)</p> |
|---|---|--|---|--|---|

### Key Progress in 2022

|   |   |   |  |   |   |
|---|---|---|--|---|---|
| <p>Participated in setting the Company's science-based target for validation process according to Science Based Targets initiative (SBTi) framework</p> | <p>Participated CDP Project in climate change for the 4<sup>th</sup> consecutive year</p> | <p>Participated in Low Carbon and Sustainable (LCSB) assessment for the 2<sup>nd</sup> consecutive year</p> | <p>Assessed climate change risks according to the Task Force on Climate-Related Financial Disclosures (TCFD)</p> | <p>Built engagement with suppliers and customers in environmental impact minimization</p> | <p>Submitted for certification of ISO : 14064-1 for Bang Bua Thong temperature controlled distribution center</p> |
|---|---|---|--|---|---|

## Risks and Opportunities

The UN Conference of Parties of the UNFCCC (COP26) in Scotland in 2021 pledged to limit global warming to no more than 2 degrees Celsius. Thailand is considered one of the countries with high risks of climate change impacts, which include threats in accessibility to food, clean water and clean air, as well as deterioration in ecosystems, resulting in various forms of conflicts. In 2022, the UN Conference of Parties of the UNFCCC (COP27) in Egypt's objective was to agree on the compensation management for countries affected by impacts of global climate change, the founding of carbon credit market, and setting the phasing out volume of each member country's coal-based energy use. Furthermore, the pressure from private sector and independent entity resulted in the governments' Climate Emergency Declaration, affecting the industries and private sector. This means

the latter must anticipate and prepare for changes, conducting business in ways with minimized impacts to global temperature change. Notably, the Company is cognizant of climate change impacts induced from business activities. These impacts may affect stakeholders' livelihood, health and safety throughout the supply chain, such as air pollution affecting workers' health and safety, long-term impacts on communities in the vicinity, as well as impacts of droughts and floods alike to suppliers. The Company is part of the efforts to reduce greenhouse gas emission and prepared for Thailand's future policy change, by providing continuous support and facilitate greenhouse gas emission and intensity reduction throughout the value chain.





## Management Approach

The Company set for Sustainable Development and Climate Change Governance sub-committee, as well as a specialist working group, such as energy conservation and efficiency enhancement team, solar energy installation team, green packaging team, and perennial tree plantation team for communities. These teams act in various roles assigned to prepare for climate change resilience under the “7 Go Green” strategy. They also establish a working framework and management approach in conducting business responsibly with considerations to climate change throughout the value chain. This is in alignment with Task Force on Climate-related Financial Disclosures (TCFD) with the aim to decrease greenhouse gas emission from business conducts according to the Net Zero Emission goal in 2030. The Company set for disclosure of Net-zero Commitment with the scope encompassing the management of 3 greenhouse

gases scopes, from direct emission (scope 1), indirect emission from energy consumption (scope 2), and other indirect emission (Scope 3). Furthermore, the Company is also in the process of setting corporate net zero emission for validation according to Science Based Targets initiative (SBTi).

Furthermore, the Company is committed to limiting the average global temperature to no more than 1.5 degrees Celsius, which is in alignment with Paris Agreement’s greenhouse gas emission reduction. The Company organizes various activities to offset greenhouse gas emission, such as increasing alternative energy or renewable energy, and in reducing single-use plastics, to name a few. This includes promoting all sectors’ participation to achieve climate change goals effectively.

### Climate Change Management Framework

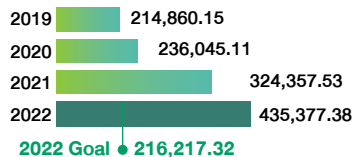


## Performance Summary 2022

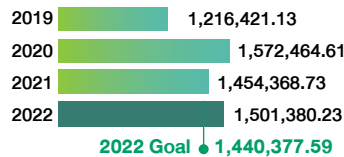
### Total GHG Emissions (tCO<sub>2</sub>e) by Scope of Operation

#### CP ALL and Subsidiaries

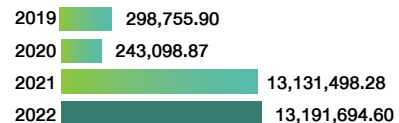
##### Direct GHG emissions (Scope 1)



##### Indirect GHG emissions from energy consumption (Scope 2)

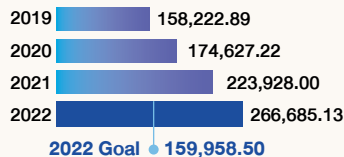


##### Indirect GHG emissions (Scope 3)

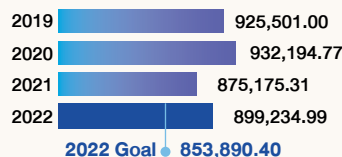


#### Only CP ALL

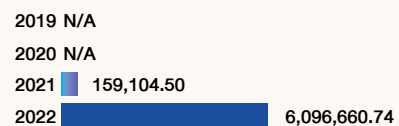
##### Direct GHG emissions (Scope 1)



##### Indirect GHG emissions from energy consumption (Scope 2)



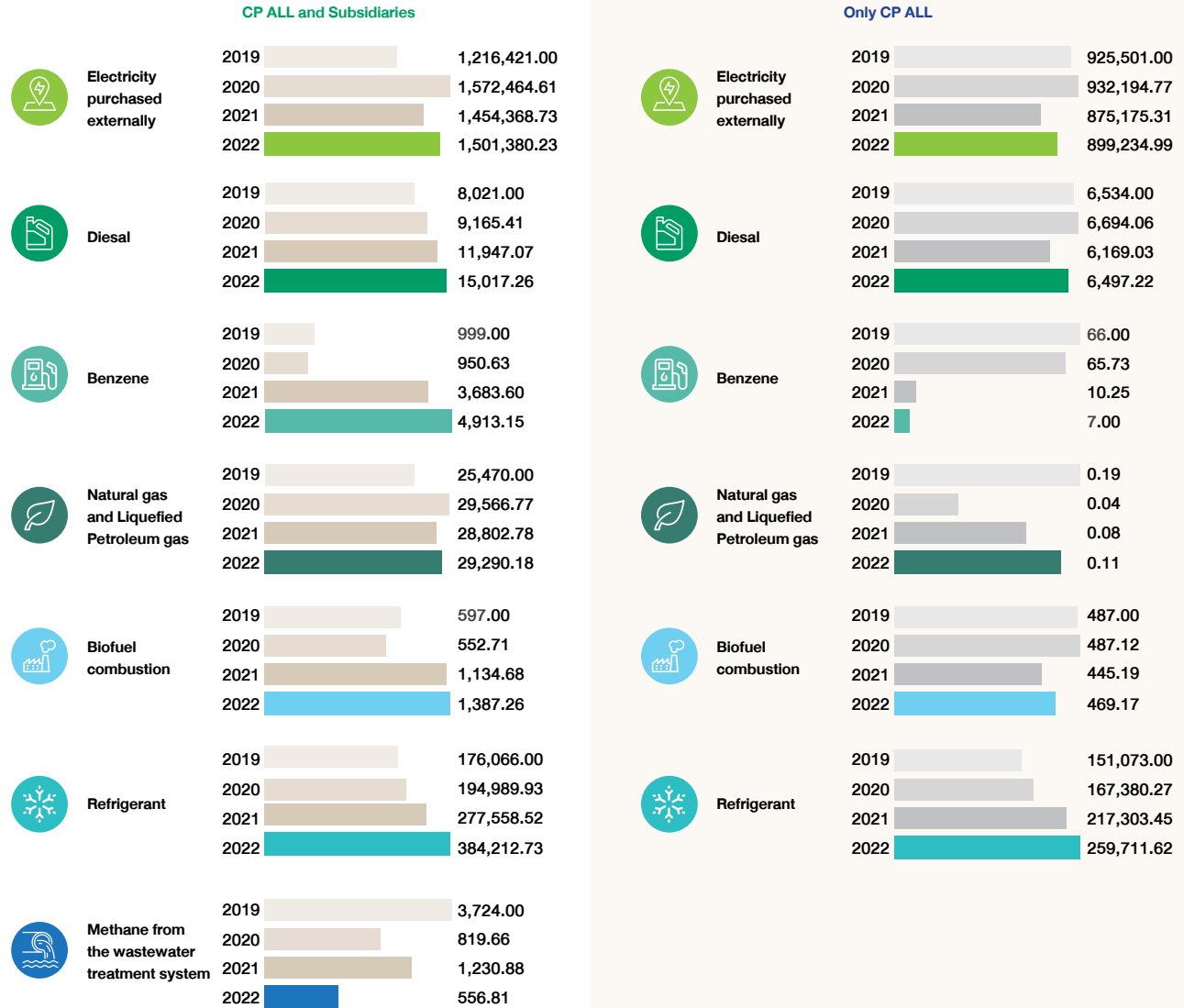
##### Indirect GHG emissions (Scope 3)





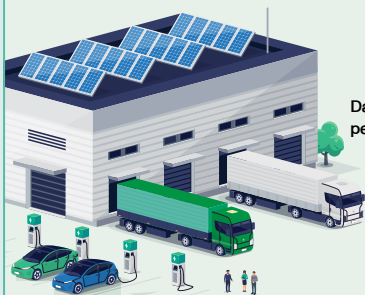
## Performance Summary 2022

### Total GHG Emissions (tCO<sub>2</sub>e) by sources



### Total GHG Emissions (tCO<sub>2</sub>e) by per energy purchases

#### GHG emissions (Scope 2)



#### Location-based : tCO<sub>2</sub>e



#### Data Coverage (as % of Denominator) percentage of income



#### Market-Based : tCO<sub>2</sub>e



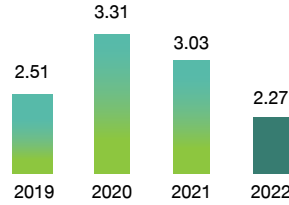
#### Data Coverage (as % of Denominator) percentage of income





## Performance Summary 2022

### GHG Emissions Intensity (Scope 1 and Scope 2) per Unit of Revenue (tCO<sub>2</sub>e per million Baht)

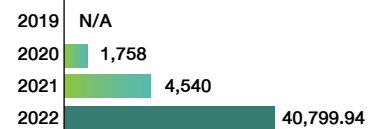


### GHG Emissions Reduction (tCO<sub>2</sub>e)

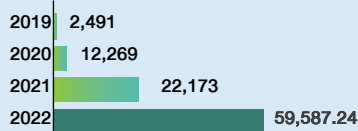
#### Energy efficiency improvement



#### Refrigeration and refrigerant system improvement



#### Renewable energy utilization



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

#### Electric vehicles in logistics

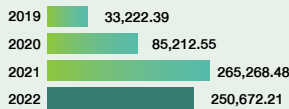


Remark: Electric vehicles in logistics is tested and piloted using 5 trucks and 1,004 motorcycles in 12 month

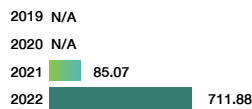


### Reduction, capture and offset<sup>1)</sup> of GHGs from the Supply Chain (tCO<sub>2</sub>e)

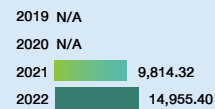
#### Usage of single-use plastic packaging



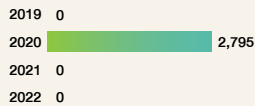
#### Donating excess surplus food



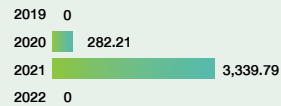
#### Planting trees

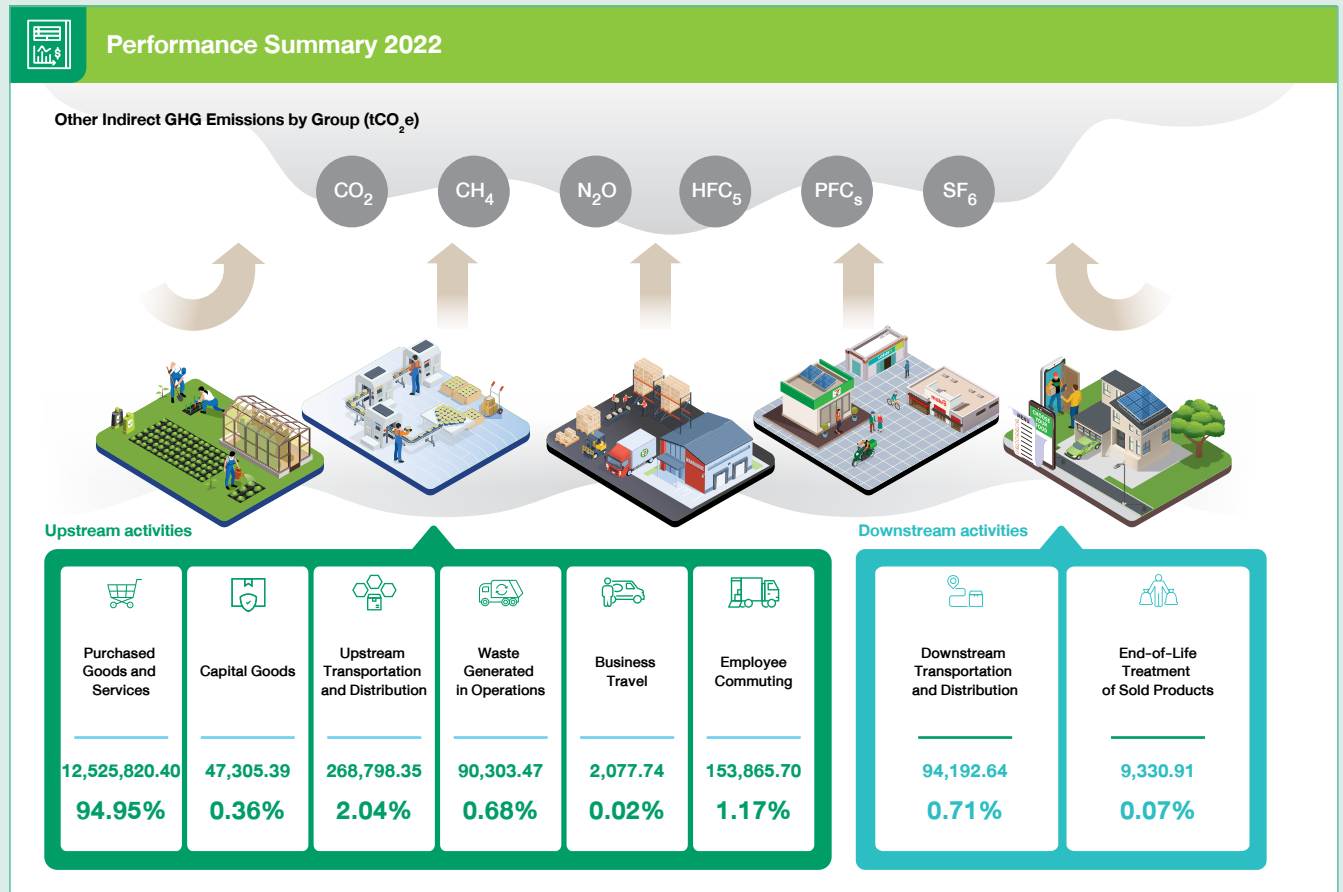


#### GHG offset



#### Registration on GHG emissions reduction





### Climate change risk and opportunity assessment

The Company has set up Enterprise Risk assessment Committee to evaluate potential risks, impacts, and opportunities relating to climate change, which may affect the Company's business conduct. Notably, each risk factor would then be approved by Sustainability and Corporate Governance Committee to disclose climate change risk management to stakeholders in accordance with Task Force on Climate-related Financial Disclosure (TCFD). Additionally, this enables an efficient development of climate change risk action plan.



### Task Force on Climate-related Financial Disclosure (TCFD)







In 2022, the Company pinpointed significant risks and opportunities related climate change along with countermeasures, as follow:

## Physical Risks

| Risk   | Impact to Value chain  |  |
|--|--|--|
| <p><b>Inundation</b></p>                  | <p><b>Impact to the Business</b></p> <ul style="list-style-type: none"> <li>• Interruption to production processes</li> <li>• 7-Eleven Interruption to services provided by 7-Eleven stores</li> <li>• 7-Eleven staff experience flooding</li> <li>• Decreased income of <b>4,383 million Baht</b> due to fewer sales at 7-Eleven stores</li> <li>• Loss of sales opportunity due to disrupted product logistics from distribution center</li> <li>• Costs to prevent floods increased by <b>30%</b></li> </ul>  | <p><b>Impact to the Value Chain</b></p> <ul style="list-style-type: none"> <li>• 7-Eleven interruption to product delivery to 7-Eleven stores</li> <li>• 7-Eleven customers are unable to access 7-Eleven stores and select products</li> <li>• Communities surrounding 7-Eleven stores experience flooding</li> </ul> |
|  | <p><b>Measures</b></p> <p>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 follow:</p> <ul style="list-style-type: none"> <li>• <b>Before the event (prevention and preparation)</b><br/>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.</li> <li>• <b>During the event (Response)</b> <ul style="list-style-type: none"> <li>- 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.</li> </ul> </li> <li>• <b>After the event (Restoration and remediation)</b><br/>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.</li> </ul> |  |
| <p><b>Drought / Brackish water</b></p>  | <p><b>Impact to the Business</b></p> <ul style="list-style-type: none"> <li>• Lower production and product quality</li> <li>• Shortage of agricultural products and raw material</li> <li>• Increased expense for equipment with fouling at <b>44 million Baht</b></li> </ul>  | <p><b>Impact to the Value Chain</b></p> <ul style="list-style-type: none"> <li>• Lower agricultural yield and scarce raw material from partners</li> <li>• Consumers may be contract intestinal ailments from consuming products that are not of standard quality</li> </ul>   |
|  | <p><b>Measures</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Order general usage water to preserve water that is used specifically for producing beverages in areas experiencing water shortage or poor water quality.</li> <li>• Install a reverse osmosis (RO) system to treat water that does not meet standard quality, such as salinity and hardness, in areas with brackish water, e.g., coastal areas, or in areas that use ground water with high levels of hardness</li> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> </ul>   |  |

## Transition Risks

| Risk  | Impact to Value chain  |   |
|---|--|---|
| <p>Regulations on Plastics</p>   | <p> <b>Impact to the Business</b></p> <ul style="list-style-type: none"> <li>Increased expenses of <b>215 million Baht</b> for procuring raw material substitutes</li> <li>Improved reputation for plastic waste management GHG emissions reduction</li> </ul>  | <p> <b>Impact to the Value Chain</b></p> <ul style="list-style-type: none"> <li>Stakeholders with confidence in the Company's plastic waste management</li> <li>Partners, consumers and communities are supported in reusing plastic waste</li> </ul> |
| <p> <b>Measures</b></p> <p>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</p> <p>(for more detail, refer to Sustainable Packaging Management chapter on pages 64-79)</p> |  |   |
| <p>Marketing</p>   | <p> <b>Impact to the Business</b></p> <ul style="list-style-type: none"> <li>Expenses from investing and developing low carbon and green packaging</li> <li>Innovations on low carbon packaging</li> <li>Penetrating new customer markets</li> <li>Increased market share for the business and generated income and profits to grow the business in the long term</li> <li>Stronger reputation for services that support GHG emissions reduction</li> </ul> | <p> <b>Impact to the Value Chain</b></p> <ul style="list-style-type: none"> <li>Stakeholders have a positive perception of the Company's brand</li> <li>Consumers are encouraged to select low carbon and green products</li> </ul>                   |
| <p> <b>Measures</b></p> <ul style="list-style-type: none"> <li>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</li> <li>Certified for carbon footprint product label from Thailand Greenhouse Gas Management Organization (TGO) to raise consumers' awareness</li> </ul>   |  |   |
| <p>Reputation</p>    | <p> <b>Impact to the Business</b></p> <ul style="list-style-type: none"> <li>Lower demand for goods and services from negative perceptions of the Company</li> <li>Stakeholder expectations for the products, services and business approach may influence the brand's reputation</li> </ul>  | <p> <b>Impact to the Value Chain</b></p> <ul style="list-style-type: none"> <li>Stakeholders have a positive perception of the Company's brand</li> <li>Promote consumers' opting for low carbon and environmentally friendly products</li> </ul>   |
| <p> <b>Measures</b></p> <ul style="list-style-type: none"> <li>Establish green policies and targets for business operations.</li> <li>Establish the "7 Go Green" Strategy and projects to drive environmental goals.</li> <li>Adapt green marketing strategy to be used in business</li> <li>Organize green marketing activities or campaigns, such as "Thais united against plastic bag"</li> </ul>   |  |   |

## 7 Go Green Strategy

7 Go Green strategy aims to build environmental sustainability to community, society and the country. This was achieved through various projects, such as energy consumption reduction, green logistics and distribution, reduce, stop and sort post-consumption plastic packaging. Therefore, helps reduce greenhouse gas emission, educate communities on


environmental topics, as well as communicating environmental performance to stakeholders continuously. The performance can be verified through CDP. The 7 Go Green strategy has 4 approaches when it comes to environmentally friendly initiatives, as follows:

|   |  |   |  |
|---|--|---|--|
|  <p><b>1. Green Store</b></p> <p>Environmentally friendly store management</p> |  <p><b>2. Green Logistic</b></p> <p>Environmentally friendly logistics and distribution</p> |  <p><b>3. Green Packaging</b></p> <p>Environmentally friendly packaging management</p> |  <p><b>4. Green Living</b></p> <p>Build environmental consciousness</p> |
|---|--|---|--|


### Green Store

The Company aims to find equilibrium between conservation and consumption of resource, as well as reuse of energy according to circularity principle. This is applicable to ensuring building design, construction, and energy management is all environmentally friendly, as well as improving electrical systems and appliances to reduce greenhouse gas emission. Coverage includes 7-Eleven stores, Makro distribution centers, Lotus's and manufacturing plants through projects in support of the strategy, as follows:







**Impacts and Benefits**







**Reduced energy consumption by 206,281.10 MWh**



**Reduced GHG emissions by 120,439.68 tCO<sub>2</sub>e**




**equivalent to planting 2,800,922 trees**


|  |   |   |  |
|--|---|---|--|
|  <p><b>1. Energy Efficiency Improvement</b></p> |  <p><b>2. Renewable Energy Utilization</b></p> |  <p><b>3. Refrigeration and Refrigerant System Improvement</b></p> |  <p><b>4. Instill awareness and change employees' behaviors</b></p> |
|--|---|---|--|

For more detail, refer to the Efficient use of resources and Energy chapter on pages 56-59

### Green Logistic

Develop green product distribution center for designing, logistics and distribution of products to customers through projects in support of strategy, as follows:




- 

**1. Electric Vehicles (EV) in Logistics**
- 

**2. Green logistics by adjusting paths and vehicle sizes reducing energy expense**



**Impacts and Benefits**

-  **Reduced energy expenses by 15.78 million Baht per year**
-  **Reduced GHG emissions by 1,427.75 tCO<sub>2</sub>e**
-  **equivalent to planting 33,203 trees**








For more detail, refer to the Efficient use of resources and Energy chapter on pages 60


### 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**

-  **Reduced plastic usage by 35,237.12 tonnes**
-  **Reduced paper usage by 1,200.71 tonnes**
-  **Reduced amount of waste generated through sticker, straws and paper wrapped straws usage by 480 million pieces**
-  **Reduced GHG emissions by 391,736.36 tCO<sub>2</sub>e**
-  **equivalent to planting 9,110,147 trees**

- 

**1. Reduce plastic consumption at source**  
Develop packaging on the principle of circular economy and eco-design for the Company's (private brand)
- 

**2. Reduce and replace single-use plastic at consumption point**  
Encourage consumers and employees to update the concept "Accept less, Give Less = Use"
- 

**3. Reduce both plastic and non-plastic packaging post landfilled post-consumption**  
Build relationships with partners, public sector, private sector and education sector, for sorting and recycling (Recycled)

For more detail, refer to the Sustainable Packaging Management chapter on pages 64-79

### Green Living

Collaborated with customers, communities, NGOs, governmental agencies, local and international organizations alike, to conduct diverse projects instilling environmental consciousness, delivery sustainable and good livelihood to communities.



**Impacts and Benefits**

- Waste segregation at **12,247** points across the country
- Reduce food waste to land fill by **16,260.86** tonnes per year
- Donated over **1,181,779.73** meals of surplus food to **244** communities
- The Accumulated number of trees Planted **204,950** trees
- Reduced GHG emissions by **711.88** tCO<sub>2</sub>e or equivalent to planting **16,555** trees (Calculated by providing excess food to the Foundation)

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

For more detail, refer to the Sustainable Waste and Surplus Food Management chapter on pages 80-92, the Sustainable Packaging Management chapter on pages 64-79 and the Conservation and Restoration of the Ecosystem and Diversity chapter on pages 166-175

Furthermore, the Company has implemented carbon offsetting activities to become carbon neutral through the following initiatives.

### 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 2022, the Company registered 6 products for the carbon footprint product label and registered 5 products for the carbon footprint reduction label generate sales of over 844 million Baht.













# Efficient Use of Resources and Energy

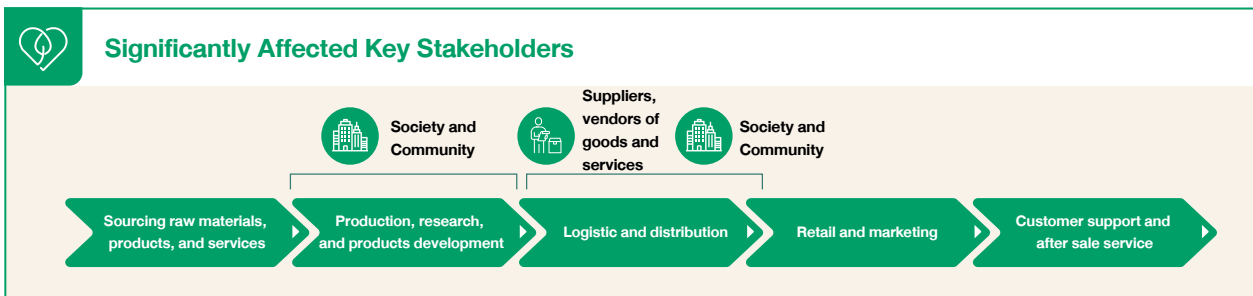


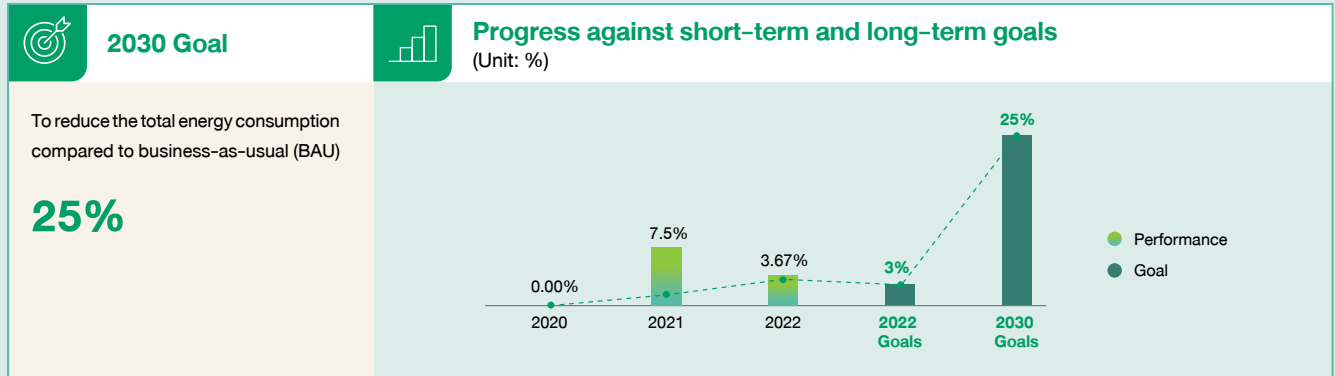
**Mr. Vichien Chuengviroj**  
Co-managing Director  
CP ALL Public Company Limited

“CP ALL aims to enable sustainability through balancing conservation measures and resource utilization. This approach entails efficient energy management, environmentally friendly implementations from store design to system and equipment improvements, behavioral promotion campaigns to instill awareness for energy conservation among employees, and innovative environmental developments for benchmark goals of Carbon Neutrality by 2030 and Net Zero by 2050.”








### Supporting the SDGs

|  |  |
|--|--|
|  <p><b>SDG6 Ensure availability and sustainable management of water and sanitation for all</b></p> <p>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</p> <p>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</p> |  <p><b>SDG7 Ensure access to affordable, reliable, sustainable and modern energy for all</b></p> <p>7.2 Increase substantially the share of renewable energy in the global energy mix</p> <p>7.3 Double the global rate of improvement in energy efficiency</p> |
|  |  <p><b>SDG12 Ensure sustainable consumption and production patterns</b></p> <p>12.2 Achieve the sustainable management and efficient use of natural resources</p>   |
|  |  <p><b>SDG13 Take urgent action to combat climate change and its impacts</b></p> <p>13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries</p>  |











### Key Performance in 2022

|   |  |   |   |   |   |  |
|---|--|---|---|---|---|--|
|  <p>Reduce energy consumption by <b>209,491.33</b> MWh</p> |  <p>Renewable energy generation of <b>446,950.71</b> Gigajoules, equivalent to <b>3.34%</b> of total energy consumption</p> |  <p>GHG emissions reduction by <b>53,672.00</b> tCO<sub>2</sub>e from renewable energy usage</p> |  <p>Water consumption intensity per unit of income at <b>22.04</b> cubic meters per million Baht</p> |  <p>Proportion of water reused per total amount of water used at <b>0.02%</b></p> |  <p>Assessment of Company and Critical Tier 1 Suppliers operating areas water risks by <b>100%</b></p> |  <p>Panyapiwat Institute of Management EEC campus, SKY BRIGHT CENTER BUILDING, was awarded the ASEAN Energy Awards 2022, 2<sup>nd</sup> runner-up, and THAILAND ENERGY AWARDS 2022, outstanding level</p> |
|---|--|---|---|---|---|--|

### Key Progress in 2022

|   |   |   |  |   |   |
|---|---|---|--|---|---|
|  <p>Electric Vehicle (EV) project for transportation processes and delivery services</p> |  <p>Continuously electricity generation projects from solar energy via installed Solar PV Rooftops</p> |  <p>Water Conservation Program</p> |  <p>Projects for supplier and employee engagement in environmental impact reduction</p> |  <p>Continuously water scarcity risk assessment project in Company operating areas</p> |  <p>Continuously water scarcity risk assessment project in Critical Tier 1 Suppliers operating areas</p> |
|---|---|---|--|---|---|

## Risks and Opportunities

Energy, which is required in electrical appliances, transportation, production, services, etc., continues to have a vital role in daily life. The present demand for energy rises due to the growing population and economic expansion, thus resulting in higher energy costs. In addition, non-renewable energy affects climate change and in turn impacts human rights, especially the health and livelihood aspects due to limited food and clean drinking water. However, the Company has prepared to mitigate mentioned challenges through continuous development of clean energy technology with emphasis for renewable energy generation from solar, wind, geothermal, biomass, etc. sources. The Company recognizes water management as a crucial aspect in maintaining communities and businesses in

addition to water functioning as a vital future renewable energy source. Therefore, the Company focuses on energy management, renewable energy support to reduce greenhouse gas emissions from business activities and efficient water management to reduce risks associated with violating community right for distribution or access to clean water resources. Other measures established include surrounding community water shortage prevention through prevention of water consumption from water scarcity risk locations, support for efficient water use and conservation projects, and support for projects to mitigate climate change impacts in environmental, societal, governance and economic, and human rights terms.



## Management Approach

The Company has continuously implemented energy management at the national level in collaboration all sectors of society through the “7 Go Green” strategy through intensifying the management approach in reducing energy consumption and increasing energy efficiency according to the ISO 14001 environmental management system standard and proactive operations according to stipulated goals. Simultaneously, the Company focuses on supporting projects under the 7 Go Green strategy, which encompasses environmentally friendly store management (Green Store), environmentally friendly logistics and distribution operations (Green Logistic), environmentally friendly packaging management (Green Packaging) and creating environmental protection awareness (Green Living). Alongside the mentioned strategy, the Company emphasizes efficient water resource management throughout the supply chain in tandem with energy management through risk management arising from water

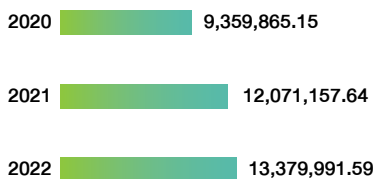
scarcity, increasing recycled and reused water proportions, and the promotion of effective water usage within the organization and surrounding communities.

However, the current and continuous crude oil price fluctuation situation due to various factors, which comprise political instability in multiple regions, global currency fluctuations, and world market speculation has resulted in an overall oil price increase in Thailand. The mentioned factors directly affect the cost structure and production returns for entrepreneurs in Thailand. Therefore, the Company has increased the ratio of renewable energy utilization and development of clean energy technologies, which includes continual measures for energy and natural resource conservation, to reduce environmental impact and increase business capabilities concurrently with organizational development.

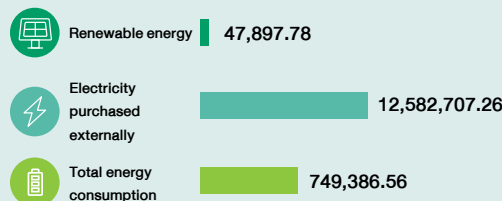


## Performance Summary 2022

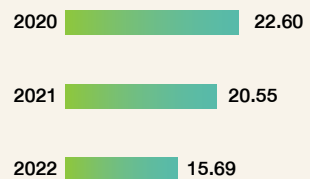
### Total Energy Consumption (GJ)



### Total Consumption (GJ) by Type



### Energy Intensity per Revenue Unit (GJ per million Baht)



Remark: The reported data covered the performance of the CP ALL group

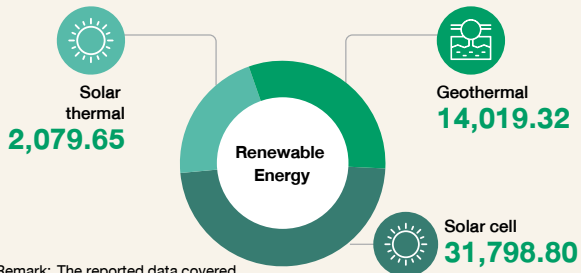


## Performance Summary 2022

### Total Electricity Purchased Externally (GJ)

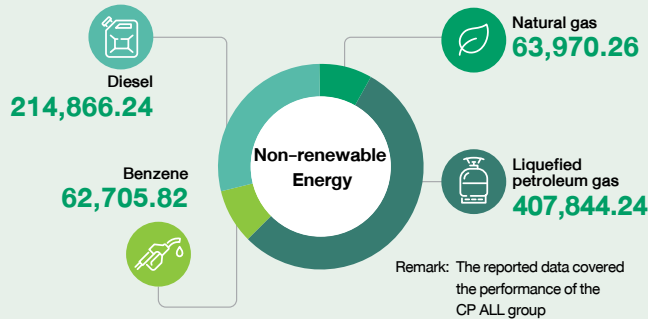


### Total Renewable Energy (GJ)



Remark: The reported data covered the performance of the CP ALL group

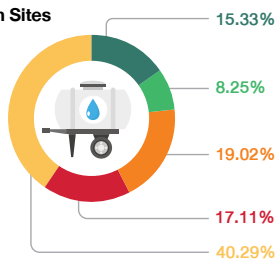
### Total Non-renewable Energy (GJ)



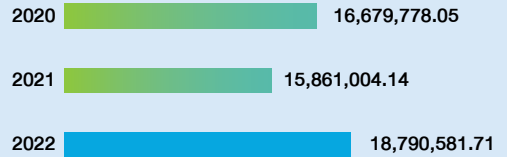
Remark: The reported data covered the performance of the CP ALL group

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

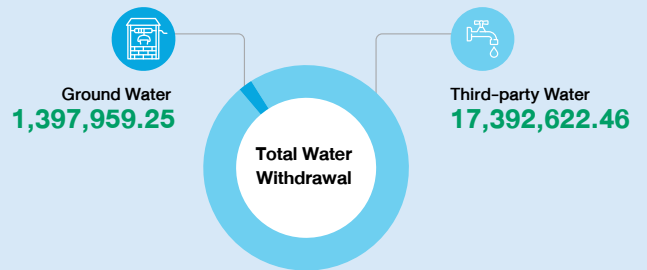
- Extremely High
- High
- Medium-High
- Low-Medium
- Low



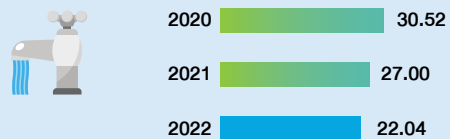
### Total Water Withdrawal (m³)



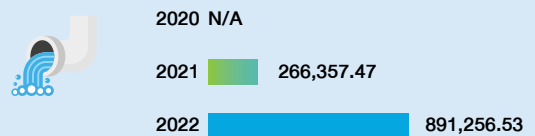
### Total Water Withdrawal (m³) by Source



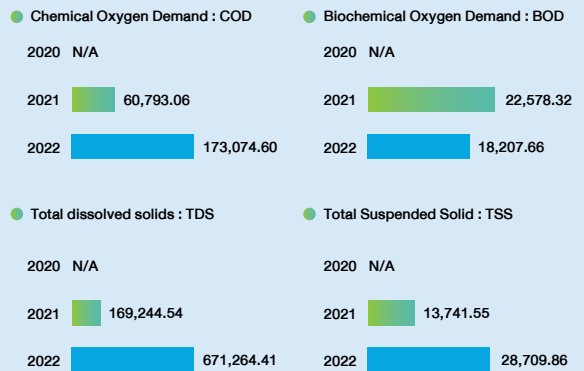
### Water Withdrawal Intensity per Revenue Unit (m³ per million Baht)



### Amount of Treated Wastewater (m³)



### 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. and CP ALL distribution centers



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

The Company continuously develops energy efficiency and environmentally friendly management through the 7 Go Green strategy in addition to increasing renewable energy consumption proportions for business activities. This measure reduces energy costs and reduces greenhouse gas emissions from business operations. In 2022, projects which support the Green Store strategy includes the following:



Increase power management efficiency



Increase renewable energy usage proportions




Improve cooling systems and utilize environmentally friendly refrigerants













Cultivate consciousness and change employees' behavior



























### Efficiency Energy Management Project

| Main Project                                    | Operations Overview  | Operations Area               | Performance in 2022   |
|---|--|-------------------------------|---|
| 1. Increase electricity consumption efficiency. | Replace conventional light bulbs with high-efficiency LEDs at retail centers thus increasing durability, safety, service life while providing quality lighting and reduced maintenance costs.<br> | 7-Eleven stores               | <ul style="list-style-type: none"> <li><b>1,272</b> stores replaced conventional light bulbs with high-efficiency lighting</li> <li>Reduced energy costs by <b>5.45</b> million Baht per year</li> <li>Reduced electricity consumption by <b>95.16</b> kWh per stores per year</li> <li>Reduced GHG emissions by <b>590</b> tCO<sub>2</sub>e</li> </ul> |
|   |  | 7-Eleven distribution centers | <ul style="list-style-type: none"> <li><b>20</b> branches replaced conventional light bulbs with high-efficiency lighting</li> <li>Reduced energy costs by <b>25.5</b> million Baht per year</li> <li>Reduced electricity consumption by <b>6,392,000</b> kWh</li> <li>Reduced GHG emissions by <b>2,972</b> tCO<sub>2</sub>e</li> </ul>                |
|   |  | Makro stores                  | <ul style="list-style-type: none"> <li><b>17</b> stores replaced conventional light bulbs with high-efficiency lighting</li> <li>Reduce energy expense by <b>17.87</b> million Baht compares to 2021</li> <li>Reduced GHG emissions by <b>4,365</b> tCO<sub>2</sub>e</li> </ul>   |
|   |  | Lotus's stores                | <ul style="list-style-type: none"> <li><b>112</b> stores replaced conventional light bulbs with high-efficiency lighting</li> <li>Reduced electricity consumption by <b>10,223,187</b> kWh</li> <li>Reduced GHG emissions by <b>5,418</b> tCO<sub>2</sub>e</li> </ul>   |

| Main Project   | Operations Overview  | Operations Area  |    | Performance in 2022  |
|--|--|--|---|--|
|  | Installation of Automatic Voltage Regulator (AVR) to adjust or reduce voltage thereby maintaining power supply electricity at an appropriate and constant value conducive for energy saving which prevents electrical loss from excessive voltage.   | Lotus's stores and Lotus's Go Fresh  |    | <b>415</b> stores installed automatic voltage regulators<br><br>Reduced electricity consumption by <b>7,600,725</b> kWh per year<br><br>Reduced GHG emissions by <b>4,028</b> tCO <sub>2</sub> e   |
|  | Installation of Building Energy Management System (BEMS), a management system to turn on/off core machines within the building to maximize conservation, detect abnormalities in power consumption from sub-electric meters and detection devices (sensor), in addition to compiling energy storage data for analysis and energy management. | Lotus's Go Fresh   |    | <b>390</b> stores installed energy management systems<br><br>Reduced electricity consumption by <b>4,177,918</b> kWh per year<br><br>Reduced GHG emissions by <b>2,214</b> tCO <sub>2</sub> e  |
|  | Integration of building design aspects which emphasizes energy conservation and environmental friendliness through integration of the Building Automation System (BAS) which manages energy consumption, collects data, and processes various system operations to enable efficient energy consumption and cost-effectiveness.               | Panyapiwat Institute of Management, EEC Campus, SKY BRIGHT CENTER BUILDING |    | Electricity consumption of <b>361,377</b> kWh per year   |
| <b>2. Increase renewable energy consumption proportions inclusive of energy from solar rooftops and geothermal energy.</b> | Installation of solar rooftops at stores and distribution centers as an approach for clean energy generation, global warming reduction measure, and promotion for energy and environment conservation.<br><br>  | 7-Eleven stores  |   | <b>2,669</b> stores increased electricity generation proportions from solar rooftops<br><br>Usage of electricity from solar rooftop at <b>23,702.24</b> MWh per year<br><br>Reduced GHG emissions by <b>10,547.50</b> tCO <sub>2</sub> e |
|  |  | 7-Eleven distribution centers  |  | <b>19</b> branches increased electricity generation proportions from solar rooftops<br><br>Usage of electricity from solar rooftop at <b>8,016</b> MWh per year<br><br>Reduced GHG emissions by <b>3,719</b> tCO <sub>2</sub> e          |
|  |  | Makro stores   |  | <b>52</b> stores increased electricity generation proportions from solar rooftops<br><br>Usage of electricity from solar rooftop at <b>39,502.18</b> MWh per year<br><br>Reduced GHG emissions by <b>19,747</b> tCO <sub>2</sub> e       |
|  |  | Lotus's stores and distribution centers                                    |  | <b>105</b> stores increased electricity generation proportions from solar rooftops<br><br>Usage of electricity from solar rooftop at <b>42,297</b> MWh per year<br><br>Reduced GHG emissions by <b>22,417</b> tCO <sub>2</sub> e         |
|  |  | CPRAM manufacturing plants   |  | <b>7</b> branches increased electricity generation proportions from solar rooftops<br><br>Usage of electricity from solar rooftop at <b>6,321.30</b> MWh per year<br><br>Reduced GHG emissions by <b>2,812.98</b> tCO <sub>2</sub> e     |



| Main Project   | Operations Overview   | Operations Area   |    | Performance in 2022   |   |
|--|---|---|---|---|---|
|  | Utilization of thermal energy from the sun (Solar Water Tube) for continuous production of hot water, through boiling water and implementing a water heating system, to reduce electricity and natural gas consumption within the production processes. | CPRAM manufacturing plant (Lat Krabang)   |    | Reduced electricity consumption by <b>420,000</b> kWh per year                      |   |
|  |   |   |    | Reduced natural gas consumption by <b>1,433.10</b> million BTU (MMBtu) per year     |   |
|  |   |   |    | Reduced GHG emissions by <b>186.90</b> tCO <sub>2</sub> e                           |   |
|  | Conduction of heat energy from geothermal sources, which produces natural hot water averaging 50 degrees Celsius, to wash equipment in the production process thereby potentially offering a replacement to electricity consumption to heat water.      | CPRAM manufacturing plant (Lat Lum Kaeo)  |    | Reduced electricity consumption by <b>352,510</b> kWh per year                      |   |
|  |   |   |    | Reduced GHG emissions by <b>156.87</b> tCO <sub>2</sub> e                           |   |
| 3. Improve the refrigeration system and use environmentally friendly refrigerants.   | 1. Installation of air ceiling air conditioners developed specifically for energy efficiency and certified with a 3-star level 5 electricity saving label from EGAT, which is the most efficient inverter system level, in <b>2,052</b> stores          | 7-Eleven stores   |    | Reduced energy costs by <b>174</b> million Baht per year                            |   |
|  | 2. Installation of energy efficient cassette air conditioners certified with a 3-star level 5 electricity saving label from EGAT, which is the most efficient inverter system level, in <b>3,808</b> stores   |   |    | Reduced electricity consumption by <b>3,043.92</b> kWh per stores per year.         |   |
|  | 3. Improve the cooling system of Open Showcase freezers through implementing a 2 unit per hot coil configuration in <b>833</b> stores   |   |    | Reduced GHG emissions by <b>18,873</b> tCO <sub>2</sub> e                           |   |
|  | 4. Usage of environmentally friendly refrigerants R32 within the system in <b>1,465</b> stores  |   |   |   |   |
|  | 5. Energy saving projects emphasizing equipment parameter optimization to suit current storage requirements (set point reduction) in <b>778</b> stores  |   |   |   |   |
|  | changed chillers for a highly effective air conditioners, Variable Speed Drive type   |   | Makro stores  |  | <b>3</b> stores changed chillers for a highly effective air conditioners, Variable Speed Drive type |
|  | changed the cooling systems and refrigerants of fresh food freezer system to be environmentally friendly  |   |   |  | Reduced GHG emissions by <b>1,950</b> tCO <sub>2</sub> e  |
|  |   |  | <b>49</b> stores changed the cooling systems and refrigerants of fresh food freezer system to be environmentally friendly |   |   |
|  |   |  | Reduced GHG emissions by <b>4.09</b> tCO <sub>2</sub> e   |   |   |
| Usage of the Solstice N40 (R-448A) refrigerant, which reduces CO2 emissions and uses 64% less energy while offering a GWP of 1,273, which is currently considered the lowest GWP for non-flammable refrigerants. | Lotus's stores and Lotus's Go Fresh   |  | <b>1,295</b> stores used environmentally friendly refrigerants for the fresh food freezer system.                         |   |   |
|  |   |  | Reduced GHG emissions by <b>18,550</b> tCO <sub>2</sub> e   |   |   |
| Replacement of AC split type fixed speed air conditioners with VRF (Variable Refrigerant Flow, SEER = 18) high-efficiency air conditioners at retail stores.   | Lotus's stores and Lotus's Go Fresh   |  | <b>36</b> stores replaced current air conditioners with high-efficiency VRF air conditioners                              |   |   |
|  |   |  | Reduced electricity consumption by <b>2,684,246</b> kWh per year  |   |   |
|  |   |  | Reduced GHG emissions by <b>1,423</b> tCO <sub>2</sub> e  |   |   |

| Main Project   | Operations Overview   | Operations Area                     |  | Performance in 2022   |
|--|---|-------------------------------------|--|---|
| 4. Cultivate consciousness and change employee behavior. | The “Good Ideas Are Rewarded” project organization to encourage store employees, shop owners, and store business partners, to submit energy-saving ideas for the contest.   | 7-Eleven stores                     | <br> | <b>2,554</b> ideas submitted by employees<br>Created totaling energy saving value of over <b>61.52</b> million Baht per year  |
|  | Organization of a employee campaign to raise awareness through initiating energy-saving projects, for instance the reduction of air conditioner usage time by 2 hours per day, corridor lights distance adjustment, hybrid working which entails at least 3 days of work per week at the office instead of 5 days, and online meetings to reduce travel and save energy consumption within the office building. | Makro office                        | <br> | Save energy consumption in office buildings<br>Reduced travel   |
|  | Organization of campaigning activities to raise energy conservation awareness through the Energy Day and stores level energy efficiency competitions.   | Lotus’s stores and Lotus’s Go Fresh | <br> | More than <b>1,600</b> Lotus's Go Fresh stores managers and building technicians participated in the project<br>Reduced electricity consumption by <b>1,046,000</b> kWh per year when compared to pre-project values, a decrease of <b>0.5–1.0%</b> |

All aforementioned projects, in addition to reducing energy consumption intensity also reduced greenhouse gas emissions according to Scope 1 and 2.
















## Environmentally friendly transportation and distribution (Green Logistics)

CP ALL Public Company Limited has continued the policy to implement more environmentally friendly transportation and distribution systems through implementing energy management emphasizing fuel consumption reduction and lower greenhouse gas emissions. In 2022, the 7 Go Green environmental strategy which encompasses Green Logistics implemented the following measures:

### Project to increase proportion of renewable energy use

| Main Project                               | Operations Overview  | Operations Area                                   |    | Performance in 2022                                       |
|--|--|---|---|---|
| Promotion of electric vehicle usage.       | Usage of EV Bikes for 7Delivery services uses 100% electricity, does not air pollution emissions, Installation of EV charging Stations (continuously) in front of 7-Eleven stores  | 7-Eleven stores                                   |    | Use a total of <b>1,004</b> electric motorcycles          |
|  |  |   |    | Reduced GHG emissions by <b>1,027</b> tCO <sub>2</sub> e  |
|  |  |   |    | <b>24</b> electric vehicle charging stations              |
| Promotion of green transportation systems. | The 4-wheel truck experiment project that uses electrical energy only, also known as EV (Electric Vehicle) for transportation from the distribution center to 7-Eleven Chon Buri area of 1,300 stores  | 7-11 distribution centers bakery and dry Chonburi |    | Use a total of <b>5</b> electric 4-wheel trucks           |
|  |  |   |    | Reduced GHG emissions by <b>400.75</b> tCO <sub>2</sub> e |
|  |  |   |    | A total of <b>4</b> EV trucks were used.                  |
|  |  |   |   | Reduced GHG emissions by <b>24.7</b> tCO <sub>2</sub> e   |
|  | Changed the logistic vehicles from normal 4-wheel trucks to jumbo 4-wheel trucks, therefore able to carry more per trip by 30%. This includes the implementation of a logistics planning program, called "Territory Planner (TP)," used to set logistics paths to reduce logistic duration per trip and save fuel. | 7-Eleven distribution centers                     |  | Reduced transportation distance by <b>5-20%</b>           |



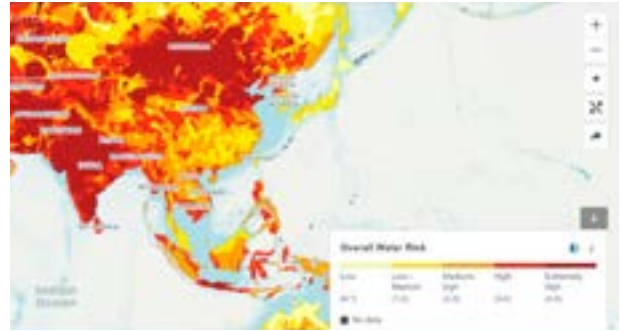


## Sustainable Water Resource Management

Water, as a main resource vital towards living beings and businesses, continues to receive Company focus on terms of efficient water resource management throughout the value chain, water scarcity risks and impact mitigation, through the following projects:

### Assessment of water risks throughout the supply chain

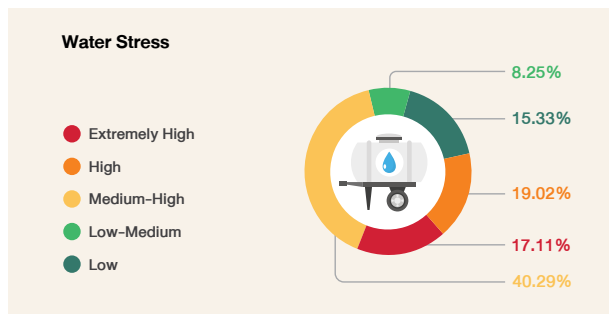
The nationwide water supply system, which is considered the main water source used by the Company, is required in general operations inclusive of washing, cleaning and production. Groundwater resources are also tapped in to for some CPRAM Co., Ltd. and Siam Makro Public Co., Ltd. operating areas. As a measure to prevent and reduce water shortage risks in communities surrounding business operations and potential ensuing affects toward business operations, the Company has implemented efficient water management and passed water stress assessments utilizing the World Resource Institute's Aqueduct tool. The mentioned assessment pertains to all business areas with results presenting 17.11% of operating areas subject to Extremely High risk and 19.02% of operating areas subject to High risk as depicted in the image.



tasked with establishing a water consumption reduction plan and implementing projects to support the reduction of water consumption as appropriate.

Additionally, the Company has conducted an evaluation on the risk of water scarcity for 119 Critical Tier 1 Suppliers using the Aqueduct tool. The result of the assessment revealed that 40 Critical Tier 1 Suppliers were in areas with Extremely High and High risks. In sequence to the assessment, the Company has continuously monitored and reassessed the risks to these suppliers. Concurrently, the Company has partnered with its suppliers to mitigate water-related risks through suitable and efficient means according to the law, such as collaborating with relevant agencies and communities to establish plans for mitigating risks related to water and reusing water. The collaboration extended to the restoration and development of water sources in communities to prevent any conflict with the communities. At present, the project has gained cooperation from Critical Tier 1 suppliers and 100% of the suppliers have continuously implemented projects to mitigate the risks and impact related to water.

In response, the Company has planned to mitigate these risks through the appointment of the Water Management Committee





## Water Conservation Program

The Company is cognizant of wise water resource usage, efficient water management, and wastewater management for water reuse and reduction of wastewater discharge into public areas through a variety of projects including the following:



### Project to reuse water from air conditioning systems at the Suvarnabhumi Distribution Center

Installation of wastewater tanks to drain water from air conditioner discharge pipes in canteens and reuse of stated water for watering plants, a measure which can save over 40.15 cubic meters of water per year.



### Project to use treated wastewater in watering plants at the Bang Bua Thong Distribution Center and Buriram Distribution Center

Used standard treated wastewater to water plants via automatic sprinkler watering system within the distribution center, a measure to reduce groundwater consumption by 216 cubic meters per day.

### Zero Wastewater Discharge (continuously)

CPRAM realizes the importance of wisely water resources usage and efficient water management through the implementation of the following projects:



### Efficiency Water Consumption Project by CPRAM Co., Ltd. Lat Lum Kaeo

Drawing water from underground water sources instead of surface water sources entails the pumping of 500 meter depth groundwater, with temperatures of up to 50 degrees Celsius, to cleanse production process equipment. This measure reduces electricity for water heating in addition to enabling wastewater treatment and water reuse from production processes. The treated water, which is of better quality than required by law, is completely reused in operations comprising cooling tower systems, plant watering, floor cleansing, etc.



### Impacts and Benefits



Reduced the consumption of ground water in production processes by **23,628 m<sup>3</sup>**



Reduced electricity consumption by **352,510 kWh per year**



Reused **674,836 m<sup>3</sup>** of wastewater



### Project to share clean water with farmers by CPRAM Co., Ltd., Lamphun Plant

The Company promotes water circulation for reuse as a measure for off-season cultivation upon rice farming water shortages among communities. Through requesting permission for quality assured and treated wastewater discharge from the production process in factories, the Ministry of Industry announced farmers within the factory vicinity with farms have benefited by the reduction of over 100,000 cubic meters per year of local water withdrawal.



### Save Water, Love the Future Project by Siam Makro 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 2022, a total of 72 distribution centers participated in the project, thus reducing tap water usage by 93,960-104,000 cubic meters per year.





**Underground Water Bank Project by Siam Makro Public Company Limited**

The Company aims to raise awareness of water scarcity with the community through introducing His Majesty King Rama IX's initiative to develop water holding areas for communities to mitigate drought effects. The Company has diverted treated water for collection and use when necessary and transferred excess water to allocated areas to replenish moisture, a measure which benefits crop cultivation. The project can reduce water scarcity impact and create good community relationships. The Company has initiated the mentioned pilot project at the Makro Distribution Center, Yasothon stores, since 2020 and plans for initiative expansion to other stores.



**Impacts and Benefits**



Treatment of over **36 m<sup>3</sup>** of water per day and diversion to underground water banks at over **16 m<sup>3</sup>** per day



Reduced expenses by over **77,760 Baht** per year



Reduced manual labor hours required for irrigation by **720** hours per year

**Old**



Treated and released

Flow along the track

Into a wide pond in own area

**New**



Treated and released

Flow along the track

Dam gates blocking

Flow along the track

To the ground







# Sustainable Packaging Management



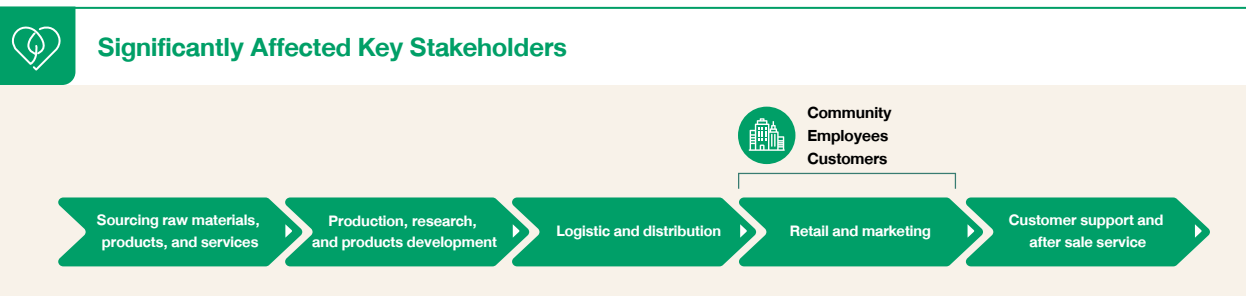
**Ms. Intira Prunkrattananapa**

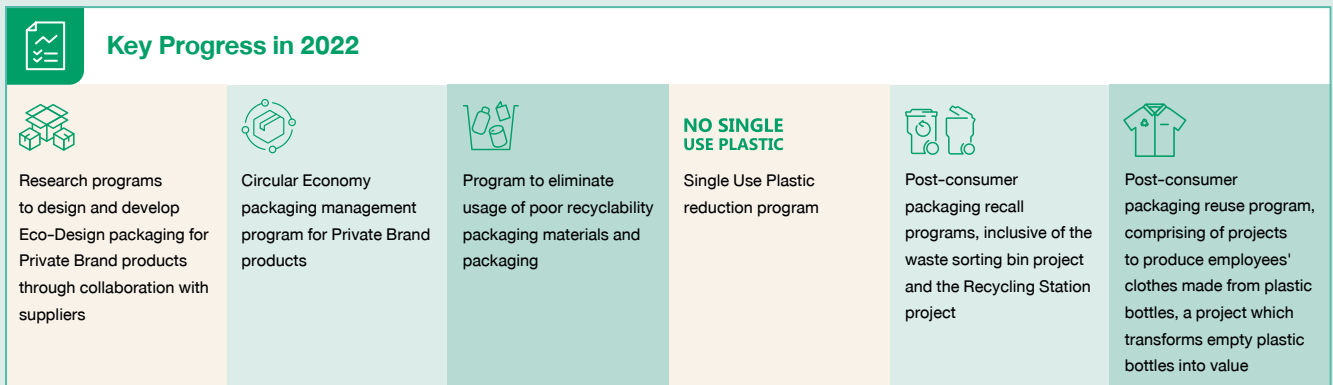
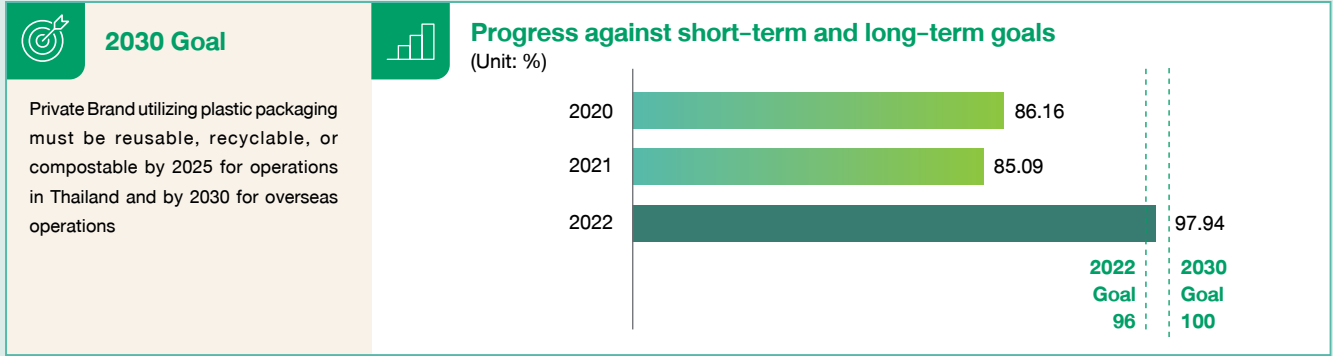
Assistant vice president of Product Development and Quality Assurance Division CP ALL Public Company Limited

“CP ALL aims to create environmental sustainability for the community, society and country, emphasize greenhouse gas emission reduction outcomes, reduce negative environmental impact through reducing plastic packaging by means of sustainable packaging and packaging waste management processes from upstream to midstream and downstream in line with the Circular Economy and Eco-Design concepts. With recognition that environmental protection cannot be attained by just one agency, the Company will establish cooperation with stakeholders and interested parties comprising communities, society, suppliers, and consumers, to strive for sustainable packaging management.”

### Supporting the SDGs

|  |   |
|--|---|
| <p><b>SDG8 Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</b></p> <p>8.4 Improve progressively global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation</p> | <p><b>SDG12 Ensure sustainable consumption and production patterns</b></p> <p>12.2 Achieve the sustainable management and efficient use of natural resources</p> <p>12.5 Substantially reduce waste generation through prevention, reduction, recycling and reuse</p> |
|--|---|





## Risks and Opportunities

During the past 10 years, plastic packaging waste has been classified as one of the most impactful environmental issues globally due to plastic properties comprising strength, durability, ease in production and low cost. As a result, the demand for and production of plastics continues to increase and counters current capacity for plastic waste management. Studies have revealed that proper plastic waste handling and recycling rates are relatively low in developing countries thus resulting in large volumes of plastic waste impacting the environment. The impact affects ecosystem fertility through concerns regarding microplastics in water sources and aquatic animals in addition to food safety and various health concerns. In addition, most packaging is manufactured through chemical processes which contains synthetic agents, components which are

non-environmentally friendly and capable of affecting health among stakeholders in stores, distribution centers, and parties in direct contact with the packaging. In this regard, many plastic waste arises from both retail and wholesale businesses through packaging which maintains product quality. Certain categories of packaging cannot be decomposed, repurposed, and may contain hazardous chemicals. However, businesses capable of developing packing innovations to enable recycling ease, biodegradability, health and environmentally friendly aspects will perform important roles in alleviating negative packaging waste impact and satisfy the increasingly growing green market consumers. Therefore, innovation management and plastic packaging management processes in the industrial sector are aspects requiring emphasis and continuous development.





## Management Approach

CP ALL Public Company Limited and its subsidiaries (“the Company”) regularly monitors laws and regulations related to packaging waste management in order to maintain current information regarding regulations and requirements. Newly implemented regulations may impose the prohibition of certain packaging for product wrapping and transportation and thus may impact overall the Company business operations. In addition, the Company has established a sustainable packaging policy with a management approach encompassing various issues inclusive of creating stakeholder engagement to manage comprehensive packaging, research, design, and selection of environmentally friendly packaging for Private Brand products. The selection of alternative materials considers material qualities including compost capabilities, reusability, etc. The mentioned

operational processes regularly collect performance data consisting of plastic packaging consumption tonnes classified by type and volume capable of recycling, as a means for the Company to examine, analyze and utilize information to increase operational processes efficiency and minimize environmental impact from organization generated packing waste. Concurrently, the Company constantly reviews operating results to ensure environmentally friendly packaging operations and usage of packing material certified by trusted agencies to satisfy consumer demands. Comprehensive information inclusive of various operating results, stakeholder impact, local and international news are monitored for analysis and database formation purposes to determine policy reviews and action plans.



**For more information:**

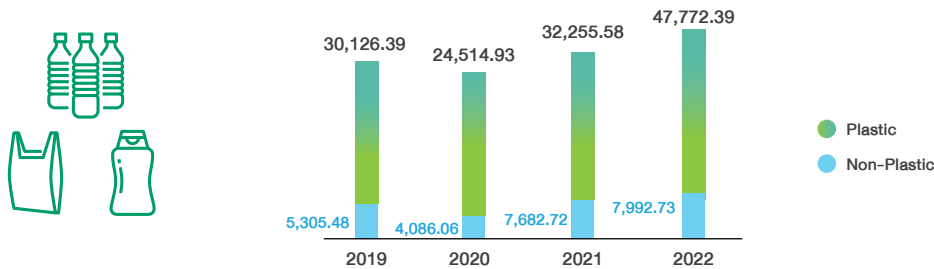
[Sustainable Packaging Policy](#)

[https://www.cpall.co.th/wp-content/uploads/2020/11/08\\_CPALL-Packaging-Policy\\_Eng\\_Final-for-web\\_Rv.120618.pdf](https://www.cpall.co.th/wp-content/uploads/2020/11/08_CPALL-Packaging-Policy_Eng_Final-for-web_Rv.120618.pdf)



## Performance Summary 2022

Total packaging consumption (tonnes) classified by type



## Plastic packaging

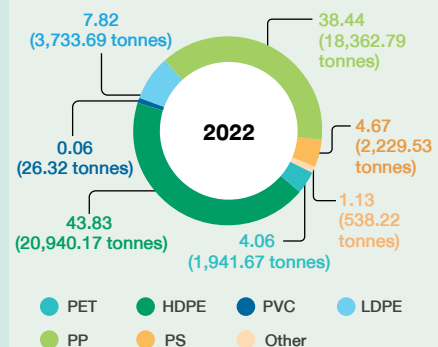
Total plastic packaging consumption (tonnes)



Average plastic packaging consumption per store (tonnes)



Share of total plastic consumption (%) classified by type



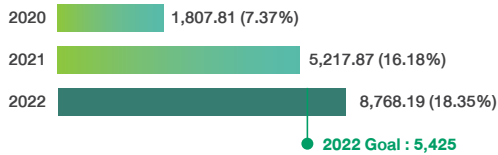


## Performance Summary 2022

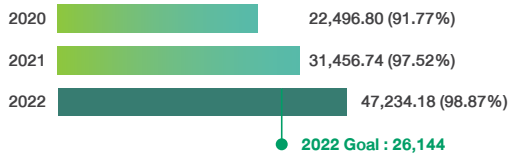


### Plastic packaging management in line with the Circular Economy

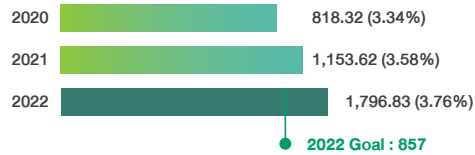
#### Use of reusable packaging (tonnes)



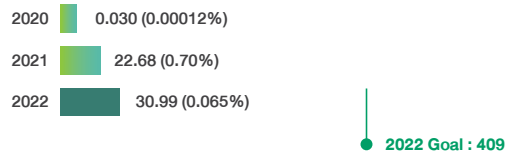
#### Use of recyclable packaging (tonnes)



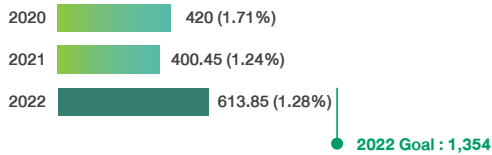
#### Use of recycled material/recycled content (tonnes)



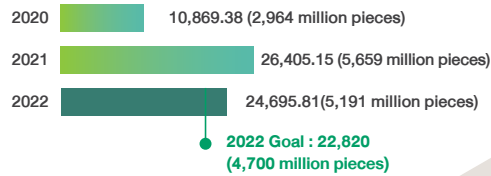
#### Use of compostable packaging (tonnes)



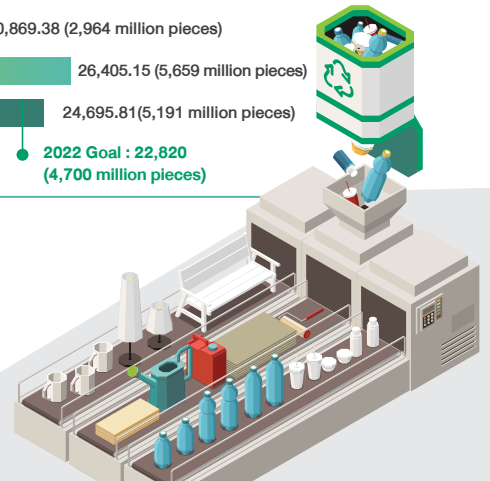
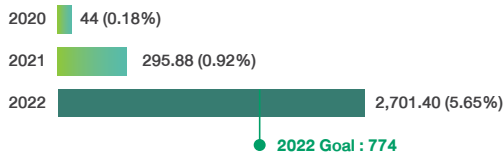
#### Reduction of plastic consumption through packaging development (tonnes)



#### Reduction of plastic bags and single-use plastics usage (tonnes)



#### Post-Consumer packaging recycled (tonnes)



### Non-plastic packaging

#### Use of non-plastic packaging consumption classified by material type

| Material Type           | Weight of packaging consumption (tonnes) | Recycled or certified material packaging (%) | 2022 Goal (%) |
|-------------------------|--|--|---------------|
| Wood or Paper           | 7,430.67                                 | 74.03  | 65            |
| Metal (Steel, Aluminum) | 14.81                                    | 100  | 100           |
| Glass                   | 547.25                                   | 100  | 100           |

#### Reclaimed packaging



Plastic water bottles

1,350.58 tonnes



Cardboard box

32,936.13 tonnes

\*Guidelines or methods of collecting data is available at the Recycling Station and Resurrection Bag project, page 76. "Empty Bottles, Not Empty Values" Project, page 78 and Waste Sorting Bin" Project, page 76

### Circular Economy based packaging management program

The Company aims to minimize plastic waste and packaging volumes destined for landfill through circular economy-based waste management support. 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:

|  |  |  |
|--|--|--|
| <p style="font-size: 2em; font-weight: bold; margin: 0;">1</p>  <p style="text-align: center; font-weight: bold; margin: 5px 0;">Reduce plastic usage at-source</p> <p style="font-size: 0.8em; margin: 0;">Stipulating policies and strategy to selection of eco-packaging</p> | <p style="font-size: 2em; font-weight: bold; margin: 0;">2</p>  <p style="text-align: center; font-weight: bold; margin: 5px 0;">Reduce and replace plastic usage at consumption stage</p> <p style="font-size: 0.8em; margin: 0;">Initiate strategic process in reducing single-use plastic use and commence campaigns to foster customers' engagement</p> | <p style="font-size: 2em; font-weight: bold; margin: 0;">3</p>  <p style="text-align: center; font-weight: bold; margin: 5px 0;">Reduction of plastic and non-plastic packaging waste after consumption</p> <p style="font-size: 0.8em; margin: 0;">Initiate strategy of recycling post-consumption plastics per the principle of circular economy in joint-efforts with suppliers, NGOs, communities, the public sector, local entities, global organizations, as prototype of recycling post-consumption plastic waste anew</p> |
|--|--|--|

In 2022, the Company implemented a variety of environmentally friendly packaging management projects in line with systematic plastic reduction measures which are regularly assessed and performance data in every step is stored. Data particularly collected comprises information regarding benefits received from project implementation, total packaging amount, packaging waste reduction volumes, greenhouse gas reduction amount, etc., with outstanding projects in 2022 as follows:



### Develop packaging based on Circular Economy and Eco-Design concepts for Private Brand products, reduce plastic usage at-source



#### Plastic usage reduction through packaging design project

CP ALL Public Company Limited with suppliers to reduce plastic usage through packaging design which utilizes appropriate plastic thickness required for rice cups, cold dessert cups, and full salad trays.



#### Impacts and Benefits



**Reduced plastic usage by 48.46 tonnes**



**Reduced GHG emission by 89.63 tCO<sub>2</sub>e**



**Equivalent to the plantation of 2,084 trees**



### Crab fried rice packaging development - single compartment tray project

Reduced plastic usage by using label printed top seal films instead of putting label stickers on thick plastic covers



#### Impacts and Benefits



Reduced plastic usage by **114.94** tonnes



Reduced amount of waste from sticker usage by **17.8** million pieces



Reduced GHG emission by **212.57** tCO<sub>2</sub>e

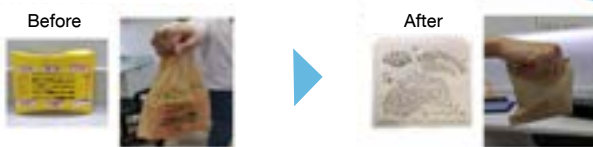


Equivalent to the plantation of **4,944** trees



### Carriable hot sandwich sleeve project

Reduce usage of single use carrying bags and paper through hot sandwich packaging redesign from the current art card to thin greaseproof paper certified by the Program for the Endorsement of Forest Certification Scheme (PEFC) and the organization.



#### Impacts and Benefits



Reduced plastic usage by **190.81** tonnes



Reduced paper usage by **368.49** tonnes



Reduced GHG emission by **4,097.38** tCO<sub>2</sub>e



Equivalent to the plantation of **95,288** trees



### Full Tray modification from paper sleeves to plastic banding project

Reduce usage of plastic and paper through modifying packaging style for Full Tray menus inclusive of Garlic Chicken with Rice Roasted Chicken Basil, Pork Fried Rice, and Fried Chicken Rice which entails replacing shrink film and paper sleeves with banding plastic.



#### Impacts and Benefits



Reduced plastic usage by **26.38** tonnes



Reduced paper usage by **274.34** tonnes



Reduced GHG emission by **1,035.79** tCO<sub>2</sub>e



Equivalent to the plantation of **24,088** trees



**Double Compartment Tray development project**

Developed new packaging which reduced plastic usage by using label printed top sealing films instead of stickers on thick plastic covers.



**Impacts and Benefits**



Reduced plastic usage by **23.11** tonnes



Reduced amount of waste from sticker usage by **3.99** million pieces



Reduced GHG emission by **42.74** tCO<sub>2</sub>e



Equivalent to the plantation of **994** trees



**Label printed top seal film for Chilled Thai Food project (continuously)**

CPRAM Co., Ltd. developed laminated film for chilled Thai food packaging. Labels can be printed on the film, reducing sticker usage and becoming more environmentally friendly. This project operates with consideration to the 3Rs principle (Reduce Reuse and Recycle), aiming to reduce plastic usage along the entire production chain.

Before



After



**Impacts and Benefits**



Reduced plastic usage by **15** tonnes



Reduced amount of waste from sticker usage by **50** million pieces



Reduced GHG emission by **27.74** tCO<sub>2</sub>e



Equivalent to the plantation of **645** trees

\*from bestselling menus, minced pork basil with rice, basil rice with fried egg, panang pork rice, omelette, crab fried rice, and stir-fry noodles with pork



**Golden Banana packaging development to reduce packaging thickness project (continuously)**



**Impacts and Benefits**



Reduced plastic usage by **28.94** tonnes



Reduced GHG emission by **53.52** tCO<sub>2</sub>e



Equivalent to the plantation of **1,245** trees





Developed sip lid to replace plastic straw usage in 7-11 all stores nationwide project (continuously)



Impacts and Benefits



Reduced plastic usage by **123.50** tonnes



Reduced waste from straw and paper wrapped straws usage and by **345** million pieces



Reduced GHG emission by **228.41** tCO<sub>2</sub>e



Equivalent to the plantation of **5,312** trees



Packaging film roll's thickness reduction project for hot products

CPRAM Co., Ltd. develops innovative production of modern film rolls for products heated in air ovens through reducing plastic film thickness from 60 microns to 40 microns, resulting in a weight decrease by 0.97 grams per piece.



Impacts and Benefits



Reduced plastic film usage by **1.96** tonnes



Reduced GHG emission by **1.65** tCO<sub>2</sub>e



Equivalent to the plantation of **38** trees



Plastic tray replacement with food-grade craft paper packaging project

CPRAM Co., Ltd. develops high security chemical-free and contaminant-free craft paper packaging capable of safe usage in food containers as a replacement for plastic trays in an effort to reduce plastic usage by 7.09 grams per piece.



Impacts and Benefits



Reduced plastic usage by **1.41** tonnes



Reduced GHG emission by **1.87** tCO<sub>2</sub>e



Equivalent to the plantation of **43** trees



### Reduced the thickness of paper cups for Non-All Café beverages namely for Gulp, Slurpee, and Jet Spray project



### Impacts and Benefits



Reduced paper usage by **120.24** tonnes



Reduced GHG emission by **432.57** tCO<sub>2</sub>e



Equivalent to the plantation of **10,060** trees



### Packaging material from sustainably managed sources project

- Paper sleeves for toasts capable of recycling through replacing the material from polyethylene (PE) coated paper to greaseproof paper certified by the Program for the Endorsement of Forest Certification Scheme (PEFC).
- Hot paper sandwich sleeves certified by the Program for the Endorsement of Forest Certification Scheme (PEFC).
- Replaced straw plastic packaging with paper material certified by the Forest Stewardship Council (FSC)
- Receipt paper used in 7-Eleven stores are made from raw materials certified by the Forest Stewardship Council (FSC)



### Impacts and Benefits



Reduced GHG emission by **1,512.19** tCO<sub>2</sub>e



Equivalent to the plantation of **35,167** trees



### Compostable packaging material selection project

- “Save Earth Cup” made of polybutylene succinate (PBS) coated paper for hot and cold beverages in 874 7-Eleven stores operating on islands, in the area of educational institutes, and offices
- Replace plastic swizzle sticks with biodegradable
- Compostable meatball skewers



### Impacts and Benefits



Reduced GHG emission by **101.58** tCO<sub>2</sub>e



Equivalent to the plantation of **2,362** trees





**Recycled material/Recycled content based packaging project**

- Consumables used in 7-Eleven stores made from recycled materials such as trash bags, plastic bags, etc.
- Trash bags used in CP ALL Plc. Offices and distribution centers
- Water pallets used in 7-Eleven stores, CP ALL Public Company Limited.
- Shopping baskets used in 7-Eleven stores, CP ALL Public Company Limited
- Corrugated box made from recycled paper by CPRAM Co., Ltd.



**Reusable packaging selection project**

- Durable Bag was designed to withstand multiple usage



**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 2022, Lotus's was capable of eliminating packaging which poses recycling difficulties by up to 98.8% of all Lotus's brand products. 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



**Impacts and Benefits**



Reduced plastic usage by **1,796.83 tonnes**



Reduced GHG emission by **8,876.33 tCO<sub>2</sub>e**



Equivalent to the plantation of **206,426 trees**



**Impacts and Benefits**



Reduced plastic usage by **8,768.19 tonnes**



Reduced GHG emission by **127,014.20 tCO<sub>2</sub>e**



Equivalent to the plantation of **2,953,819 trees**



**Impacts and Benefits**



Reduced materials posing recycling challenges by **12.5 tonnes**

the communities while promoting recycling through packaging waste pick-up point expansion at various branches nationwide.





**“Makro Saves the World (Say Hi to Bio Say No to Foam)” project**

The Company aims to discontinue sales of single-use foam packaging at all distribution centers nationwide. The project initiated in 2019 at stores near seaside tourist destinations prior to expansion to cover all branches. In addition to organizing seminars to educate and promote continuously campaign activities, the Company stimulates sales of compostable packaging at economical prices as a means to entice entrepreneurs, restaurants, shops and general consumers. As a result, the biodegradable packaging segment has seen a growth up. Building on from supplier collaboration success in 2022, various activities have been organized while presenting over 530 environmentally friendly products, earmarking the Company as a nationally significant biodegradable packaging center and highlighting trends to motivate biodegradable packaging usage among restaurant entrepreneurs and general customers.



**Impacts and Benefits**



Sales of environmentally friendly packaging increased by **1,542.33 tonnes** or **14%**



**100%** of all stores stopped distributing foam packaging

**NO SINGLE USE PLASTIC**

Throughout the entire project in **2019**, environmentally friendly packaging products can reduce single-use foam packaging waste by **107 million pieces**



**Reduce and replace the single-use plastics at the consumption level to promote the concept of “reduce receiving, reduce giving = reduced usage” among consumers and employees**



**Agglomerating the power of Thai people to stop plastic bags usage project (continuously)**

The Company continuously invites customers to bring cloth bags for use at convenience stores for plastic bags usage reduction, and campaign for environmentally friendly substitute materials usage. In addition, every time a customer doesn't accept a plastic bag, the value of that bag is converted to funds for hospital medical supply and required equipment purchases and funds for various government agencies. The mentioned agencies comprise universities, educational institutes, schools, and vulnerable groups among others. In 2022, the continuous expansion to inviting customers to reject cutlery, straws, glasses and plastics under the "Reduce and Substitute" project, has a reduction in the use of plastic bags of 3,929.64 million bags and single-use plastics usage consisting of bags, spoons, forks, straws and glasses by 1,262 million pieces.



**Impacts and Benefits**

**NO SINGLE USE PLASTIC**

Reduced plastic waste by **24,643.92 tonnes**



Reduced GHG emission by **250,612.47 tCO<sub>2</sub>e**



Equivalent to the plantation of **5,828,197 trees**







### Green packaging 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 1,000 stores.



### Green coffee shop project

The Green Coffee Shop is a cooperative project between the Company and entrepreneurs to reduce plastic wastes in coffee shops through sorting and encouraging stores to direct wastes to recycling processes or through effective reuse. This measure encourages creativity and more environmentally friendly packaging or materials. In addition, CP ALL Public Company Limited jointly announced intentions with the Ministry of Natural Resources and Environment to reduce waste in the form of plastic cups and single-use plastic straws. Coffee shops and bakery houses within the CP ALL Public Company Limited umbrella consists of 4 brands:

- ALL café introduces biodegradable packaging inclusive of paper cups for use in stores as a measure to reduce single-use plastics consumption. Drinking lids replace plastic straws while stirrers are now wood and recycled material sourced plastic bags are made durable for reuse, etc.
- Kudsan Bakery & Coffee uses 100% biodegradable packaging for both hot and cold drinks. In-store packing include paper-based items include cups, sleeves, baking paper and straws while the stirrer is wood-based, etc.

- Bellinee's Bake & Brew offers a paper carry bags, paper snack bags, paper cup for hot beverages, and a beautifully designed Bellini denim bag capable of reuse.
- MuanChon Coffee utilizes environmentally friendly packaging inclusive of biocup and biodegradable tissue paper in addition to shop interior decors fabricated from bio-based materials including cassava and coffee grounds, etc.







## Establish cooperation with allies, including the government, private sector, and education sector, to sort, recycle, and reduce plastic and non-plastic packaging destined as landfill waste



### “Waste Sorting Bin” project

CP ALL Plc. organized “Waste Sorting Bin” project to encourage plastic waste separation before sustainably moving forward in accordance with the Circular Economy concept. In 2022, the Company installed sorting bins in front of 12,247 7-Eleven stores around the country. The Company in collaboration with 7 universities and 3 Wheels Uncle pushed forward innovative projects from new generation's ideas which encourages correct waste separation. “Circular Bin” project on Green2Get platform turns regular sorting bins in front of 7-Eleven stores into smart circular bins at over 60 locations in 7 universities around Bangkok



and surrounding areas. When a user scans barcode from any products in front of the bins, waste sorting instructions will be displayed on the application, efficiently guiding plastic waste into the Circular Economy system.



### Recycling Station and Resurrection Bags project

Lotus's actively participates in campaigning and encouraging customers and consumers to recycle their waste packaging through utilizing stores, which cover various community reaching areas, as channels to receive packaging wastes as raw materials for recycling. Recycling Stations have been established to encourage awareness among customers for efficient resource usage to maximize benefits. Customers can drop off various recycled packaging categories at designated pick-up points provided by the Company. The received packaging is accepted into the system to be recycled or reused. Waste collection points are divided into packaging material category, including:

- 1 **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. In collaboration with SCGP, the boxes are converted into 3,500 paper-based field beds which are donated to field hospitals nation-wide to assist patients infected with the COVID-19 virus (Boxes to Beds).
- 2 **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.
- 3 **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 plastics 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.

- 4 **The 2<sup>nd</sup> Lucky draw** with Coke is a collaborative project between Lotus, Coca Cola and Trash Lucky to collect used packaging for recycling. It is a campaign to raise people's awareness and enable them to separate household waste according to types (plastic, glass, papers, metal) for a chance to win rewards. A total of 6 stores participated in the project. As much as 1,711 kilograms of packaging was collected back into the system in a span of 3 month, which is October - December 2022.

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



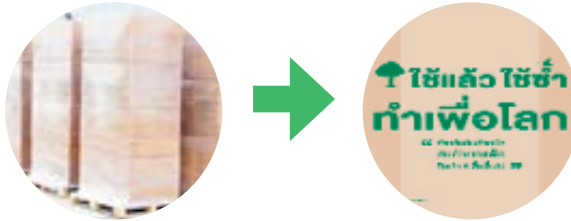
Reduced GHG emission by  
**363.52 tCO<sub>2</sub>e**



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

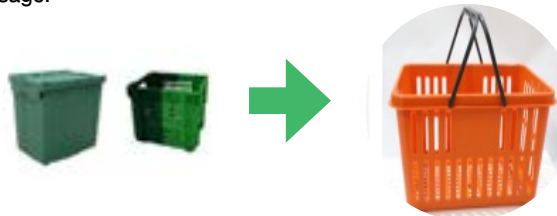
 **7-Eleven stores handle bag" from pallet wrapping film in distribution centers project**

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.



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


CP ALL Public Company Limited modified and recycled broken brake cases into shopping baskets in 7-Eleven stores to reduce waste within stores and enable more cost-effective resource usage.





 **Uniform from plastic bottles project**


CP ALL Plc. recycled plastic bottles into 7-Eleven's employee's uniform. The production of 1 employee shirt at 7-Eleven stores using recycled plastic bottles size 1.5 liters, 4 bottles and 1 polo shirt for distribution center staff using bottles size 1.5 liters, 8 bottles. Product polo shirts for office-based employees using recycled 0.6 liters plastic bottles, a total of 12 bottles per a polo shirt. At present, over 755,790 shirts have been produced for employees and over 3,330,308 plastic bottles have been recycled.





 **Impacts and Benefits**


 **Reduced plastic waste to landfill by 761.05 tonnes**


 **Reduced GHG emission by 1,121.29 tCO<sub>2</sub>e**


 **Equivalent to the plantation of 26,077 trees**


 **Impacts and Benefits**


 **Reduced waste volumes from broken brake cases by 57.52 tonnes**


 **Reduced GHG emission by 174.26 tCO<sub>2</sub>e**

 **Equivalent to the plantation of 4,052 trees**

 **Impacts and Benefits**

 **Reduced plastic waste to landfill by 103.62 tonnes**

 **Reduced GHG emission by 120.31 tCO<sub>2</sub>e**

 **Equivalent to the plantation of 2,798 trees**



**Adding value to managed contaminated plastic plant waste project**

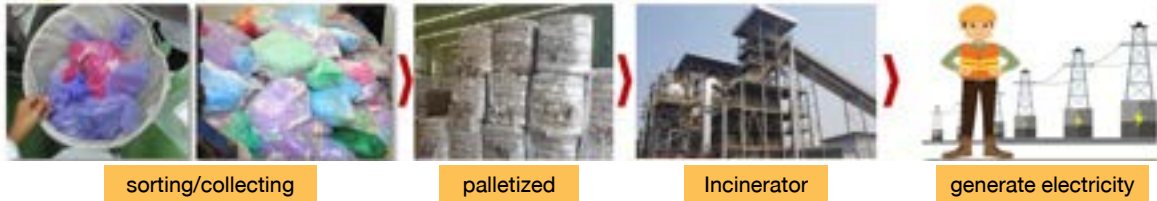
CPRAM Co., Ltd. collects contaminated plastic waste from the plant production process for shipment to external processing companies and further conversion into waste fuel (Refuse Derived Fuel: RDF). The produced biofuel from waste has a high specific heat and is thus considered a clean source of energy.



**Impacts and Benefits**










**Reduced plastic waste to landfill by 1,128.29 tonnes**



**“Empty Bottles, Not Empty Values” project**

The sorting of empty plastic bottles offers a number of benefits. Siam Makro 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.

| Operations  | Results in 2022  |
|---|--|
| <p>The Company invites employees to drop off PET at the bottle collection point at the head office or Makro distribution centers</p>   | <ul style="list-style-type: none"> <li> Collection of clear plastic water bottles by <b>2.4 million bottles</b></li> <li> Capable of conversion into <b>120,000</b> employee shirts</li> <li> Equivalent to reducing greenhouse gas emissions by <b>73.92 tCO<sub>2</sub>e</b></li> </ul>                             |
| <p>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.</p>  | <ul style="list-style-type: none"> <li> Donation of PET water bottles to Wat Chak Daeng by over <b>2.32 million bottles (38.76 tonnes)</b></li> <li> Financial donation to Jakdaeng temple <b>126,636 Baht</b></li> <li> Equivalent to reducing greenhouse gas emissions by <b>111.82 tCO<sub>2</sub>e</b></li> </ul> |

| Operations  | Results in 2022   |
|---|---|
| <p>The Company collaborates with Indorama Ventures Public Company Limited to transform PET bottles into high-quality PPE suits through establishing 6 pilot collection points at the following Makro branches: Nakhon Pathom branch, Salaya branch, Petchkasem branch, Bangbon branch, Charansanitwong branch and Chaengwattana branch.</p>  | <div style="display: flex; flex-direction: column; gap: 10px;"> <div style="display: flex; align-items: center;"> <p>Donation of clear plastic water bottles by over <b>285,659</b> bottles (4.86 tonnes)</p> </div> <div style="display: flex; align-items: center;"> <p>Equivalent to reducing greenhouse gas emissions by <b>4.86</b> tCO<sub>2</sub>e</p> </div> </div> |

**Innovative packaging research and development project**

CP ALL Public Company Limited has developed new packaging for hot sandwich products to reduce plastic bags usage. The project plan and timeline for all operations are divided into 4 Phases, comprise 1) Lap-scale prototype design 2) Pilot testing in 110 7-Eleven stores 3) Scale up results in 7-Eleven stores in Bangkok and metropolitan (BE) 6,000 stores, as well as 4) Scale up usage in 7-Eleven nationwide The project is currently in Phase 4 .The development concept requires coverage of all 4 areas:

- 1 The product must maintain identical characteristics and quality.
- 2 The customers, both internal customers (operation) and external customers (consumer) must find the product acceptable.
- 3 The environmental aspect encompasses requirements for newly developed packaging to be recyclable and materials be certified as sustainable (Sustainably - Managed Renewable Resources).
- 4 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.

Experimentation with packaging improvements for hot baked sandwich products are as follows:

- Phase 1 Design of hot sandwich paper box with a handle capable of being carried without requiring an additional plastic bag layer. Customer feedback of the respective design includes inconvenience in carrying and concerns regarding cleanliness and contamination without an additional carry bag.
- Phase 2 Design of packaging as foldable paper sleeves with proper moisture retention property thus not requiring holes for ventilation and humidity release, which has proper moisture wicking properties. Customer feedback is satisfactory for this second packaging iteration and remarks show capability to fulfill development concepts encompassing all 4 areas stated above.

| Impacts and Benefits  |
|---|
| <div style="display: flex; align-items: center; gap: 10px;"> <p><b>Product quality upon delivery is better than or equivalent the quality level using the original packaging</b></p> </div> |
| <div style="display: flex; align-items: center; gap: 10px;"> <p><b>Capable of protecting the product from contamination arising from external conditions</b></p> </div>                     |
| <div style="display: flex; align-items: center; gap: 10px;"> <p><b>Budget for research and development in the amount of <b>200,000</b> Baht</b></p> </div>                                  |
| <div style="display: flex; align-items: center; gap: 10px;"> <p><b>Reduce single-use plastic bags by approximately <b>190.81</b> tonnes/year</b></p> </div>                                 |
| <div style="display: flex; align-items: center; gap: 10px;"> <p><b>Reduce paper usage, through modifying paper type, by approximately <b>368.49</b> tonnes/year</b></p> </div>              |
| <div style="display: flex; align-items: center; gap: 10px;"> <p><b>Usage of paper certified to be sustainably managed, renewable, and recyclable</b></p> </div>                             |
| <div style="display: flex; align-items: center; gap: 10px;"> <p><b>Does not affect the overall product cost</b></p> </div>  |





# Sustainable Waste and Surplus Food Management

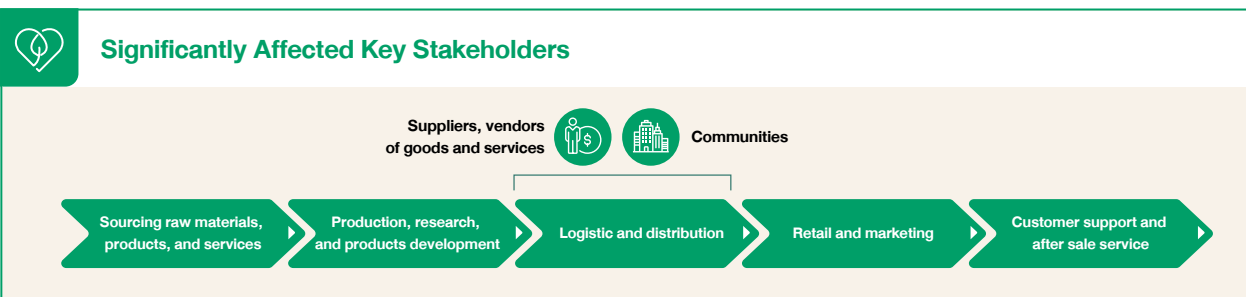


“The most important point in resolving a national issue, is to establish collaboration, agreement and join forces for the most effective solution. CP ALL and partners have succeeded in develop an integrated waste management model, all the way from the upstream. It is a crucial synergic collaboration in addressing the issue of waste sustainably.”


**Mr. Yuthasak Poomsurakul**  
Chief Executive Officer  
CP ALL Public Company Limited

### Supporting the SDGs

|            |   |             |   |
|------------|---|-------------|---|
|            | <p><b>SDG3 Ensure healthy lives and promote well-being for all at all ages</b></p>  |             | <p><b>SDG11 Make cities and human settlements inclusive, safe, resilient and sustainable</b></p>  |
| <p>3.9</p> | <p>Substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination</p> | <p>11.6</p> | <p>Reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management</p>  |
|            | <p><b>SDG6 Ensure availability and sustainable management of water and sanitation for all</b></p>   |             | <p><b>SDG12 Ensure sustainable consumption and production patterns</b></p>  |
| <p>6.3</p> | <p>Improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials</p>         | <p>12.3</p> | <p>Halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains</p>   |
|            |   | <p>12.4</p> | <p>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</p> |
|            |   | <p>12.5</p> | <p>Substantially reduce waste generation through prevention, reduction, recycling and reuse</p>   |








### 2030 Goal

Reduce excess food surplus or food waste or amount requiring disposal and reduce waste generated by the Company's operations destined

**100%**




### 2030 Goal


Reduce excess food surplus or food waste or amount requiring disposal by the Company's operations destined

**100%**







### Key Performance in 2022




Waste volume capable of reuse at **73.76%** of total waste quantity




Waste management from business operations (Alternative Purpose) by **25.25%** (16,260.86 tonnes)




### Key Progress in 2022




Integrated food cut-off reduction (OA Ordering) project reduce the amount of cut food **7,293.17** tonnes



Surplus food donation to foundations project delivered over **281.38** tonnes of food to **244** communities



Adding value to production process by products project volume reduction loss of food in the production process **9,848.36** tonnes per year



Ton Kla Rai Tang Project expansion to incorporate **503** schools



## Risks and Opportunities

The Food and Agriculture Organization of the United Nations (FAO) and United Nations Environment Program (UNEP) estimates that 31% of all food produced worldwide, equivalent to approximately 1 billion tonnes becomes food waste. Approximately 14% of generated food loss originates from the harvesting process and accounts for approximately US\$400 million in economic losses while 17% of generated food waste occurs within the retail and consumption processes. In addition, the mentioned food waste emits greenhouse gas (GHG) emissions which account for 8–10% of global GHG emissions thus rendering food waste an important causal factor for high greenhouse gas emissions and negative impact towards the ecosystem, natural resources, agriculture and livestock. Inefficient food waste management processes moreover result in both water and air pollution consisting of leachate, hydrogen sulfide and methane gases, and may potentially impact the health and well-being of communities.

Therefore, the management of product distribution sector operations, inclusive of retail stores and wholesalers, is key in assisting food waste reduction which arises from excess food production, food loss from transportation, distribution and storage. This management approach alleviates food waste concerns which impact ecosystems surrounding the factory and various convenience stores while contributing to good health among communities located within nearby vicinities. However, waste originating from business operations remains inevitable. If the food production industry and product distribution operations implement appropriate management, waste can be converted to alternative raw materials which add value to the economy, replace resources, and ultimately enable sustainable solutions to food waste challenges.

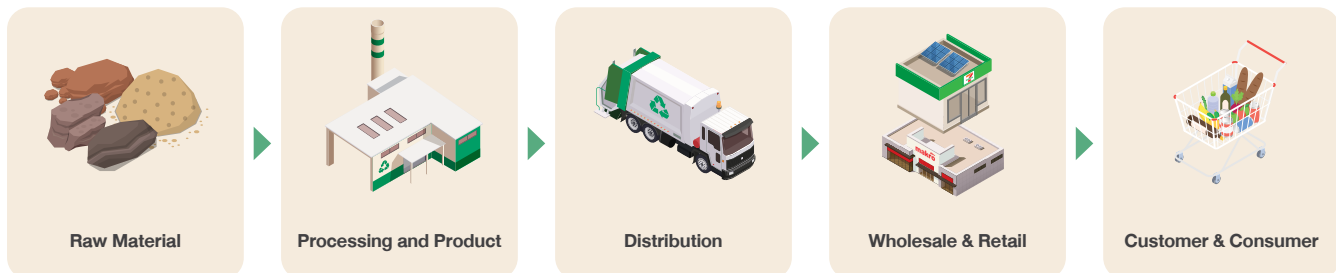


## Management Approach

CP ALL Public Company Limited and its subsidiaries (“the Company”) realize the importance of sustainable waste and food waste management. The Company has established food loss and waste management policies with goals to reduce waste management through the Zero Waste to Landfill approach by 2030. In addition, the Company strives to drive the social sector through its operations and contribute to the United Nations Sustainable Development Goal 12 on Responsible Consumption and Production. The Company has implemented comprehensive waste management policies through establishing a food waste database which classifies waste by business activities from upstream to downstream operations from entire production process and product distribution channels until the product reaches the consumer. The mentioned system collects loss and food waste data through rigorous operations and accurate measurements thus permitting the Company to assess utilized resources and waste generation from both intra-organizational and inter-organizational processes. The system additionally enables analysis of proportion,

composition and types of waste and food waste thus solidifies determination of appropriate strategies and measures to reduce losses throughout the supply chain.

In addition, the Company has continually cooperated with business suppliers to manage waste and food waste as a means to reduce air and water pollution risks potentially impacting the health of nearby communities. The Company has the capacity to manage all waste types comprising Food Surplus, Food Loss, Food Waste and other waste categories through applying the Food and Agriculture Organization guidelines and “1P3Rs” principles: 1) Prevention, 2) Reduction, Utilization, 3) Reuse, and 4) Recycling according to the circular economy concept. The stated approach reduces resource overutilization risks throughout the production process inclusive of reducing negative environmental impacts and waste management expenses.



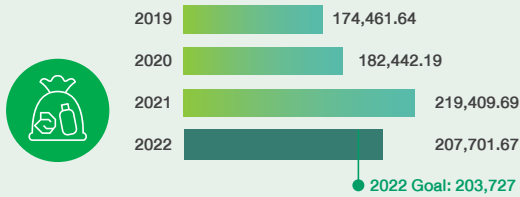
**For more information:**

[Food Loss and Waste Management Policy](#)

<https://www.cpall.co.th/wp-content/uploads/2021/06/Food-Loss-Waste-2021-EN.pdf>

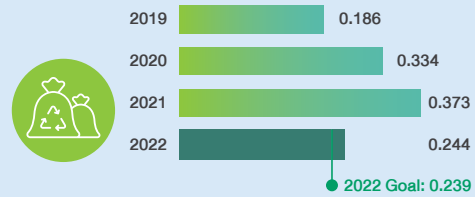
## Performance Summary 2022

### Total amount waste (tonnes)



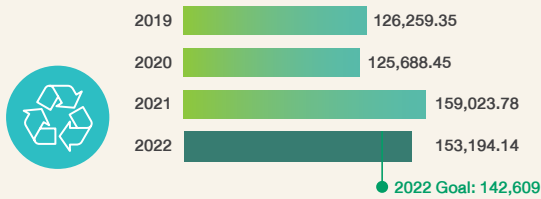
Remarks: Inclusive of hazardous waste and non-hazardous waste

### Total waste per revenue (tonnes per million Baht)



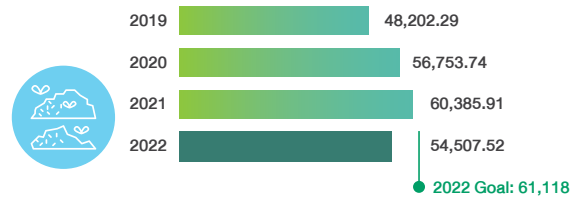
Remarks: Inclusive of hazardous waste and non-hazardous waste

### 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

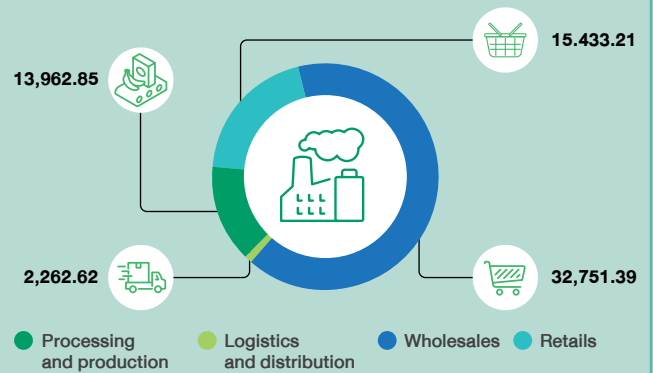
### Total Food loss and food waste (tonnes)



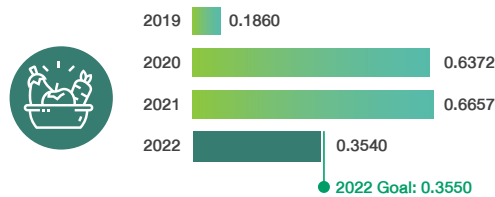
Remarks: Inclusive of hazardous waste and non-hazardous waste

### Total food loss and food waste (tonnes)

classified by Business activities or Life cycle Stage



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



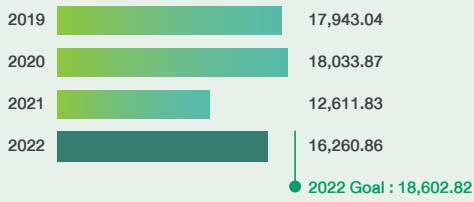


## Performance Summary 2022

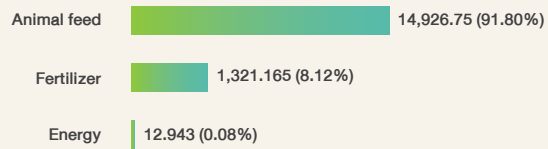
### Proportion of food loss and food waste classified by Food category






### Food waste disposed and repurposed (tonnes)



### Food waste disposed and repurposed (tonnes) classified by Destination



| Project type   | Project title  |
|--|--|
|  <b>Food loss, food waste and waste measure project</b>   | <ul style="list-style-type: none"> <li>International standards database management upgrade project</li> </ul>  |
|  <b>Food loss, food waste and waste reduce project</b>    | <ul style="list-style-type: none"> <li>Integrated food write-off reduction via OA Ordering project</li> <li>Increased value for by products from the process</li> <li>Donate food surplus through foundations, communities (temple) national park bureau</li> <li>Edible, Not Trash project</li> </ul> |
|  <b>Food Loss, Food waste and Waste Recycling Project</b> | <ul style="list-style-type: none"> <li>Waste to Value Project</li> <li>ZERO Waste to Landfill project</li> <li>Waste and raw materials excess management project</li> </ul>  |



## 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 2022:

**Preventive measures for food waste generation and waste at point-source**

**Integrated food product cut-off reduction (OA: Ordering & Assortment) project**

The Company used Graphic Ordering Terminal (GOT) to process and analyze product sales, both popular and leftover, to help 7-Eleven employees monitor, manage and edit product orders as appropriate to the different circumstances, such as product promotion at special times. This is for ready-to-eat meal groups, such as bakery, rice boxes, and hot sandwiches. Employees can more efficiently order popular products, as appropriate and in sufficient amount for customers' needs. This reduces losses from



product leftover and cut down food waste from 7-Eleven store's operations. In 2022, the Company successfully reduced expense by 2.66%, equivalent to 687.27 million Baht.

**Production process waste reduction within the Zero Waste to Landfill project**

CPRAM Co., Ltd. emphasizes process and equipment development within the production process to assist food wastage and excess raw material reduction. In 2022,

the production process developments enabled more cost-effective utilization of raw materials. Instances of mentioned developments include waste volume reduction from raw material processing, losses from the ultrasonic power trimming machine, and loss volumes due to falling product, etc.

**Reduction measures to increase benefits**

**Surplus food donation to foundations project**

CP ALL Public Company Limited Collaborated with various foundations to donate surplus from 7-Eleven stores which is oversupply for customers' demands. The surplus is donated to communities, social organizations, charities and underprivileged people. The Company inspected the food quality thoroughly, comprised of intactness and fresh, good quality, and consumable. There is an FDA logo (Food and Drug Administration Thailand), with clear expiration dates on the product. The foods delivered

are bread, sandwiches, milk, vegetables, semi ready-to-eat meals, fruits and other cooked meals, to name a few. In 2022, the Company delivered surplus food from 219 7-Eleven stores across Bangkok, Prachuap Kirikant, Phuket, Chonburi, Samut Prakarn, Pathum Tani, to Scholars of Sustenance (SOS Thailand) foundation, WShare foundation and St.Martin foundation to deliver food to communities and vulnerable people.



**Impacts and Benefits**

- Donated over **281.38** tonnes, **1,181,780** meals of surplus food to **244** communities
- Reduced food waste destined for landfills by **281.38** tonnes per year
- Reduced GHG emissions by **711.88** tCO<sub>2</sub>e

In addition, the Company donated cut-off food products from 7-Eleven stores to Chak Daeng Temple under the Food to Merit project, whereby the temple will install a food waste to cooking gas conversion machine and produce bio-fermented water and bio-fertilizers for use in agriculture.



**Food Waste reduction programmed**

Lotus's recognizes the criticality pertaining to food waste challenges and therefore initiated the "It's edible, not trash" project. This project aims to reduce food waste volumes destined for landfills to 0 by 2030 through approaches to reduce intra-organizational food waste in all aspects from upstream to the downstream processes involving fresh food sales as follows:

- 1) The delivery of surplus food to the vulnerable through the Scholars of Sustenance Foundation and the VVShare Foundation initiated from the pilot project involving Lotus's main stores in Bangkok and its vicinity and has since expanding to various other stores continuously since 2017
- 2) Collaborate with Ministry of Natural Resource and Environment, by Department of Environmental Quality Promotion, Department of National Parks, Wildlife and Plant Conservation, the Zoological Park Organization of Thailand under the Royal Patronage, and Forestry Industry Organization, to reduce food waste to zero. Unsold but edible food from Lotus's is given out to organizations and NGOs, such as Minizoo Tanyaburi, Chulabhorn Animal Conservation, to name a few. It is given out and shared with

underprivileged people, as well as use as animal feed. 3) The Company has cooperated with Khon Kaen University in donating excess food which cannot be eaten, comprising vegetables, fruits and other types of fresh food collected from 47 Lotus's stores in the Northeast to farmers within the Khon Kaen University network as feed for Black Soldier Flies (BSF), a protein insect safe towards plants and communities. This non-disease carrier produces over 2,200 kilograms of castings throughout its life stages and is thus suitable for compost production from food waste materials



**Impacts and Benefits**



Reduced food waste to landfills by **39.75 tonnes per year**



Produced community compost from work excrements by **8.6 tonnes per year**



**Measures for Reuse**



**Adding value to production process by-products project**

The CPRAM Co., Ltd. factory in Lat Krabang recognizes the importance in adding value to waste materials which occur in the production process and from products experiencing limited market demand through transforming mentioned products into value added novelties thus additionally assists in food waste reduction. An example of value-added development includes converting bread crusts into garlic bread products, etc.



**Impacts and Benefits**



**9,848.36 tonnes per year** reduction in food loss from the production process



**0 Baht per year** reduction in food waste disposal cost



**105.10 million Baht per year** in added value to products through sales



## Recycling measures based on the Circular Economy concept



### CP ALL Food Waste management project (continuously)

CP ALL Public Company Limited propels environmental policies under the 7 Go Green strategy. The “CP ALL Food Waste Management” project is another project which focuses on reuse of garbage and waste to create additional value. Products nearing expiration in 7-Eleven stores on Koh Samui and Koh Phangan, Surat Thani Province, are managed through separating packaging from the food and delivering the food to farmers for use as animal feed or raw materials for compost production. In 2022, 68 tonnes of food waste and plastic packaging were collected from 7-Eleven stores. Simultaneously, the Company cooperated with environmental conservation group networks, civil society

organizations, and agencies in the Koh Samui and Koh Phangan area to organize garbage collection activities on beaches, campaign for waste reduction, and promote waste separation for reuse and recycling. The collaboration with civil society organizations, communities and schools, bus stop pavilions were designed and constructed from plastic waste and glass bottles. The pilot operation was carried out in Baan Bo Phud school, through collaboration between the private sector and civil society sector in studies and research for innovation to reuse plastic. This is connected to environmental learning in schools, and is a learning source for communities and tourists.



### ZERO Waste to Landfill project

CPRAM Co., Ltd. manages waste and excess materials generated from the production process according to the 3Rs (Reduce, Reuse, Recycle) waste management approach which enables both integration and efficiency. Upon project implementation, it was determined that 100% of generated waste can be utilized and are thus categorized by waste type as follows:



#### Impacts and Benefits



Waste elimination without the landfill process



Generate income from waste and excess materials on average by **76.37** million Baht per year



Breadcrumbs

73.09%



Animal Feed



Food loss

0.67%



Animal Feed



Sludge from wastewater treatment

18.85%



biofertilizers and soil conditioners



Plastic waste

1.45%



plastic pellets



Glass and plastic bottle waste

0.21%



recycled



Hazardous waste

0.09%



Used as a raw material in cement factories



General waste

5.64%



Fuel RDF in power plants



### “Transform Waste to Benefits (Bio Fermented Water or EM Fermented Water)” project

The Company has collected food waste, vegetable and fruit products no longer suitable for sales, from distribution centers to be converted into bio-fermented water (EM) for grease stain cleansing within the distribution center. Developments in 2022 include the cooperation with “Bangkok is a nice city” project whereby 26 distribution centers deliver bio-fermented water from mentioned food waste to 20 district offices within Bangkok Metropolitan Administration (BMA) jurisdiction for use to treat wastewater in various canals, plant amendment spray, or insect repellent.



#### Impacts and Benefits



**4,898** liters of bio-fermented water (EM) donated to BMA



Reduced food waste through conversion into bio-fermented water (EM) for BMA by **4.90** tonnes



### “Zero Food Waste to Landfill (processed into animal feed)” project

The Company signed a memorandum of understanding on food for wildlife cooperation in conjunction with the Department of National Parks, Wildlife and Plant Conservation through providing vegetables, fruits, processed meat products, and bakery products which is still suitable for consumption but cannot be sold from 17 distribution centers in 14 provinces to 27 wildlife rescue centers within the National Park Services jurisdiction. The mentioned project assists in easing the annual budget burdens for food and wildlife welfare which has been affected by reduced income due to decreases in tourist visits. Concurrently, this approach also assists in managing the Company’s food waste.



#### Impacts and Benefits



Delivered **725.90** tonnes of animal feed and established next year’s goal to reduce food waste volumes sent for landfills by **22,000** tonnes a year



Delivered food waste to feed wildlife to **27** wildlife rescue centers



Reduce food waste volumes sent for landfills by **725.90** tonnes per year



Ek-Chai Distribution System Co., Ltd. (Lotus's) aims to reduce and drive utilization and reuse of food waste from operations through a variety of activities as follows:



**“Sharing Happiness (ZERO Food Waste)” project**

Lotus's recognizes the significance of increase in food waste volumes which can still be consumed or 'excess food', and therefore has collaborated with the Department of Environmental Quality Promotion, Department of National Parks, Wildlife and Plant Conservation, the Zoological Park Organization of Thailand under Royal Patronage, Forest Industry Organization in managing Lotus's excess food composed of vegetables and fruits which can no longer be sold but remains suitable for consumption.

The excess food is forwarded to zoos under the responsibility of the Zoological Park Organization of Thailand under the Royal Patronage and wildlife breeding stations for cost-effective use of resources and benefits maximization. This approach reduces waste volumes while posing minimal impact on the environment through the concept of "new way of life, care about the environment".



**Impacts and Benefits**



Donated food through the Food Sharing Project to zoos and **11** wildlife breeding stations



Reduce the amount of food waste destined for landfills through donations to the “Sharing Happiness” Project by **40** 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.



Plants, vegetables and fruits



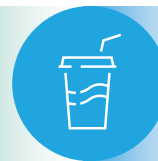
Meat and seafood



Dairy products



Ready-to-eat food



Beverage



Processed food



Bakery products

In 2022, the Company generated a total food waste volume of 64,410.08 tonnes, by which the plants,vegetables and fruits food waste category accounted for the highest volume at 21,304.13 tonnes, representing 33.08% of total food waste volume in 2022 (the proportion of food waste by group is presented in the Performance Summary 2022).





## Collaboration with the community and partners for garbage and waste management



### Waste Sorting Bin or Ton Kla Rai Tang Project (continuously)

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 3<sup>rd</sup> 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 enables the generation of income for schools and communities through reuse, recycling and organic materials management, from what was once perceived as waste. In 2022, the Company signed a memorandum of agreement between respective organizations for Ton Kla Rai Tang project expansion into the third year whereby over 503 schools within the BMA have participated. Further expansion plans for 2023 envision all schools within the Future of Education Foundation Study CONNEX ED sponsored by the Company to participate and enhance the “Ton Kla Rai Tang” to “Chumchon Rai Tang” as a means for community waste management.

In 2022, the “Ton Kla Rai Tang” project has made significant progress through continuously educational training and instilling awareness for waste separation among schools and nearby communities throughout Thailand. In addition to training, the Company also provides comprehensive waste management assistance through various activities including the installation of a waste bank system for the community to record information and distribute recycled materials. Concurrently, the “KoomKah” application was developed as a digital “waste bank” facilitating the tracking and recording of waste information. For instance, the delivery and installation of recycling cabinets for UHT milk cartons, plastic bottles, aluminum cans and plastic bags support waste separation

and recycling for various product types efficiently. The operations have been extended to all areas across the country as follows:

- 10 Lat Pharo canal schools
- Wat Na Khu School (Chanthasuksakan), Phak Yai District, Phra Nakhon Si Ayutthaya Province
- Panyapiwat College of Technology (PAT)
- Schools in CONNEX ED project
- Every schools in the 5 education district in Kalasin and Khon Khaen province
- Schools under BMA
- Schools under Phuket municipality
- Schools under Phuket primary education district

The expansion of the "Ton Kla Rai Tang Network" to become the most prominent waste management network in Thailand entails the establishment of a complete waste management ecosystem from upstream to downstream, participation from all stakeholder groups, including knowledge providers and waste sorting groups responsible for materials delivery and data recording via the “KoomKah” application, recycling material collection groups, product owner groups and packaging manufacturers. Additional developments relate to the Green Learning Network development with a stated goal to expand the network to 5,567 CONNEX ED schools across the country in a joint effort to sustainably reduce waste volumes in every process from upstream to downstream.



#### Impacts and Benefits



Reduced usable waste volumes by **60%**




Reduced greenhouse gas emissions by **161 tCO<sub>2</sub>e**



Project participation from **594** educational institutes and communities across the country





 **Electronic receipts/full tax invoice project**

The Company has commenced a channel for receiving receipts, abbreviated tax invoices and a full tax invoice electronically through the 7-Eleven application. This continuously initiative reflects the Company's continuous improvement to support digital lifestyles and facilitate customers from project commencement on 26 November 2020 until now.



**Impacts and Benefits**



Receipts and abbreviated tax invoices reduced **504,076,497** receipts



**4,706,331** full tax invoices reduced



Reduced greenhouse gas emissions by **3,401.74** tCO<sub>2</sub>e



to planting **9,428.32** trees (5-year teak trees)



**Create awareness and campaigning for changes in people's consumption behavior**



**Food Waste awareness 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 "Eat without Food Waste"

as a channel to promote food waste management and reduction knowledge. Currently, over 28,096 persons have followed the Facebook page while the group has attracted 1,046 members.



In addition, the special episode "Good for us, good for the world. Where is it? The answer is.. VG for Love" of the "CPRAM FOOD STATION" program serves as an inspiration workshop providing knowledge regarding special menus using plant-based products like VG for Love. The aim of the awareness raising activity is for consumers to reduce food wastage, instill behavioral change, and raise standards in food security and true food sustainability.





### 24-hour Pha Ngan conservation activity

June 5<sup>th</sup> of every year is World Environment Day and thus raises awareness to all global sectors of environmental issues. CP ALL Public Company Limited therefore organized the "24-Hour Rak Phangan" activity in collaboration with government agencies and civil society to manage waste in Koh Phangan. Members of the CP ALL Public Mind Club went to the area to kayak and collect garbage on water surfaces, collect trash on Koh Tae Nai beach,

and assisted in waste separation in order to further process and manage wastes in the most beneficial manner. Waste which cannot be recycled is properly managed. In addition, representatives of the CP ALL spirit team together with volunteer divers from various groups participated in scuba diving activities to collect marine debris and remove fishing equipment from corals and small aquatic animals.







# Social Impact and Economic Contribution



“CP ALL aspires to conduct business with awareness of community’s importance being part of the business conduct. This would be achieved through continuous and vigorous support, as well as various value-creation. The Company is ready to serve as a champion of opportunities for SMEs, farmers, small entrepreneurs within communities, aiming to elevate community products to national scale, ensuring stable growth and sustainability”

**Mr. Yuthasak Poomsurakul**  
Chief Executive Officer  
CP ALL Public Company Limited



## Supporting the SDGs



### SDG1 End poverty in all its forms everywhere

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



### SDG2 End hunger, achieve food security and improved nutrition and promote sustainable Agriculture

- 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, as well as safe and equal work beyond the farm
- 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 improve land and soil quality



### SDG8 Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

- 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



### SDG10 Reduce inequality within and between countries

- 10.1 Achieving and sustaining income growth in the poor population



### SDG11 Make cities and human settlements inclusive, safe, resilient, and sustainable

- 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



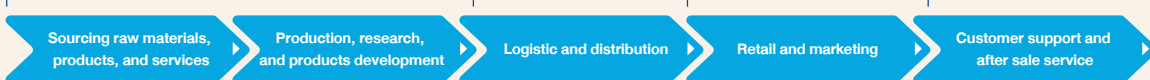
## Significantly Affected Key Stakeholders



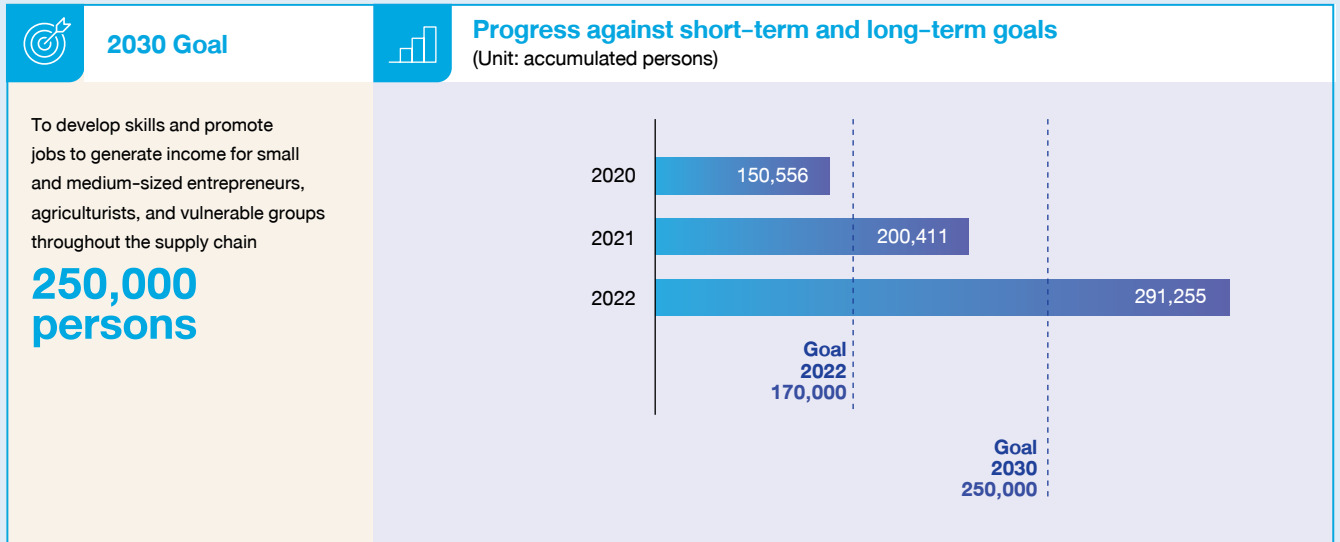
Communities (SMEs, small enterprises, community agricultural enterprises, Vulnerable groups)















Communities (SMEs, small enterprises, community agricultural enterprises, Vulnerable groups)







### Key Performance in 2022

|  |  |  |  |  |  |
|--|--|--|--|--|--|
|  <p><b>34,043</b> SMEs received vocational skills development enabling increased income</p> |  <p><b>8,306</b> farmers within the supply chain received vocational skills development enabling increased income</p> |  <p><b>11,846</b> persons of vulnerable groups received vocational skills development enabling increased income</p> |  <p><b>45,275</b> persons (<b>49.76%</b>) Employment of local workers</p> |  <p><b>54,024</b> persons Create employment for communities</p>                       |  <p><b>643</b> persons of employed elders</p>   |
|  <p><b>44,749</b> million Baht in value of products purchased from SMEs</p>               |  <p><b>14,888</b> million Baht in value of products purchased from the Local product and OTOP product</p>           |  <p><b>30,765</b> scholarships awarded to youth and underprivileged members in communities</p>                    |  <p>Received the Asia's Best CSR Award (Best CSR Company)</p>           |  <p>Received Sustainability Initiative of the Year from Retail Asia Awards 2022</p> |  <p>Received awards for excellent CSR performance and support for the "MSDHS cares, supporting the right against COVID-19" project from the Ministry of Social Development and Human Security</p> |

### Key Progress in 2022

|   |  |   |
|---|--|---|
|  <p>Established 7 SME Support Center as a consultation service provider offering knowledge encompassing capacity building, product development, manufacturing processes, distribution channel opportunities and stable growth in the Modern Trade market</p> |  <p>Implementation of cooperation projects with alliance networks inclusive of the Department of Industrial Promotion (DIP) to prepare entrepreneurs for the post-COVID-19 market situation and changing customer behaviors</p> |  <p>Organized educational visits, focusing on innovation development and technology services, to the Thailand Institute of Scientific and Technological Research in conjunction with 7 SME Support Center through the SME Biz up project</p> |
|---|--|---|





### Risks and opportunities

The current social and economic crisis, which has created challenges for all industries globally, significantly affects social equality. The low income and vulnerable groups are especially impacted through poverty rate implications, decline in household income, difficulties in accessing medical equipment and basic medical care and vaccine allocations, which poses access limitation challenges. Therefore, the public and private sectors uphold crucial roles in supporting equal access to products and services for all societal groups in addition to reducing disparity and maintaining support for improved life quality and well-being among civil society.

The well-being of communities in socio-economic dimensions (Socioeconomic Status) which implies matters concerning income, educational attainment, occupation classification, and physical housing environment maintains significant importance alongside Company business operations. The Company exercises awareness of various potential risks associated with business activities toward the community, which may lead to life quality degradation among surrounding communities, and the potential ensuring concerns and conflicts between communities and the organization an approach to prevent and reduce stated impacts. The Company aims to sustainably support the community through the promotion of contemporary knowledge comprising provisions for vital career skills, various channels to generate income, and appropriate management of community areas and the environment toward the entirety of farmers and SMEs including vulnerable groups. This approach fosters strong long-term relationships between business and civil society while simultaneously generating economic growth.



### Management Approach

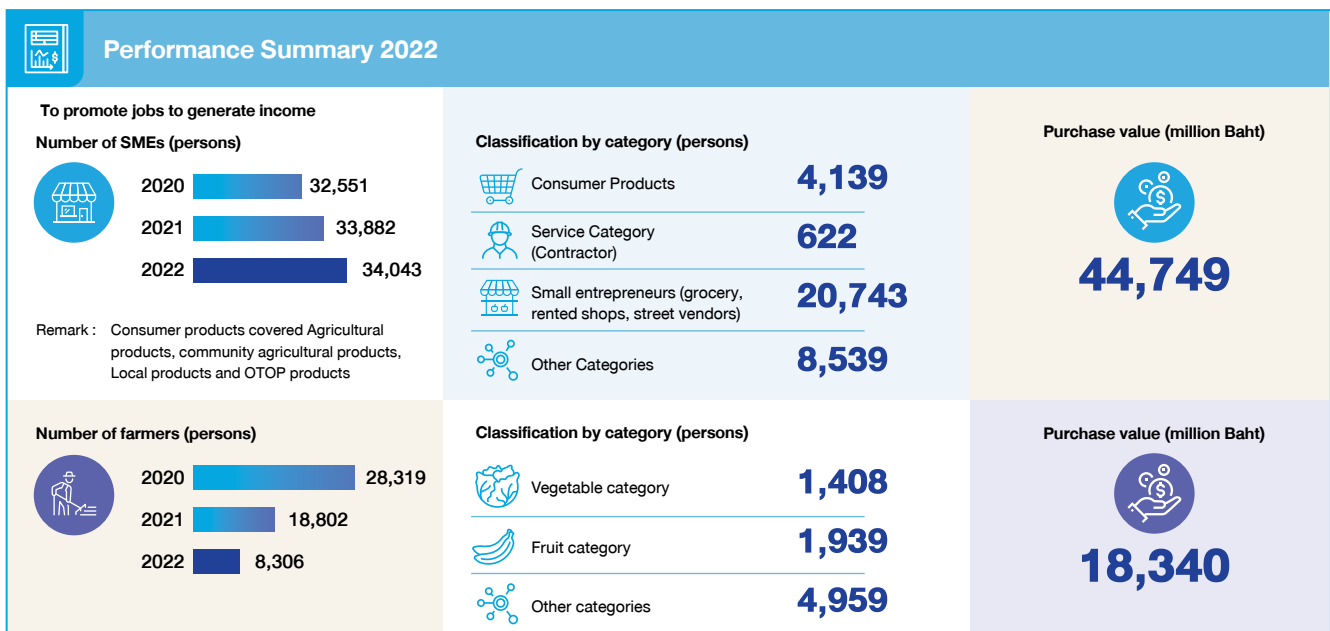
Through the corporate citizenship strategy of "Giving and Sharing Opportunities", the Company aims to create value for SMEs and farmers, including socially vulnerable groups in accordance with strategy 3 which stipulates the "provisions for sales channels, education, development and connectivity" as a means to sustainably assimilate into society and the community. The Company operates under social responsibility policies, guidelines, goals, indicators, and operationally strives to reduce negative impacts while consistently producing positive results both in the short term and in the long term. In tandem with the mentioned value creation, the Company develops administrative and support systems for SMEs integration throughout the entrepreneurship (SME Journey Line) cycle which comprises the establishment of 7 SME Support Center, community support through purchasing local products, establishing sales channels, offering free sales space, organizing promotional activities to stimulate sales and create awareness, knowledge sharing seminars and business matching events in addition to promoting access to additional benefits. In addition, the Company creates value for communities through local employment, support for community relief activities, complaints handling through organization specified channels to foster relations building, reduce conflicts and create shared values between the organization and various communities, including underprivileged youth groups, SMEs, farmers and vulnerable groups. This approach enables a stronger community which self-develops sustainability.

The Company has established a process to continuously monitor and review performance, which includes stakeholder engagement, to ensure social and economic value from operations, achievement of annual goals and endeavors to fulfill 2030 goals, and serve as a database for the development of Company policies and future operational plans.



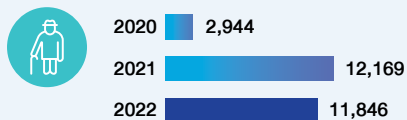
#### For more information:

- 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"

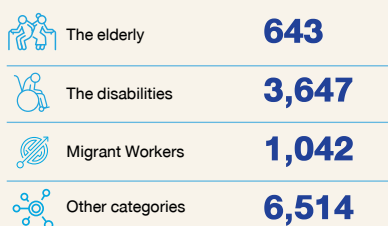


## Performance Summary 2022

### Number of vulnerable groups (persons)



### Classification by category (persons)



### The value of employment and income generation (million Baht)



173

### The categories of support (%)



Charitable Donations

18.19



Community Investments

28.87



Commercial Initiatives

52.94

### The forms of support (million Baht)



Cash Contributions

89.42



Time: Employee Volunteering during Paid Working Hours

14.45



In-kind Giving

96.35



Management Overheads

2.89

### Community satisfaction towards the presence of a 7-Eleven store in the community (the score out of 5)



### Local employment

#### Employment of local workers (persons)



45,275  
(49.76%)

#### Create employment for communities (persons)



54,024

#### Number of employed elders (persons)



643

### Scholarships for youths and the underprivileged in the community (scholarships)



### The value of scholarship (million Baht)



### Local products, OTOP products, and support funds small entrepreneurs

|   | 2021 | 2022  |
|---|------|-------|
| small entrepreneurs: Local products (persons) | 100  | 223   |
| • Local Product purchase value (million Baht) | 0.47 | 3.43  |
| small entrepreneurs: OTOP products (persons)  | N/A  | 7     |
| • OTOP product purchase value (million Baht)  | N/A  | 11.49 |



**Remarks :** 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



## 1. Programs for skills development, careers promoting and income increase according to Strategy of 3 Giving

**1.1) "Give sales channels"** to increase sales opportunities, expand business growth opportunities and enable branding for SMEs, entrepreneurs, community enterprises and farmers, including vulnerable groups, through potential sales channels, both online and offline, 7Delivery, and other channels comprising 7-Eleven storefront space, CP ALL Market, etc. In 2022, the Company has continuously provided sales channels for SMEs, entrepreneurs, community enterprises including farmers through the following main projects.



### High potential SME and community enterprise project recruitment for distribution at offline and online 7-Eleven stores

The Company, in collaboration with the Department of Industrial Promotion (DIP), has implemented projects to promote and develop potential entrepreneurs and community enterprises for the modern trade market through business matching activities and online seminar for entrepreneurial preparation inclusive of product standards, packaging creation and design, pricing and product innovation. The Company encourages entrepreneurs and enterprises to present their products for sales opportunities creation through both online and offline 7-Eleven stores, in addition to assessment market demand and consumer base expansion.



### "SME Shelf Theme" project

The Company supports SMEs products by means of sales opportunities and consumer confidence building through product sorting and a dedicated SMEs Shelf in 5,446 large 7-Eleven stores nationwide or SMEs displays in medium and small 7-Eleven stores. This approach, which includes placing a sign above the product shelf (Head Shelf) stating "Support SMEs Products" by 7-Eleven, increases visibility and accessibility thus publicizing and stimulating consumer purchasing decisions. In 2022, over 100 participating products from more than 100 entrepreneurs.



### "Promoting Community Enterprise, Entrepreneurs, Farms and Smallholders" (CP ALL Market) project

CP ALL supports goods and products from farmers and communities, creates sales opportunities and increases community income, through the following implementation.

- 1) Support both internal and external Company sales channels whereby offline channels include booths, store front space, Modern Trade (local product) sales, and online channels comprise CP ALL Market's websites, LINE, TikTok and Facebook for CP ALL Group and Charoen Pokphand Group employees and external parties.
- 2) Advertising media preparation assistance to enhance public relations and elaborate product properties to drive sales.
- 3) Support access to efficient shipping channels to reduce transportation costs.
- 4) Support product development



Number of entrepreneurs and community enterprises participating in the project (persons)

**1,295**



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

**9,098**



Purchase value (million Baht)

**18,874**



Number of entrepreneurs and community enterprises participating in the project (persons)

**191**



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

**406**



Purchase value (million Baht)

**0.51**

and knowledge through processes enabling upgrades from community products to international standard products in preparation for modern trade market entry.



## “Makro alongside Thai farmers” Project to support farmers and their produce

Siam Makro Public Company Limited supports agricultural products and products from local farmers and SMEs within the respective vicinity under the “Makro alongside Thai farmers” project which has been implemented continuously to develop supplier potential in terms of production standards, income sustainability, product quality and food safety.

### Agricultural Products

### Support Guidelines



#### Various meat products

- Support meat and alternative protein, such as insects, plant-based products from small entrepreneurs over **1,571** tonnes
- Financial support at **190** million Baht



#### Poultry, eggs and milk

- Purchased over **10** tonnes of organic meat and eggs, totaling a support of **1** million Baht
- Purchased over **1,292** tonnes of milk, totaling a support of **91** million Baht



#### Seasonal fruits including durian, rambutan, mangosteen, longan, longkong, mango, etc.

- Organized the “Good quality Thai fruits delivered directly from the orchard” festival to stimulate consumption with the purchase of over **38,400** tonnes of fruit
- Supported longan purchases from more than **650** smallholder farmers, totaling over **1,000** tonnes of longan
- totaling a support of **5.28** million Baht



#### Vegetables and local vegetables

- Purchased ginger from over **647** persons community enterprises, amounting to more than **200** tonnes
- Organized a “local vegetables” festival with sales of **15.60** million Baht
- Purchased over **17,775** tonnes vegetables, totaling a support of **415** million Baht



#### Seafood

- Purchased over **1,584** tonnes of seafood
- totaling a support of **142** million Baht



Supporting **651** farmers throughout the year,  
totaling **7,889** million Baht



Supported procurement from  
**3.7%** of suppliers








**Direct product sourcing from farmers (Non Khwao Model) 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 households. 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 23 varieties of vegetables from farmers in Ban Non Khwao, which consists of over 105 households covering an area of more than 300 rai, at over 120 tonnes per year, and thus generates an extra income per household of 5,000 Baht.



|   |   |                |
|---|---|----------------|
|  | Number of farmers from all regions participating in the project (persons) | <b>876</b>     |
|  | Agricultural products purchase volume (tonnes)                            | <b>825,381</b> |
|  | Purchase value (million Baht)   | <b>39.6</b>    |



**CP ALL Giving Space Project**

The Company allocates space in front of 7-Eleven stores for disabilities organizations or disabled persons to potentially use and sell products free of charge under the project "CP ALL Giving Space" for the 3<sup>rd</sup> consecutive year. At present, the project scope has expanded to support distribution areas for the Center for the Promotion of Life Skills for Autistic Persons in Chonburi Province, occupational development club for disabled people in Wang Nam Khiao District, Nakhon Ratchasima Province, association for people with intellectual disabilities



in Nonthaburi Province and the Sustainable Integration Club, Pak Thok Subdistrict, Phitsanulok Province.





**Giving Ambassadors: from “Care” to “Share”  
Project Season II**

The Company promotes job creation and sustainable income in collaborating with artists, designers and disability organizations for the 2<sup>nd</sup> consecutive year. The joint development and design of products are tailored to disability groups while maintaining a modern and attractive appeal. The mentioned strategy has enabled sales growth thus more canvas fabrics have been ordered for the Season II project. "BLOODY BUNNY" character patterns have been provided to the Ang Thong Disabled Association for use as material for sewing unique cloth bags. With noteworthy cooperation from the character copyright owner, Two Spot Communication Co., Ltd., the character canvas pattern were designed specifically for the production of sewn cloth bags. The bag sales proceeds without expense deductions, which totalled 327,861 Baht, were donated to the Association of Persons with Disabilities in Ang Thong Province.



**1.2 “Give Education, Development”** supports SMEs, entrepreneurs, and community enterprises which include farmers, through providing access to important and vital business operation knowledge comprising product quality development, production, product design, marketing, cost management and specialized knowledge relevant to respective business type to increase potential and competitiveness. Under the strategy of "Education, Development" which entails organizing annual seminars, knowledge transfers (know-how) and consultations with appropriate development programs, challenges and needs throughout the SMEs Journey Line are addressed.



**Programs to educate and develop potential according to SMEs Journey Line**

**New Friend  
(General operator)**

- Entrepreneur assessment system (SME Health Check) capable of transforming new partners into future business partners.
- Business Matching utilizing the SME Business Portal & Database



**Close Friend  
(SME Suppliers)**

- Promote preparations for modern trade or new retail market entry regularly.
- Promote development of potential in various areas including product quality upgrades, standardized production, product design and development which satisfy changing customer needs, and packaging development



**True Friend  
(High growth and well-prepared entrepreneurs and suppliers)**

- Promote readiness to enter the Market for Alternative Investment (mai) for supplier companies with high growth rates.
- Promote knowledge for entrepreneurial development through supplier and community capacity building through the SMEs Knowledge Center online platform, academic seminars, and access to SMEs Clubhouse Funding



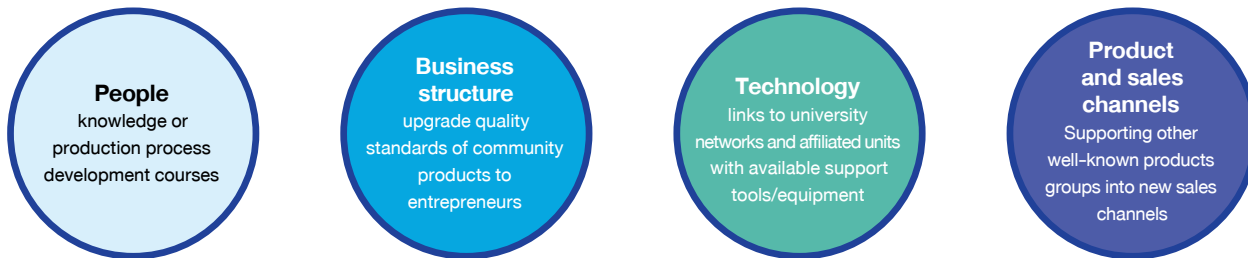
In 2022, the Company has continuously developed the potential of SMEs, entrepreneurs, and community enterprises which include farmers as follows.



### 7 SME Support Center Project

The Company continuously recognizes the importance of farmers and entrepreneurs. The “7 SME Support Center” project initiated by CP ALL supports a variety of entrepreneurial potential development projects consisting of seminars to provide knowledge, improve agricultural product quality, including the charming the region across the country SME project, promotion of local products to be sold at 7-Eleven stores, and expansion of marketing channels which can generate stable and sustainable income for entrepreneurs. In 2022, the project “7 SME Support

Center” in conjunction with the Product Development and Quality Assurance Office (PDQA), Government Sustainable Development Department, Charoen Pokphand Group and Nan Province, visited a producers and community enterprise groups for processed agricultural products. This trip, which entailed a visit to the raw material source, enabled the exchange of recommendation and experience exchanges, operational perspective discussions and joint challenge resolutions for community enterprise groups in terms of product development and support as follows:



## SMEs potential development and advice program



### 1. Business Accelerator project

The Company cooperates with the Thai Chamber of Commerce in preparing entrepreneurs for expansion into modern trade channels via teleconference system (VDO Conference) with experts from modern trade companies in the business group offering advice and knowledge crucial towards business operations over a 4 month period. Attendees are granted the opportunity to practice pitching and presenting virtual products with various modern trades. This project enables entrepreneurial strength development and creates market expansion opportunities alongside 40 and 80 entrepreneur participants during the first and second generation, respectively. The expanding alliance network of participants share and expand business ideas.



### 2. Big Brother season 6 project

Business Mentor Program with the Thai Chamber of Commerce and the Board of Trade of Thailand in conjunction with 22 mentoring agencies to support Thai entrepreneurs in operating business with stability and sustainability continuously through the following 2 formats:

- 1) Integrated care (50–60 entrepreneurs) e.g. meeting with management, operation area visits, finance classes and business strategy inspirations, etc.
- 2) Intensive Care (Only 4 selected entrepreneurs) visit actual work site for entrepreneurial potential and opportunity assessment.

The Big Brother Season 6 project has compiled results from a total of 53 participating “Nong Leang Companies”. 47 entrepreneurs (88.67%) performed with better results upon project participating and was assessed through evaluating the value of increased revenue and profit from expenses or reduced costs, which was cumulatively calculated as an economic value of 400 million Baht.



### 3. SMEs service solution center project

This project offers entrepreneurs and product manufacturers query answering and consultations regarding the production processes, capital, and business development knowledge. In 2022, SMEs advice was provided through the SME DBank project, SME Biz Up project, DIPROM project, and SME Service Solution Center for up to 58 persons.

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.



### "MAKRO HORECA ACADEMY (MHA), a one-stop companion for restaurant entrepreneurs"

Under MHA project's key mission, which comprises being a thought partners for food business, build growth, share knowledge and propel new entrepreneurs into HORECA business group, the Company created a consolidated knowledge hub covering the topics of management and cooking skills that is free and accessible offline – online alike. This covers every step from



#### Viewing channels



### 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

ingredient preparation, recipes, financial management, marketing and advertising techniques via online platforms. It is available continuously, anytime and anywhere. Examples of curriculum cover Giving your Restaurant Fame, Building Tik Tok sales, and Boat Noodles (the classic) recipe. This includes activities with suppliers of leading brands, provide privileges to professional entrepreneurs who are MHA members. Products are available at MHA member pricing. Equipment for food business operations is also available, basing on purchase orders. This creates revenue-generating opportunities for entrepreneurs.



### 2022 Performance



A total of MHA members participating over **130,000** persons, sales growth of **24%** from 2021



Over **119,000** followers on Facebook



Over **5,000,000** VDO view from all channels



Participation in online curriculums at **690,000** view



**“Organizing workshop activities and special lectures”**

The Company organized workshops and lecture for restaurant owners who are the Company’s members such as million Baht Suhi curriculum, taught by Chef Boonsri Suwannapap, Thailand Chef Association’s Japanese chef. Knowledge shared include fundamentals on sushi, diverse sushi recipe, as well as expense table and pricing recommendations. Furthermore, there is also a curriculum, Makro builds careers, Street Food Go Beyond. This was organized with collaboration of Department of Business Development, Ministry of Commerce and Thailand Chef Association, who organized budget calculation technique, profit-enhancing ingredient selection, as well as techniques to increase values for menus. Trainings are provided to individuals interested in management principles and popular restaurant menus, such as papaya salad, spicy salad, grilled chicken on rice, grilled pork and clear soup noodles, to name a few.

This includes all level-store management curriculum, such as “Street Food Go Beyond” and “SMART Restaurant, New Chapter store management curriculum” to elevate management for maximum effectiveness and profits



**2022 Performance**



**Over 1,200 persons attended training courses**



**Partnership Alliance Project**

The Company organizes cooperation projects with a network of alliances comprising the Department of Industrial Promotion (DIP), to prepare entrepreneurs for the post-COVID-19 situation. In order to adapt to the changing customers lifestyles, participants receive an intensive 7-day knowledge enhancement, while more than 100 businesses and 20 selected entrepreneurs enter the

program to receive in-depth consultation from specialists. The mentioned specialized consultations include packaging, adjusting food innovation recipes, etc. Upon completion of the course, all 20 businesses will receive prototypes of products that have been developed as a means to adjust and extend their respective business. The total project value is 800,000 Baht.



**Agricultural production standards enhancement project**

CP ALL in conjunction with affiliated companies and educational institutions organize online seminars for entrepreneurs to raise the standards of agricultural production free of charge. At the event, experts share knowledge on a variety of issues including:

- Improving productivity and quality through innovation and modern technology by the Panyapiwat Institute of Management.
- Cold chain management and innovation in preserving quality and freshness for fruits and vegetables by Mae Fah Luang University.
- Experience sharing with Young Smart Farmer, the owner of Uncle Kae’s durian orchard, Wang Chan District Rayong Province, came to introduce durian cultivation techniques and technologies introduction consisting of machine tools and engines which reduces labor in durian orchards, thus enabling control of the cultivation period and productivity predictions.

- Enhancing the quality of agricultural product entrepreneurs by CP ALL’s Agricultural Product Division shared the overview and strategies, including explanations regarding the CP ALL iTrace Blockchain System through providing knowledge on various issues which can create a comprehensive body of agricultural knowledge. The mentioned knowledge can assist entrepreneurs and farmers. The deployment of this technique enables planning for planting, production and transportation to increase the capacity and growth of the entrepreneurial community.



Number of participating farmers and entrepreneurs in 2022 (persons)

**250**



Project Support Value (Baht)

**30,000**





## Oh! Veggies Project

"Rai Por Fun" is one among a number of farms supplying organic salad to Oh! Veggies, organic salads and ready-to-eat fruits which are available in 7-Eleven stores. At first, the owner of the lettuce farm, Rai Phor Fun, encountered many obstacles including production volume and product quality issues. Upon receiving opportunities to consult and resolve challenges with the owners of the Oh! Veggies brand and the 7-Eleven team, the respective products produced were capable of achieving international standard benchmarks including the production

management system, marketing management, and target specific distribution channels. At present, th Rai Phor Fun can produce 700–1,200 kilograms of lettuce per week for Oh! Veggies, and thus generates income, creates community employment valued over a hundred thousand Baht per month. The generate sales in 2022 of up to 300 million Baht, represented an average growth rate of about 10% per annum. Products were distributed to 6,000–8,000 stores throughout Bangkok and its vicinity.



## "Organic Salad" from upstream to consumers project

The Company cooperated with Phalang Phak (SMEs), a collector and producer of 1 organic vegetable salad product (mixed salad) and a vegetable salad which uses organic vegetables as ingredients in production (party salad). Joint site visits promote and develop knowledge with farmers and smallholder farmers regarding the purchasing of products used as raw materials in production and new added value products, in addition to plot expansion to accommodate organic vegetable cultivation. The farmers network consisting of Mae Klang Luang Farmers Group in Chom Thong District, Chiang Mai Province, Water Conservation Farmers Group in Chat Trakan District, Phitsanulok Province and Sufficiency Farmers Group in Mae Wang District, Chiang Mai Province collectively manage about 200 rai. This organization approach enables a quality control system for lettuce (Green Oak, Red Oak, Green Cos, Red Coral, Butterhead) from

upstream to downstream. As a result, farmers participating in the project are ensured a purchaser for their produce and receive an increase in average income of 20,000–25,000 Baht per month per household (compared to the average income from the cultivation of conventional crops or abstinence from cultivation, 1,600–2,000 baht per month per household), increase planting sources and produce more organic salad vegetables.



**1.3 "Give connections"** through fostering cooperation between entrepreneurs, government agencies, private sectors or other agencies to enhance entrepreneurs' potential in accessing important raw materials sources, funding sources, innovations and new technologies to increase competitiveness, and capability for business expansion into the global market through various forms of operations including business matching.



## Synergy and business matching project

supports SMEs in expanding business and creating opportunities through providing advice. In 2022, in addition to providing opportunities through the business matching program composed of over 2,000 participating products, promotions through business model matching for SMEs encourage SMEs growth from the provincial level to the national level. Selected project participating SMEs determined to develop their products receive support for production process development in terms of safety standards and factory standards, product formulas enhancement for longer shelf life, packaging developing and product distribution support through 7-Eleven stores nationwide. The mentioned

business matching arises between non-bakery, NSL Foods Public Company Limited and 7-Eleven. The joint development produces a uniquely delicious product from recipes upholding quality and standard. Produced as a new type of Non Bakery branded product within a NSL factory, production maintain various production standards while granting NSL partnership status in presenting products alongside 7-Eleven. This matching approach enabled the delivery of fresh bakery products, which was once available provincially but now nationally, under the non-bakery brand to customers through 7-Eleven stores nationwide.





## 2. “Standing together with communities and Thai society as a friend” program

The Company promotes and supports community participation through community development, careers creation, income increases, and supporting opportunities to access quality education and promote community lifelong learning. This approach improves community-wide quality of life and well-being, inclusive of disaster relief and loss reduction, enhances the quality of life through transferring crucial knowledge and skills for the future to vulnerable groups affected by rapid changes in social structure resulting in more gaps and social inequality. Operations to mitigate this issue is emphasized in the “Giving and Sharing Opportunities” strategy implemented in various projects as follows:



### “Volunteer spirit to develop and build relationships with the community” project

With a community service centered heart according to the motto of “Giving and Sharing Opportunities”, 7-Eleven promotes and supports community involvement with the 3 principles in addition to listening and analyzing the surrounding 5 kilometre community needs and responds to respective needs through 6 main activities. The 6 main activities consist of 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 in addition to improving the school environment. Public benefit activities by 7-Eleven store employees and CP ALL's volunteer employees include 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.



Number of employee participants (persons) **12,706**



Number of volunteering hours (hours) **115,578**



Number of community participants (persons) **71,655**



Volunteering budget (million Baht) **6.80**

In addition, the Company encourages communal participation through projects including "Thais Together" which supports the COVID 19 spread prevention for organizations, government agencies and relevant officials continuously for the 3<sup>rd</sup> year. This project features various volunteer projects which participate in alleviating community suffering.



**Community Relations and Disaster Mitigation Program**

- Encouragement project for “My Hero” to alleviate the hardships rescue agencies through providing equipment, tools, and appliances necessary towards helping people to rescue agencies, such as personal protective equipment. This project supports the work of rescuers and rescuers with insufficient equipment in performing their duties and providing community safety.



- Establish rescue agencies to provide aid in various disasters including fires, floods, injuries or deaths, including helping victims from various disasters, and provided a fleet of jet skis to assist people in the event of a flood.

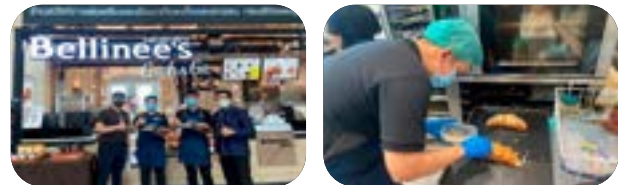


- Provide basic firefighting knowledge and practicing fire evacuation for the community, vulnerable groups, and government agencies including rescue teams.
- Provide food and water to evacuees or disaster victims including the rescue team.
- Donate money to injured rescue teams members.
- Provide scholarships until university graduation for children of deceased rescue team members.

|  |   |               |
|--|---|---------------|
|  | Number of trained people (persons)                            | <b>2,726</b>  |
|  | Number of rescue agencies supported (persons)                 | <b>340</b>    |
|  | Number of victims provided access to food and water (persons) | <b>44,671</b> |
|  | Support Budget (million Baht)                                 | <b>1.32</b>   |

**A Better Life (Create a life for society)**

Bellinee's Premium Cafe partnered with the Department of Children and Youth Protection, Ministry of Justice, to sign an MOU to create a role model shop that promotes and develops professional skills for the youth in the department's program. Bellinee's Grab & Go shop was opened in the Ministry of Justice, which is a place for the youth to train their professional skills before starting their lives outside. In 2022, the project continued to develop the skills of the youth for three generations. A total



of 9 youths have passed the training program, and 4 persons of them have been employed as practitioners in Bellinee's and the selection unit, which is a sustainable continuation and reduction of repeated wrongdoings.

**CPRAM We Care project: Caring for the community**

CPRAM 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 3<sup>rd</sup> consecutive year.



|  |   |               |
|--|---|---------------|
|  | Number of donation recipients within the community vulnerable group (persons) | <b>87</b>     |
|  | Number of employees participants (persons)                                    | <b>62</b>     |
|  | Support budget (Baht)   | <b>50,000</b> |

# Good Health and Well-being






**Ms. Pennoi Ubongwattana**

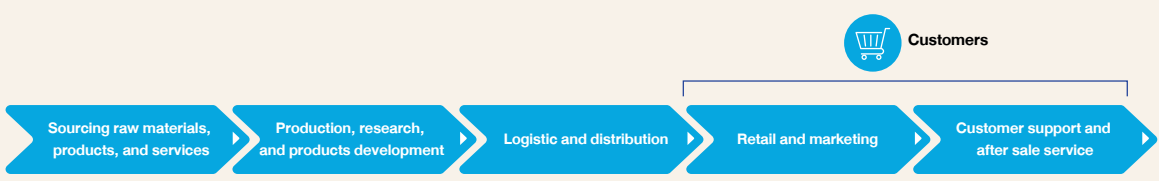
Vice President of  
Product Management  
CP ALL Public Company Limited

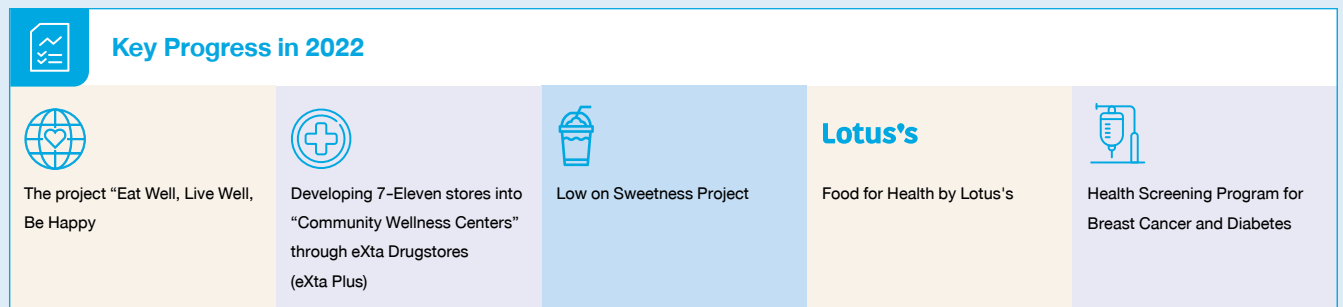
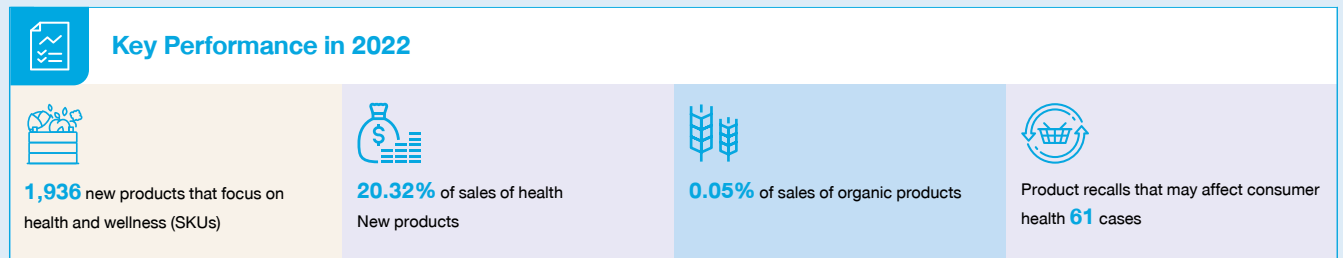
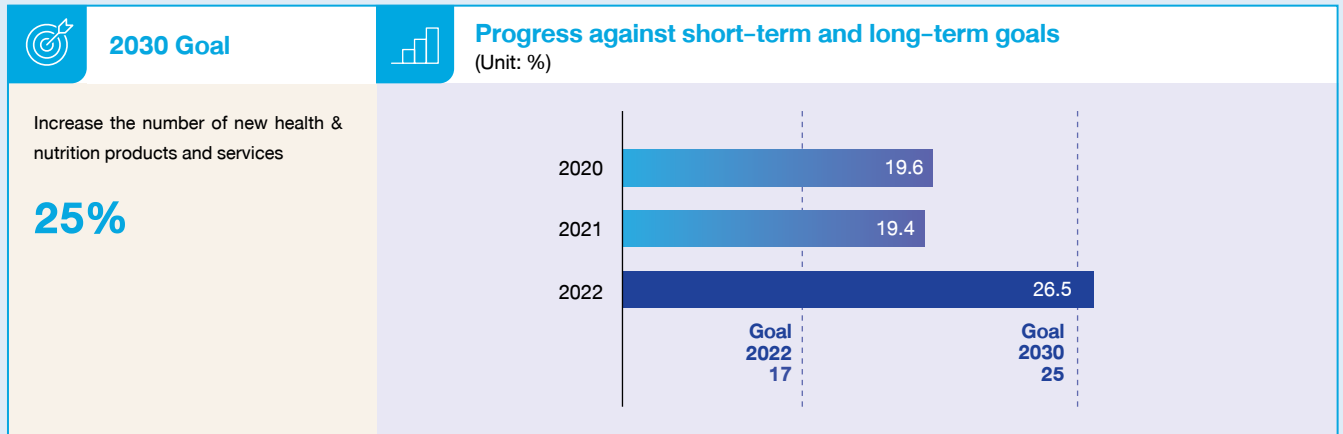
“Trends in health are growing. Consumer demand for food no longer only includes eating just for the sake of ridding their hunger or just seeking delicious and safe food, but they also need food that promotes health and complete nutritional value for good health. Importantly, the food and its packages must not negatively contribute to the environment. And this is the heart of the Company’s operation that CP ALL has always strived to deliver—safe products and services, as well as promoting for the health and well-being of consumers, Thai community and society from upstream to downstream.”

## Supporting the SDGs

|   |   |   |  |
|---|---|---|--|
|  | <p><b>SDG2 End hunger, achieve food security and enhance nutrition and promote sustainable agriculture.</b></p>   |  | <p><b>SDG12 Ensures sustainable consumption and production patterns.</b></p>   |
| <p>2.1</p>  | <p>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</p>  | <p>12.4</p>   | <p>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</p> |
|  | <p><b>SDG3 Ensures healthy lives and promotes well-being for all at all ages.</b></p>   |   |  |
| <p>3.8</p>  | <p>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</p> |   |  |

## Significantly Affected Key Stakeholders





## Risks and Opportunities

The right to good health is one of the fundamental rights that the Company prioritizes throughout the processes of procurement, production, and distribution. The Company recognizes the risks in delivering products that may be harmful to health, unsafe, and do not meet its standard, and that they may cause negative impacts on consumers in the long run. To facilitate access to nutritious, safe, and standardized products, the Company aims to provide knowledge about nutrition that promotes good health and well-being and develops research on products that are good for health. In addition, the Company reassessed working situations that pose risks to employees' health due to insufficient nutrition access. The Company also prioritized supporting activities that promote good physical and mental health during work.

Amidst the situations of higher health risks, the importance of health is evident in the increasing consumption of products that promote good health and consequently gain popularity and have an increasing growth rate. The Company upgrades its capability in researching healthy products for specific niche groups of consumers, such as food products that perform a specific function in promoting various aspects of health (Functional Food), food products that contain essential nutrients and are suitable for specific lifestyles, individual health conditions, and genetics (Personalized Foods), and the Company also develops other groups of food products, e.g., preservative-free food, sugar, palm oil, no artificial color and fat-free, alternative protein food, superfood, and food with necessary nutrition—all to respond to consumers' changing consumption behaviors and reduce consumers' health risks, as well as to promote access to good health and well-being for communities and society.





## Management Approach

With the corporate aspirations of “Giving and sharing opportunities” under the social strategy of “7 Go Together” and through 7 missions to give with one of the main missions is to “support and promote the quality of life for society and communities”—which includes accessibility to safe food and food with enough necessary nutrition. The Company set a health and nutrition policy to control the nutritional quality and meet food safety standards comprehensively from upstream to downstream, promote access to product information for consumers—such as production process information that complies with regulations, rules, and standards of the country through the display of details on the product label. The Company also organized activities that promote good health for consumers and other stakeholders, such as employees and communities, among others. The objective is for them to understand health risks and various diseases caused by the consumption of non-standard and non-nutritional products. The given knowledge also reinforces a behavior in choosing products that promote good health as well.

Product development is a significant operation that the Company continuously prioritizes, including supporting research collaboration between departments within the Company holding. For example, CP Food Lab Co., Ltd., Office of Product Development and Quality Assurance, as well as joint research with experts from external organizations, such as the National Science Technology and Innovation Policy Office (STI) and the Institute of Nutrition, Mahidol University.

The objective is to research food innovations and increase the nutritional value by focusing on developing healthy food and beverage

product groups, as well as promoting organic products, products that reduce the use of fertilizers or chemicals to accelerate agricultural productivity. The Company also promotes beauty and cosmetic product groups and household products that contain natural components or ingredients, as well as promoting products under joint development (Private Brands)—for them to be certified by external agencies or international standards. In addition, the Company also promotes and expands food and beverage product groups aimed at reducing the amount of sugar, fat, sodium, and additives such as preservatives, food coloring, sweeteners, and antimicrobial additives (Antibiotics), among others. Moreover, the Company promotes the addition of nutritional values such as vitamin A, zinc, iodine, fiber, and iron, among others, along with the selection of quality raw materials that are responsibly sourced, certified, and traceable for products containing Genetically Modified Organisms (GMOs).

In addition, the Company has set up a continuous monitoring and review process—to ensure that the health and well-being project of the organization can achieve its short-term and long-term goals. The information can also serve as a database for Company policy development, action plan, and various research plans in the future. In 2022, the Company appointed a team of advisors to provide advice and support information on the current and future market trends and consumers, scientific knowledge, technology, and innovation, changes in law, relevant regulations, and forming a network of cooperation between the Company and the public sector. The objective is to facilitate knowledge exchange and encourage participation through the Company's research project.



### For more Information :

#### Health and Nutrition Policy

[https://www.cpall.co.th/wp-content/uploads/2020/06/04\\_CPALL-Health-Nutrition\\_Eng\\_Final-for-web\\_Rv.120618.pdf](https://www.cpall.co.th/wp-content/uploads/2020/06/04_CPALL-Health-Nutrition_Eng_Final-for-web_Rv.120618.pdf)







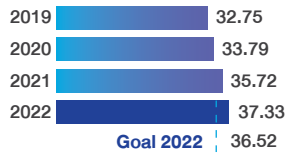
## Performance Summary 2022

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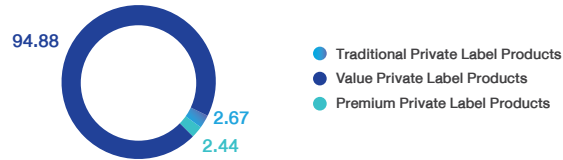


### The Proportion of Sales of Co-developed Products (Private Brand) (%)

The Proportion of Sales of Co-developed Products (Private Brand) (%)



Proportion of Sales of Private Brand Products by Category



Products with an emphasis on good health and wellbeing. This is applicable to food and beverage products available at 7-Eleven, specifically only Private Brands

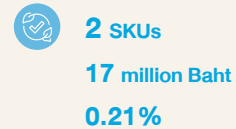
Product that are low in saturated fat, trans fats, sodium or added sugars



Product that contain increased nutritious ingredients

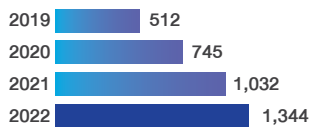


Product that reformulated (Used alternative ingredient)

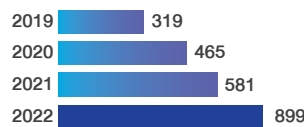


### The number of consumable goods for good health and wellbeing in food and beverage as available in 7-Eleven stores

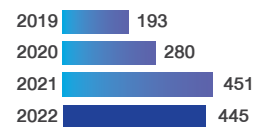
Total Product Focusing on Health and Wellness (Items: SKUs)



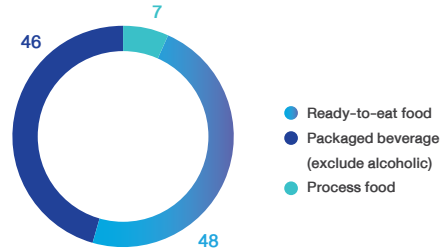
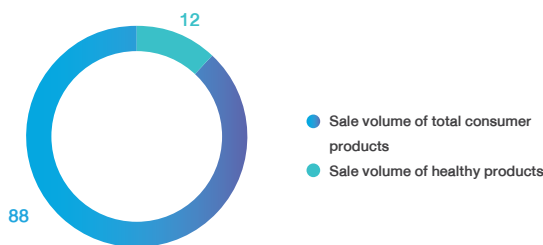
The Number of Existing Products Focusing on Good Health and Wellness (Items: SKUs)



The Number of New Products that focus on Good Health and Wellness (Items: SKUs)



### Proportion of product sales focusing on good health and wellbeing in food and beverage as available in 7-Eleven stores (%)



### Nutritional Labelling on Products



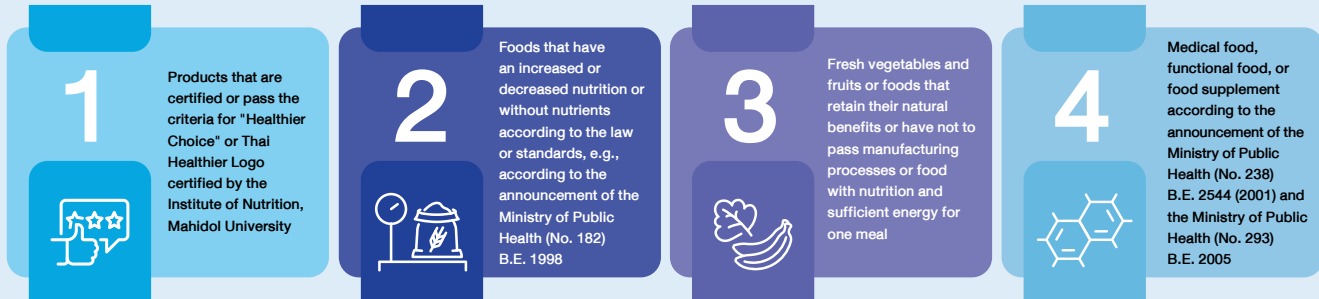
Display nutrition labels information of international standards compliance for **100%** of products.




Display nutrition labels information of Guideline Daily Amounts (GDA) by the voluntary for ready-to-eat food at **34.09%**

## Criteria for Products that are Considered Health Products

The Company is committed to developing healthy products by referring to food standards according to the announcement of the Ministry of Public Health and other relevant standards corresponding

to the type of product. The prescribing criteria for health products fall into 4 categories of healthy products:



|   |   |
|---|---|
| <p><b>1) Fried Rice with Green Curry and Chicken Breast (Chef Cares brand) (a low-fat, low-calorie product and a source of protein)</b></p>  | <p><b>Product Features :</b><br/>a single-served meal with low calories. A package comes with delicious, intensely flavourful green curry sauce that has an umami and spicy taste. The sauce is stir-fried with steamed jasmine rice until overwhelmed with the smells of green curry paste. Served with tender, skinless, lean, low-fat chicken breast, a source of protein, and baby corn, Chef Nick's special recipe from Wang Hinghoi Restaurant, a two-star Michelin restaurant and a BIB Gourmand restaurant from the Michelin Guide. The dish is a result of more than 20 years of experience in Thai food-not only that it is full of deliciousness, but customers can also ensure that the profits shall be returned to help society 100% full of merit. Every box of profit returns to society 100%.</p> <p><b>Release date:</b><br/>October 13, 2022</p> <p><b>Number of Stores the products are available:</b><br/>Nationwide</p> |
| <p><b>2) Organic Green Cos Lettuce (Organic Product)</b></p>   | <p><b>Product Features :</b><br/>fresh, clean, wholesome produce with a crisp texture. Organic green cos lettuce can be eaten as fresh vegetables or with customers' favorite dishes, such as spicy salad, papaya salad, and grilled pork.</p> <p><b>Release date:</b><br/>January 20, 2022</p> <p><b>Number of Stores the products are available:</b><br/>all Stores in the Bangkok areas</p>  |
| <p><b>3) Crab Stick Salad Roll with Spicy Japanese Soy Sauce Dressing</b></p>    | <p><b>Product Features :</b><br/>Ready-to-eat crabsticks in bite-size salad rolls consisting of soft rice wraps, fresh and clean lettuce, carrot, and cucumber with a crunchy texture, and crab sticks. A package comes with spicy Japanese soy sauce dressing, with a hint of the aromatic, delicious smell of soy sauce. Customers can enjoy the product's chewy bit and deliciousness.</p> <p><b>Release date:</b><br/>February 10, 2022</p> <p><b>Number of Stores the products are available:</b><br/>5,000 Stores</p>   |

- 4) **All Café Iced Lemon Tea**  
(size 16 oz. and 22 oz.)  
(A product with added nutrition)



**Product Features :**

Refreshing, sour, sweet, and feel just right. A unique recipe from All Café. The full value of vitamin C in every glass.



**Release date:**

October 2022



**Number of Stores the products are available:**

Nationwide

- 5) **Pasteurized Fresh Milk Meiji High Protein**  
**350 ml, Banana Flavor.**  
(A product with added nutrition and reduced sugar, reduced fat, and reduced sodium (Healthier choice))



**Product Features :**

The formula, with no added sugar, has up to 27 grams of protein and contains BCAA (Branched-chain amino acids) that help build muscles. Low fat and only 160 kcal of energy, vitamin B3, B6, and B12.



**Release date:**

June 9, 2022



**Number of Stores the products are available:**

Nationwide

- 6) **Tofusan High Protein, Malt Flavor 350 ml.**



**Product Features :**

Up to 27 grams of protein. Plant-Based Protein. No added sugar No added oil No milk powder mixed No Whey added No lactose No cholesterol No chemical No preservative



**Release date:**

September 8, 2022



**Number of Stores the products are available:**

Nationwide

- 7) **Asian Delight, Orange Flavor.** (A product with reduced sugar, reduced fat, and reduced sodium (Healthier choice))



**Product Features :**

Consist of 3 varieties of oranges (Tangerine / Valencia / Mandarin). Delicious, refreshing, high in vitamin 60 kcal per bar. The product has passed the health choice criteria and is Halal certified.



**Release date:**

December 15, 2022



**Number of Stores the products are available:**

Nationwide

## Create awareness. Support Healthy Product Consumption

The Company develops health products in response to appropriate nutrition required for customers in different age groups, from young children the age of 18 months to the elderly, including those who require specific nutrition or those who require medical care. The Company cooperates with various agencies that have expertise in food—such as the National Science Technology and Innovation Policy Office (STI), Institute of Nutrition, Mahidol University, and CP Food Lab Company Limited, to jointly work on food research and development. The scope of work includes responsibility for research and development and analyzing products' nutrition for internal and external organizations, such as analyzing the amount of sodium, sugar, fat, and trans-fat, among others.

In addition, the Company required the display of nutrition labels on the products to be mandatory in accordance with the standards. A detailed list of key ingredients on how to use a product safely and recommended storage methods show that the product is easy to use. This helps consumers know the nutritional value and can avoid nutrients that may cause harm to their health, including labeling products that do not have a social and environmental impact—for example, Carbon Footprint, Animal Welfare, among others. The Company also encourages suppliers to create a label displaying the Guideline Daily Amounts (GDA) to show energy, fat, sugar, and sodium values. In 2022, the initiative covered all groups of ready-to-eat food and beverages according to the laws or regulations in the ratio of 100% and other practices that the Company adheres to in the ratio of 34.09%.

### Examples of products that display nutrition labels and products labeled with GDA values for energy, fat, sugar, and sodium.



The Company has followed up and examined the product labelling, and non-compliant marketing communications, or communication that violates basic laws or regulations and other regulations or guidelines that the Company adheres to, as well as products detailing key ingredients, how-to-use labelling or instructions that are not clear which may cause harm to consumers. In 2022, the Company did not report, or there is no case of detailing key ingredients, how-to-use labelling, or unclear instructions of the product. There are also no cases of non-compliant marketing communications or communication that violates basic laws or regulations and other regulations or guidelines that the Company adheres to

## Management of Products with Genetically Modified Organisms: (GMOs)

The Company commits to sourcing raw materials and products that are safe for consumers, prioritizes the process of selecting raw materials from responsible sources throughout the supply chain, has a policy on GMOs, and complies with legal practices and regulations on products containing GMO ingredients announced within the country. The Company also promotes partners in selecting products through questionnaires and certification for high-risk genetically modified products required by law.

In addition, the Company supports the display of product label information detailing the ingredients of raw materials or genetically modified products—to build confidence, safety, and standard certification from reliable agencies in every product delivered to consumers.



### For more Information :

#### Genetically Modified Organisms: GMOs

[https://www.cpall.co.th/wp-content/uploads/2020/07/06\\_CPALL-GMOs-Policy\\_Eng\\_Rv20180612-1.pdf](https://www.cpall.co.th/wp-content/uploads/2020/07/06_CPALL-GMOs-Policy_Eng_Rv20180612-1.pdf)

 **Health and Well-being promotion program**

In 2022, the Company promoted health and well-being to encourage consumers to have access to safe food and sufficient nutritional value as follows:



**Strategic projects**

Under the strategy of “Product, Place, People, Channel, and Technology” The Company has continuously implemented strategic projects through sub-projects as follows:



**"Eat Well, Live Well, Be Happy" project**

The Company implemented the "Eat Well, Live Well, Be Happy" Project to encourage access to health products for consumers in all groups, both online and offline, along with creating awareness. The project has been continuously for the 4<sup>th</sup> consecutive year. In 2022, the project was expanded to 6,930 of 7-Eleven stores in high-potential areas. The 7-Eleven stores that participated in the project have accumulated sales from food

and beverage products total of 73,114 million Baht, accounting for 36.5% of sales of all 7-Eleven stores in the project. In 2023, the Company plans to incorporate the tested project practices into the operating procedures of the recruitment and sorting process for health products, as well as announce such guidelines to all 7-Eleven stores nationwide.







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

The Company expanded on the "Eat Well, Live Well, Be Happy" Project into the Community Health Center by expanding the scope of access to services and health products and the added benefit of convenience via 7-Eleven stores, as well as trained pharmacists in eXta plus pharmacies and 7-Eleven stores employees as wellness advisors for the community, including developing a system to work with the ALL Pharma See application for health-related consulting services. The Company also assesses and analyses for insights to meet the needs of customers and facilitates access to good health for the community.



**Low on Sweetness project**

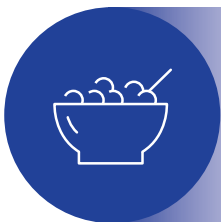
CP ALL collaborated with All Café and Kudson, Bellinee's Bake & Brew, and a private network affiliate in "Drive the Low on Sweetness phase 2" and also in collaboration with the Department of Health, Ministry of Public Health to integrate the initiatives between public and private organizations and aims for the public to change their behaviors to consume less sugary drinks, at least 50% less. The Company accomplishes this by providing a low-sugar menu as an option for health-conscious customers. The objective is to reduce the risks of non-communicable diseases (NCDs) that are caused by consumers' behaviors and lifestyles—for example, obesity, diabetes, hypertension, heart disease, coronary artery disease, and tooth decay.



**Product research and development projects for health-conscious consumers**

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:



**Number 1**  
Vegan J



**Number 2**  
Vegan



**Number 3**  
Lacto Veggie



**Number 4**  
Ovo Veggie



**Number 5**  
Lacto-Ovo Veggie

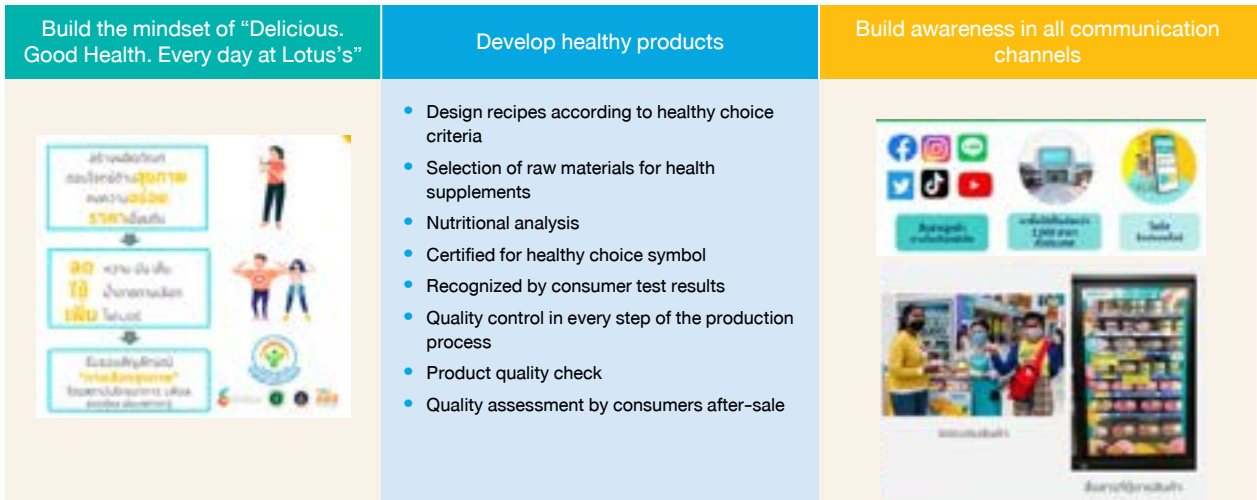




**Food for Health Project by Lotus's**

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.



Lotus's is committed to continuously developing and producing products for health. Examples of Lotus's products (own brand) developed according to the criteria for healthy alternatives that have received continuously good feedback from consumers in terms of quality, taste, and nutritional value, such as whole wheat bread and ice cream.



In 2020-2022, the Company increased the selection of healthy products, both the development of new products and adjusting product formulas, such as for sorbet ice cream and frozen dessert products using isomaltulose. In 2022, 17 products of Lotus's own brands have been certified as a healthy alternatives in 2 product groups. Additionally, Lotus's has stopped using

partially hydrogenated oils, the main source of trans fats in all of Lotus's own brands for food products, including initiating a project to purchase products directly from farmers to ensure the quality and safety of fresh food sold to customers from upstream to downstream.



### Health Screening Program

Lotus's promotes public access to basic health services and encourages Thai people to have good health and well-being by eating healthy, quality, and safe food—as well as access to services and knowledge on health through Lotus's Stores and online platforms, and Lotus's also supports exercise and regular health check-ups.

- Free breast cancer screening service with a mobile mammogram machine in cooperation with the Kanchanabarami Foundation and the Bureau of Health, Bangkok. The Company provides “Breast Cancer Screening Services with Mobile Mammograms for the fourth year for women with health risks and lack of opportunity on service access. Individuals can be screened for breast cancer by a mammogram from a specialist. There is also information about self-screening for breast cancer for people who are not at risk. Since the beginning of the project, there have been more than 3,319 persons who have been screened. In addition, Lotus's organized a special campaign that allows customers to participate in helping those who are underprivileged. For example, the clothing brand MeStyle donated part of its profit of 200,000 Baht from selling women's clothing and lingerie in October to the National Cancer Institute for the Institute to purchase tools and medical equipment to help underprivileged patients.
- Free preliminary screening service for diabetes to the public, consecutively for the 5<sup>th</sup> year. There is a sugar level monitoring service, an initial physical examination service, and a giveaway for healthy coconuts from farmers. The objective is to support good health for Thai people and promote public access to preliminary health services.



### Product quality and safety: the process from the source of raw materials until the product reaches the hands of consumers



#### CP ALL ensures product quality and safety throughout the supply chain

To ensure that the products delivered to customers are of high quality, hygienic and safe. The Company has set standards for quality control in every step, from planting, producing, receiving products, organizing, and distributing products, including distribution and service at 7-Eleven stores. The details are as follows:

#### 1. Inspection for food safety since cultivation.

Product Development and Quality Assurance Division in CP ALL provides knowledge and management methods to reduce contaminants problems for SMEs in quality control contamination management and how to reduce contaminants in raw materials before being used in the production process and then to be sold in 7-Eleven stores. In the year 2022, the Company was in collaboration with the manufacturer of Baked Spinach and Cheese products and determined measures to separate contaminants from raw materials before going through the production process and initiated seeking more areas to grow spinach in the country. The Company also promotes the cultivation of selected spinach varieties, specifically to produce good-tasting and good-quality baked spinach, as well as providing advice on every step of cultivation and harvesting spinach and the production process with quality and safety.





**2. Quality Control and food safety inspection throughout the delivery and distribution process**



**Quality inspection agency in the distribution center**

Quality inspection staff inspect the quality and arrangement of the goods during the delivery of goods. In the case of temperature-controlled products, the temperature inside the cold storage will be checked, including controlling the quality and temperature of the transport vehicle to meet the standards. If the specified standards are not met, the products are reassessed on the delivery status of whether to deliver to 7-Eleven stores. In 2022, there is 0.02% of products damaged during the receiving process, arranging, and distributing process.



**3. Quality Control. Create safety and confidence in every service**



**Quality Systems Solutions & Initiatives (QSSI) for stores**

Inspection for the service management and product quality, which is scheduled to be inspected monthly. In 2022, the Company upgraded its auditing standards. Quality Systems Solutions & Initiatives (QSSI) for stores according to the SAVEQC policy and adjust the points system by giving more importance to parts that affect customers. The objective is to raise awareness for the Stores to maintain the standards of stores and for them to provide customer service to the point of satisfaction. The store's standard score is 93.94%

**Quality Assurance Unit (QA)**

The Company set standards for improving product quality and service quality management by randomly inspecting standards and assessing complaints issues in the past, including random inspection of product quality, cases of non-compliance with the law, proactive product regulation, or labeling. If a non-standard product is found, it will be recalled. In 2022, there was a total of 113 cases, accounted for 164 SKUs of recall of products that did not meet standards or did not comply with the law and regulations, and a total of 65 cases product recalls from customer complaints, accounted for 86 SKUs.



**Makro implemented product quality and safety throughout the supply chain**

**1. Up-stream: Food safety from farm**



To raise the level of agricultural products in line with the brand standards of MQP (Makro Quality Pro) and Selected, which are standards for the Company's food safety management system. The products under the said brand will be selected from orchards or farms that have received Good Agriculture Practice (GAP) standards, along with product inspection at every stage of production, including quality in various aspects, such as size and sweetness, among others. Therefore, the Company has prepared Makro Initiative Accreditation (MIA) or guidelines for producing agricultural products in accordance with Makro's standards and announced them to farmers' groups and suppliers. They can do self-assessments that can be conducted both online and offline, which enhances production knowledge and delivers standardized products to consumers. From the implementation of the project, at present, more than 350 of farmers and suppliers (100%) have received the MQP and Selected brand standards.

**2. Mid-stream: Control food safety along the distribution process**



Therefore, the MIA system was further developed to be used in the evaluation of the Company's distribution centers and distribution centers in order to prepare for standard certification application.

- 1) Good Hygiene Practice (GHP)
- 2) International Food Standards (Codex) of the Food and Agriculture Organization and the World Health Organization.
- 3) Hazard Analysis and Critical Control Point (HACCP)
- 4) Food Safety Management System Standards (ISO 22000:2018)

**3. Downstream: Product traceability**



In addition to producing products that meet the standards of farmers and trade partners and offering quality products for consumers, the Company adopted a system that facilitates tracing the origin or raw materials and product nutrition information, namely the Makro i-Trace, which able to trace products in the fresh food category and bakery category, totaled 8,173 items, accounted for 100% of Under aro brand. In addition, the Company has also expanded the application of the Makro i-Trace system to Stores in the Republic of the Union of Myanmar.







# Corporate Governance and Anti-Corruption

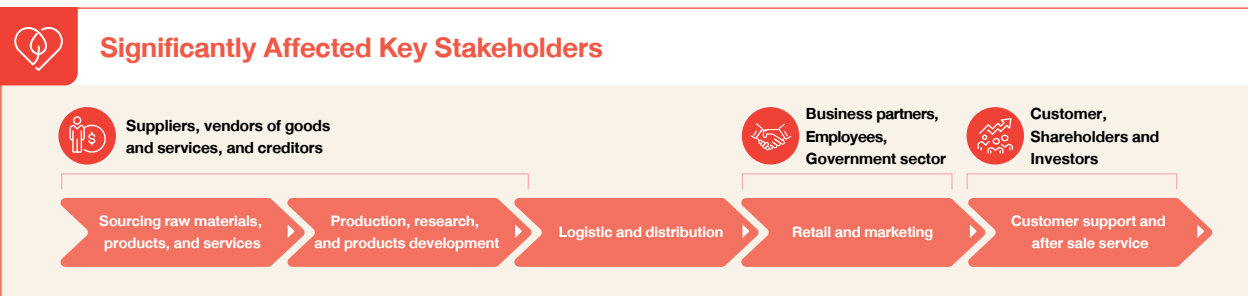


**Ms.Lawan Tienghongsakul**  
Senior Vice President  
Human Resource Function  
CP ALL Public Company Limited


“Honesty, transparency, fairness, considerations to communities, society and the environment are the values of good governance which guide a principled and virtuous conduct of oneself for all CP ALL employees. The Company is ready to deliver products and services with care. With CP ALL’s wholehearted attention to service, the Company stands proud as a good governance organization that will progress alongside Thai society through the test of time.”

### Supporting the SDGs

|   |  |
|---|--|
|  <p><b>SDG12 Ensure sustainable consumption and production patterns</b></p> <p>12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle</p> |  <p><b>SDG16 Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable, and inclusive institutions at all levels</b></p> <p>16.3 Promote the rule of law at the national and international levels, and ensure equal access to justice for all</p> <p>16.5 Substantially reduce corruption and bribery in all its forms</p> <p>16.7 Ensure responsive, inclusive, participatory, and representative decision-making at all levels</p> |
|---|--|





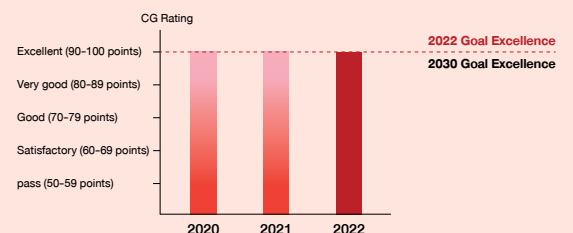


### 2030 Goal

### Progress against short-term and long-term goals








(Unit: Score)

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



| Year | Rating                    |
|------|---------------------------|
| 2020 | Excellent (90-100 points) |
| 2021 | Excellent (90-100 points) |
| 2022 | Excellent (90-100 points) |

### Key Performance in 2022

|   |   |  |   |  |  |  |
|---|---|--|---|--|--|--|
|    |    |   |    |   |   |           |
| <p>Rated Excellence or 5-stars following corporate governance disclosure by the Thai Institute of Directors (IOD) for the 4<sup>th</sup> consecutive year</p> | <p>The performance evaluation result of the Board of Directors and the whole board was rated Excellence. The individual assessment was rated Excellence</p> | <p>Elevated the quality of CAC membership to Change Agent, expanding transparent business conduct network to SMEs suppliers by encouraging supplier companies to commit and become part of CAC for the 2<sup>nd</sup> consecutive year</p> | <p>Certified ISO 27701 standard for Privacy Information Management System (extended from ISO/IEC 27001 Information Security Management System) from the Privacy Management System</p> | <p><b>100%</b> 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</p> | <p><b>100%</b> 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 of Conduct</p> | <p>Received Cyber Security Rating from an external party (BITSIGHT) at an Advanced level</p> |

### Key Progress in 2022

|  |   |  |  |   |  |   |
|--|---|--|--|---|--|---|
|   |  |   |   |    |   |                                |
| <p>Improved and reviewed business ethics and work practices in the trade competition category for clarity and committing to practical results, including establishing guidelines and trade policies related to trade competition</p> | <p>Promoted, educated and supported SMEs, to declare commitment to joining CAC</p>  | <p>Organized training on governance and anti-corruption, privacy data protection, and cybersecurity for all levels of employees through E-Learning</p> | <p>Organized training on Halal mark for two organization levels of employees in 7-Eleven stores, namely store managers in the northern and southern regions, a total of 3,859 stores for the year, and assistant store managers in the central and southern regions, a total number of 1,683 stores for the year</p> | <p>Elevated the level of a working culture that aligned with laws, regulations, and trade regulations in each professional function. The Company made an audit checklist for the Human Resource Management Department, the Operation Department, the Property and Corporate Facilities Management Department, and the Sustainability Development Department</p> | <p>Strengthened the information security system, expanded the implementation of ISO 27001 and ISO 27701 Privacy Information Management System, and applied to 24Shopping in the scope of selling products through the 24Shopping and human resource management system.</p> | <p>Cyber Drills four times per year and tested cybersecurity breach and data breach response plans twice a year</p> |

## **Risks and Opportunities**

Good corporate governance enhances the efficiency of an organization's business operations by reinforcing business competitiveness and building trust. In a similar light, the Company's business operations that embrace good ethics, fairness, human rights principles, and Anti-Corruption will enhance the confidence of stakeholders and attract investors' interest. The values ingrained within the Company are important guidelines that drive the organization toward sustainable business operations. In addition, as the Company efficiently manages

risks that may occur in the organization under the law and supervises relevant agencies, along with communicating and building understanding for employees at all levels for them to be able to implement the guidelines correctly, the Company can reduce the risk of human rights violations and the law. At present, the integration of sustainability and corporate governance is an imperative issue for stakeholders and a challenge for the Company to prepare and conduct business in order to become a leader in sustainability.

## Management Approach

The Company has established a corporate governance and sustainability committee responsible for formulating corporate governance policies, sustainability policies, and Anti-Corruption policies, establishing business ethics and work practices, as well as continually reviewing the corporate governance policy. The Company is committed to regulators' corporate governance principles in accordance with laws and international practices. The Company provides training courses on good governance and anti-corruption for employees at all levels, along with organizing a knowledge test after finishing the training. The objectives are raising awareness and promoting the understanding of good operations according to the principles of good governance, cultivating the mindset to become an organization that conducts business with efficiency and transparency, as well as driving the organization toward being a leader in sustainability in terms of good corporate governance.

In addition, the Company conducts business in accordance with legal practice guidelines and regulations related to business operations

both within the country and abroad by adhering to the principles of Business Ethics and Code of Conduct, which are guidelines for operating and performing duties with honesty and transparency, adhering to the rule of law, fairness, integrity, customer-centricity, social responsibility, and impartiality. The Company considers all groups of stakeholders opposing human rights violations, not involved in soliciting or paying bribes, avoiding conflict of interest, and does not infringe the intellectual property or copyright of others.



**For more Information :**

**Governance Policy**

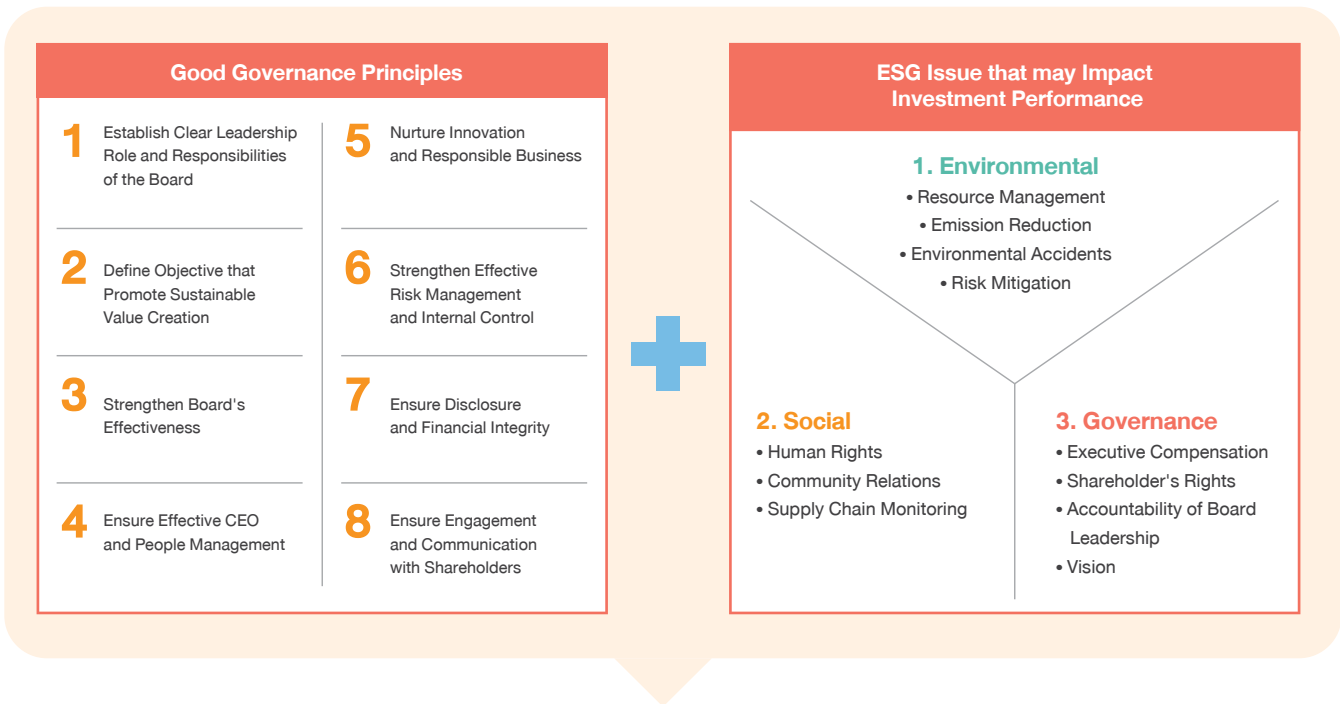
[https://www.cpall.co.th/wp-content/uploads/2020/11/Corporate-Governance-Policy\\_Edited-2020.pdf](https://www.cpall.co.th/wp-content/uploads/2020/11/Corporate-Governance-Policy_Edited-2020.pdf)

**Anti-Corruption Policy**

[https://www.cpall.co.th/wp-content/uploads/2020/11/CP-ALL-Anti-Corruption-Policy\\_ENG\\_FINAL.pdf](https://www.cpall.co.th/wp-content/uploads/2020/11/CP-ALL-Anti-Corruption-Policy_ENG_FINAL.pdf)

**Sustainability Policy**

<https://www.cpall.co.th/wp-content/uploads/2021/06/Sustainable-Development-Policy-and-Goals-2564-2573-en.pdf>



### Corporate Governance Policy



## Performance Summary 2022

### The Board of Directors' Composition



Executive Directors  
**5** persons



Independent Directors  
**6** persons



Non-executive Directors  
**5** persons

Males



**15** persons

Female



**1** person

### Tenure



Average tenure is at  
**16.9** years

### Governance and Anti-Corruption Training and Assessment

#### Employees of CP ALL



Communicated  
**75,918** persons  
**100%**



Written/Digital Acknowledgement  
**75,918** persons  
**100%**



Training Provided  
**75,918** persons  
**100%**

#### Employees of Subsidiaries



Communicated  
**91,483** persons  
**100%**



Written/Digital Acknowledgement  
**91,483** persons  
**100%**



Training Provided  
**91,483** persons  
**100%**

#### Tier-1 Suppliers



Communicated  
**1,985** persons  
**100%**



Written/Digital Acknowledgement  
**1,985** persons  
**100%**



Training Provided  
**1,655** persons  
**83.38%**

### Create a work culture in compliance with laws, rules, and regulations



**100%**  
of departments with regulatory and corruption risks have been assessed



**100%**  
of departments at risks with risk management plans

### Breach Case

#### Corruption cases identified (case)

2019 **388**

2020 **409**

2021 **434**

2022 **701**



2022  
Corruption found **701**



Corruption cases investigated and confirmed **701**



Cases resolved **701**

### Proportion of operations with corruption cases (%)



7-Eleven  
**100**



Distribution Center  
**0**



Office  
**0**

### Average corruption rate at 7-Eleven stores per year (%)

2019 **0.033**

2020 **0.032**

2021 **0.033**

2022 **0.050**



### Grievance regarding personal data violation (if any) investigated and confirmed

Customers' data

**0**

Suppliers' data

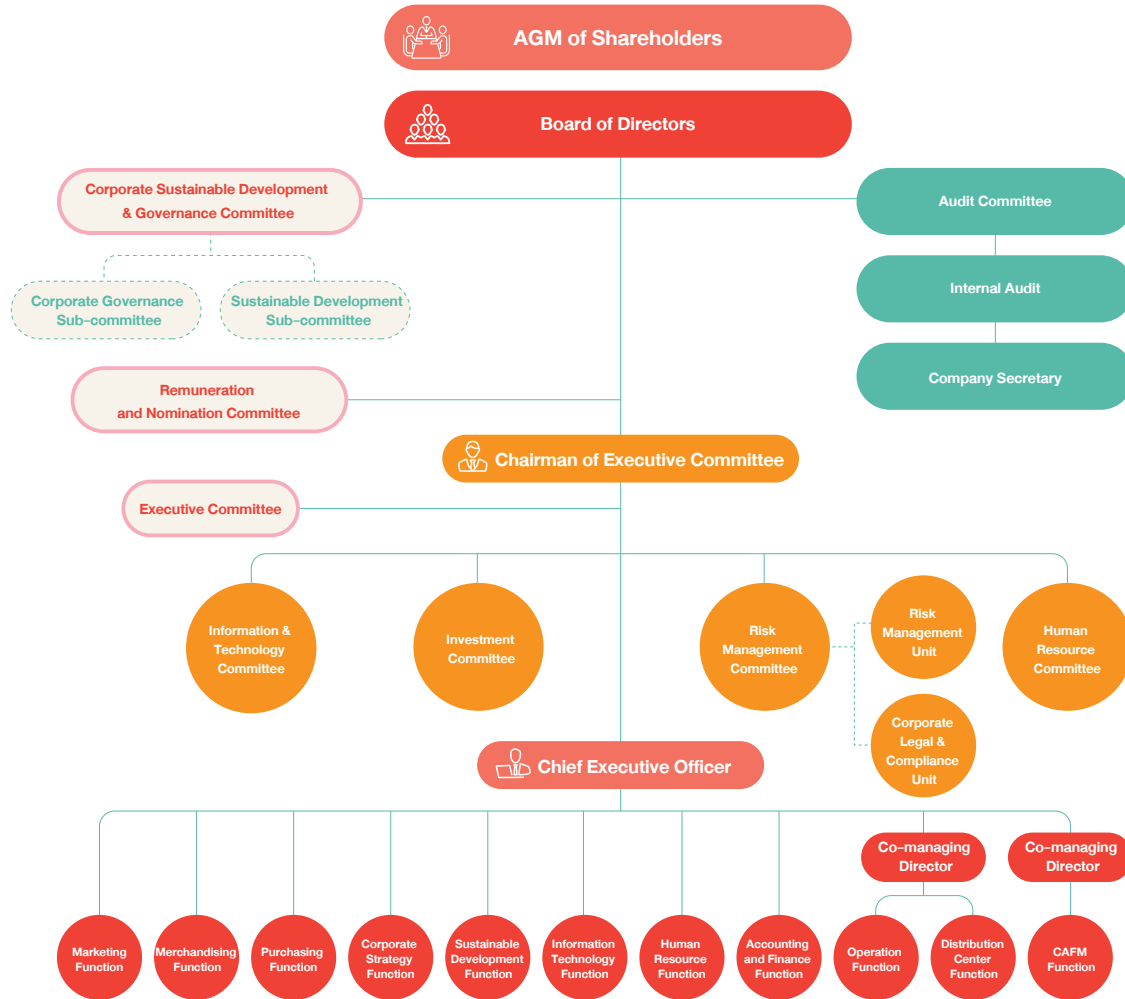
**0**

Regulatory bodies

**0**



## Governance Structure



### 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   |
|---|---|---|
| <ul style="list-style-type: none"> <li>Conduct financial audit</li> <li>Review performance to ensure compliance aligning policies, regulations, laws, practices and requirements of governing authority</li> <li>Review internal control system and internal audits, as well as risk management system to ensure thoroughness</li> <li>Discuss with accounting auditors regarding budget and internal audit</li> <li>Consider lists which maybe relevant or pertain conflicts of interests to ensure compliance to the laws and SET's requirements</li> <li>Report summary of related performance and provide recommendations to the Board of Directors 4 times per year</li> </ul> | <ul style="list-style-type: none"> <li>Develop policies on governance, anti-corruption, sustainability, as well as relevant practices, business ethics and code of conduct</li> <li>Review related policy for continuity and timeliness at least once annually</li> <li>Govern the Management and employees' work to be in alignment with relevant policies</li> <li>Review and assess performance according to policy in tandem with the Board and Management</li> <li>Report related performance and provide recommendations to the Board of Directors at least twice a year</li> </ul> | <ul style="list-style-type: none"> <li>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's compensation. The Board's compensation is proposed to the Annual General Assembly for approval</li> <li>Assess high-level Management's remuneration to be in alignment with the performance</li> <li>Consider the criteria and process in nominating appropriate individuals for an appointment in the Board</li> <li>Select nominees for the nomination process as stipulated, including those nominated by minority shareholders</li> <li>Make recommendation to the Board of Director prior to presenting to the Annual General Meeting</li> </ul> |

## Board of Director Structure

CP ALL Public Company Limited’s Board 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**  
<https://www.cpall.co.th/en/sustain/economic-dimension/corporate-governance>  
**The Board Skills Matrix**  
<https://www.cpall.co.th/en/sustain/economic-dimension/corporate-governance>  
**The Board industry experience in accordance with the GICS Level 1 classification**  
<https://www.cpall.co.th/wp-content/uploads/2021/05/Attachment-CP-ALL-Board-Industry-Experience.pdf>

## Corporate good Governance

### 2022 Corporate Governance Survey of Thai Listed Companies (continuously)

The Company participated in a corporate governance disclosure of Thai listed companies by Institute of Directors (IOD). The assessment criteria comprise 5 categories of which are: 1) Shareholders’ rights, 2) Equal treatment to shareholders, 3) Considerations to stakeholders’ roles, 4) Disclosure and Transparency, 5) the Board’s responsibilities. In 2022, the Company

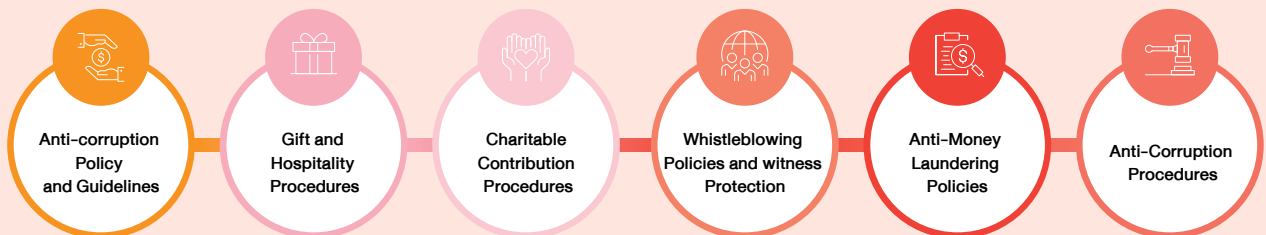


was assessed and ranked at Excellence or 5-star, with an above-average score compares to SET 100 Index and SET 50 Index companies in every category. Furthermore, the Company is in the Top Quartile of the Company with market capitalization of over 10,000 million Baht.


## Business Ethics and Code of Conduct

To achieve the goal of conducts business ethically. In 2022, the company reviewing and developing an ethics handbook and code of conduct 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. The Company established practices against Anti-Corruption, as follows:



In 2022, 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.

 **For more Information:**  
**Business Ethics and Code of Conduct for Employees**  
[https://www.cpall.co.th/wp-content/uploads/2020/07/Code-of-ethics\\_Eng-Word.pdf](https://www.cpall.co.th/wp-content/uploads/2020/07/Code-of-ethics_Eng-Word.pdf)  
**Supplier Code of Conduct and Guideline for Suppliers**  
<https://www.cpall.co.th/wp-content/uploads/2022/06/Supplier-Code-of-Conduct-en.pdf>



## Create a work culture in compliance with laws, rules, and regulations

The Company has established a legal compliance unit responsible for monitoring new law announcements daily, as well as following up on new legislation approved by the Cabinet Meeting weekly. The legal compliance unit also communicates and educates about new laws with related parties every month. In 2022, a training was organized to educate about Halal trademarks for employees working in 7-Eleven stores at two organizational levels, which are a store manager level in the northern and southern regions totaling 3,859 stores and

an assistant store manager level in the central and southern regions totaling 1,683 stores. The legal compliance unit also serves to establish mechanisms to comply with laws, rules, and regulations through legal consultation with relevant parties, assessment of risky procedures, and preparation of checklists according to laws, rules, and regulations for high-risk parties. In 2022, no cases of law violations were found. Currently, the Company is developing an IT system to be more efficient in screening laws (Compliance Universe).

## Communicate, Educate, Campaign, and Raise Awareness

The Company has continuously communicated and raised awareness of governance principles for management and employees, both in the offices and operations, inclusive to companies in CP ALL Group to support business operations per governance motto, **“Honesty, transparency, fairness, considerations to communities, society and the environment.”** The public relation media is created to proactively educate through various channels, accessing target groups via both online and offline channels, such as.

- Knowledge review and learning assessment test, CG Quiz 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 and LINE application
- Building new governance leaders, Mister & Miss Good Governance, to be representatives behind corporate governance. Each department send their Mister & Miss Good Governance representatives, a total of 142 persons This year, the HR Shared Services Center co-organized the 2<sup>nd</sup> edition of the Mister & Miss Good Governance on the topic of “CP ALL CG TALK 2022 Awakening the Power of New Generation Leaders of Good Governance” and the topic of “Sustainable Development Policy in practice” to raise awareness of the importance of good governance, starting from within the organization and inspire a new generation of leaders. The objective was to co-create change and instill good governance in a society that is free from corruption.







In 2022, training were organized for 118,190 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.



In addition, the company supports the Anti-Corruption Journalists Association (Thailand) in organizing an award ceremony, the ANTI-CORRUPTION AWARDS 2022, honoring exemplary individuals, agencies, and organizations adhering to good governance, work ethics, and honesty. The Company also supports the media, which promotes and disseminates news of creative anti-corruption efforts.

## Complaint Management and management of fraud 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:

| <b>Whistleblowing Channels</b><br> |  <b>Telephone Numbers</b><br>02 826 7744   | Receiver:<br>Call Service   |
|---|---|---|
|   |  <b>Telephone Numbers</b><br>02 071 2770 / 02 071 8623   | Receiver:<br>Internal Audit Division  |
|   |  <b>Postal Address</b><br>Internal Audit Division (Whistleblowing), CP ALL Plc.<br>119, 16 <sup>th</sup> floor, Thara Sathorn Bldg., Sathorn 5, South Sathorn Rd.,<br>Maha Mek, Sathorn, Bangkok 10120 | Receiver:<br>Internal Audit Division  |
|   |  <b>Email</b><br>AuditCommittee@cpall.co.th<br>CGcommittee@cpall.co.th<br>BOD@cpall.co.th  | Receiver:<br>1. Audit Committee<br>2. Corporate Governance Committee<br>3. Board of Directors |
|   |  <b>Company's Online</b><br>www.cpall.co.th/whistleblowing<br>www.facebook.com/CPALL7 (Inbox)  | Receiver:<br>Internal Audit Division<br>Corporate Communications Management Division          |

The grievance management process is designed to be accessed only by those investigating the grievances. When the Company receives a report of fraud or clues of corruption through any channel, the Audit Office and the Human Resources Department will conduct a preliminary investigation with transparency and fairness. If the case is valid, a committee will be appointed to investigate the facts. If the committee found that an actual offense took place, the perpetrator would be penalized according to the measures set by the Company. The committee will then report the results to the Board of Directors.

There are also appropriate and fair mitigation measures in place for those who have been affected by reporting information. In addition, to prevent a recurrence, the Company has reviewed measures or issued additional measures to integrate with the work process and communicated to relevant parties for implementation. In order to prevent further incidents, in 2022, the Company received grievance reports confirmed of 701 cases and 695 cases that affects the Company, the total damage is 31 million Baht. With all complaints investigated and completed with no backlog.

### Corruption cases Breach by type and Implementation of Measures in 2022

| Breach Type (Cases)  | 2019 | 2020 | 2021 | 2022            |                     |                    |                 |         |
|--|------|------|------|-----------------|---------------------|--------------------|-----------------|---------|
|  |      |      |      | Number of cases | Measures of Penalty |                    |                 |         |
|  |      |      |      |                 | Verbal warning      | Warning in writing | Work suspension | Lay off |
|  Conflict of interests                              | 1    | 0    | 0    | 0               | 0                   | 0                  | 0               | 0       |
|  Corruption in reports (document forgery and fraud) | 4    | 5    | 7    | 120             | 0                   | 6                  | 0               | 114     |
|  Embezzlement                                       | 383  | 404  | 427  | 581             | 0                   | 0                  | 0               | 581     |

## Examples of Corrective Actions and Measures against Recurrence

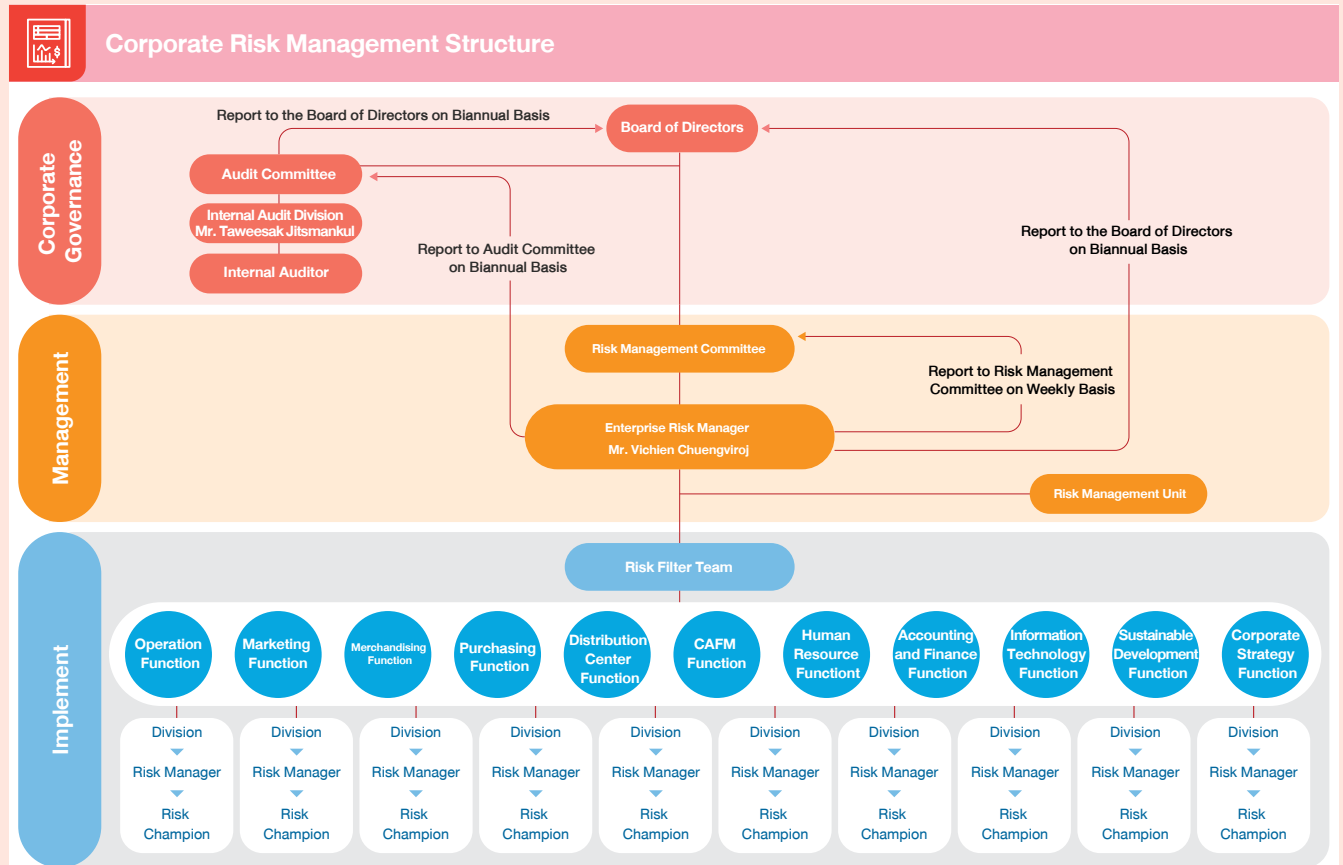
Corruption, in the case of embezzlement at 7-Eleven stores' operations

| Govern employees for proper compliance  | Communicate and raise awareness among 7-eleven employees   | Monitoring and tracking mechanisms   |
|---|--|--|
| <ul style="list-style-type: none"> <li>Set up corruption reduction target for 7-Eleven stores' operation line</li> <li>Appoint a corruption prevention committee for 7-Eleven stores' operation line</li> <li>Review the regulations and guidelines regarding the sales of the store's products</li> <li>Improve work standards of 7-Eleven stores, such as financial transactions of employees</li> <li>Improve the auditing standard of quality store system, such as field consultant's cash monitoring, input into the cashier, employees' personal financial transaction, monitoring, and immediate cash count upon arrival at the store</li> <li>Monitoring results from corruption case in high-level executive meeting monthly</li> </ul> | <ul style="list-style-type: none"> <li>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"</li> </ul>  <ul style="list-style-type: none"> <li>Communicate and emphasize that employees at all levels should strictly comply with the policy and guidelines</li> <li>Organize training and education representatives of 7-Eleven's operation line representatives through the project Mister &amp; Miss Good Governance</li> <li>Emphasize that store managers must keep up-to-date employee information in the system</li> <li>Set meetings to build immunity against life traps to instill positive attitudes in life and work for employees</li> </ul> | <ul style="list-style-type: none"> <li>Supervisors must follow up/review the performance of employees regularly</li> <li>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</li> <li>Set up a monitoring system and a lock system preventing employees from doing Banking Agent transactions in the stores where they work</li> <li>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</li> </ul>  <ul style="list-style-type: none"> <li>Follow up operations through CCTV cameras in an online format</li> <li>Inspection of the store quality system by the store quality system inspection unit</li> <li>Increase operation measures when it is found that sales do not comply with regulations</li> <li>Check for the completeness and accuracy of the store inventory account by the store inventory audit team</li> <li>Develop a system to control and monitor product orders to prevent products from being sold outside of the system</li> </ul> |

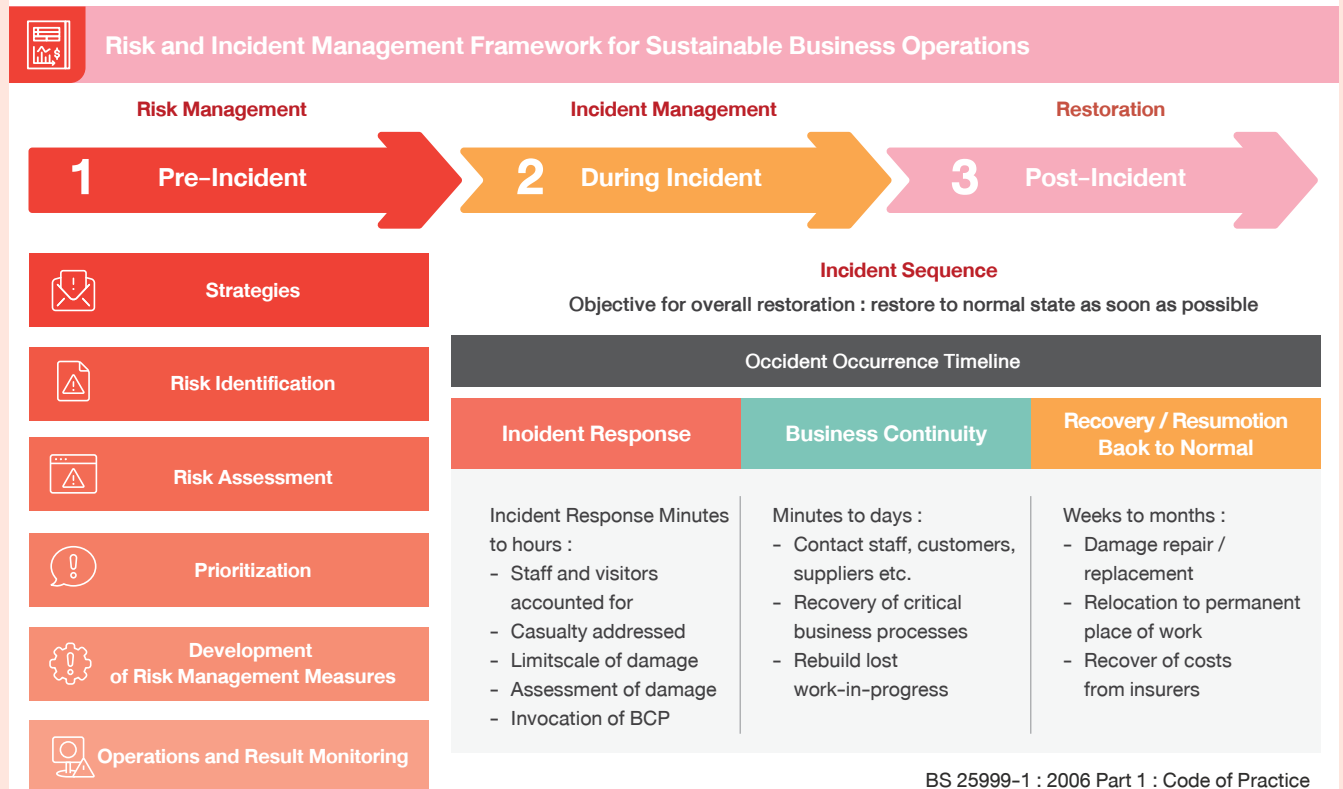
## Risk Management

Risk management is an important mechanism for identifying potential risks and problems that may arise and affect the organization. The management and determination of effective risk reduction measures are important factors in driving the organization to achieve its goals, along with creating value for all groups of stakeholders. The Company is aware of various risks that affect the organization. Hence, the Company establishes a risk management committee responsible for setting policies and guidelines for the risk management of the organization. A risk management unit and an audit unit are

established and serve as a member of the Risk Management Committee. The objective is to operate efficiently under good corporate governance and in line with the organization's goals. In addition, the Risk Management Committee is responsible for reporting the results of risk management and presents to the Audit Committee and the Board of Directors twice a year to review the results of the risk management process, as well as to find solutions that can increase operational efficiency and reduce the impact of more comprehensive risks.



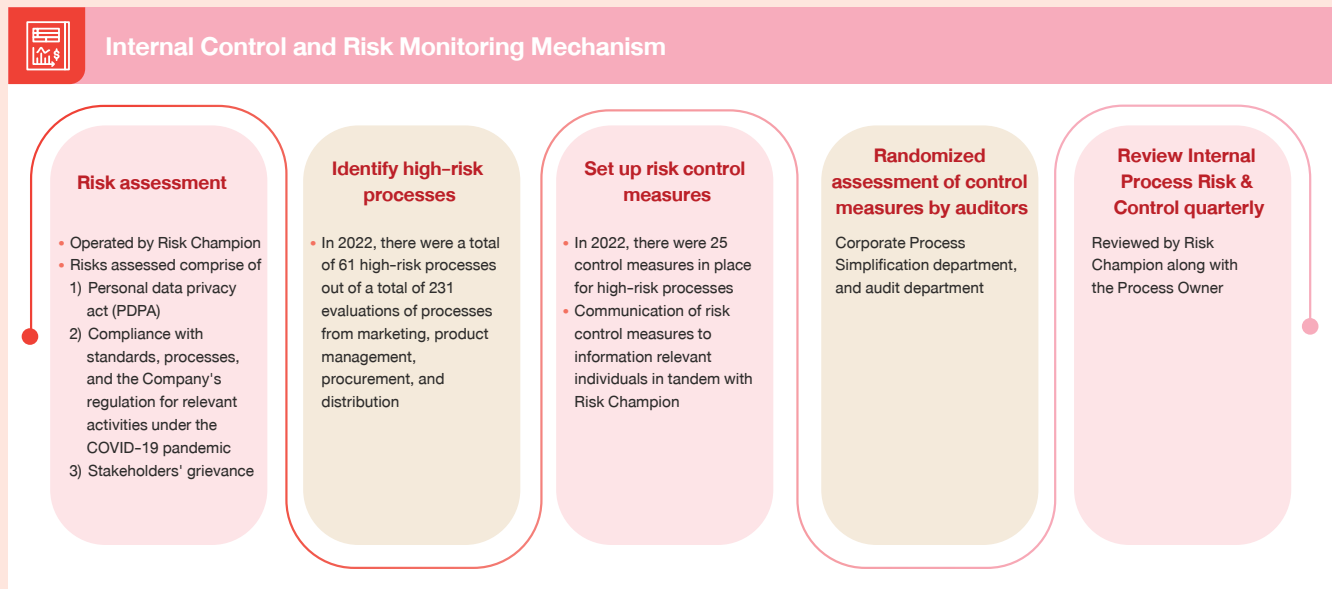
This is to achieve the goal of sustainable business operations. The Company has established guidelines and frameworks for risk and crisis management operations, including preparing plans to control risks that may affect the operations and goals of the organization.



The Company requires annual risk assessment and identifies risk groups that may affect business operations in 3 groups as follows:

- 1 General risks that can occur in operations
- 2 Sustainability risk or non-financial risks
- 3 Emerging 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:



### Emerging Risks

The Company commits to advancing measures and management guidelines in response to risks in a timely manner by reviewing the issues and trends on an annual basis. This allows the Company to analyze new risk issues that may occur and affect business operations.

In 2022, the Company collected three issues of emerging risk and analyzed the impact of risks that may affect business operations, and determined preliminary measures and management guidelines as follows:



**1. Risks from governmental regulations promoting packaging waste reduction**

CP ALL has main businesses in convenience store retailers, cash payment wholesale business and services, and food production business with the main operating area in Thailand, which the Company aims to expand the scope of decreasing the use of single-use plastic packaging under the Thai Plastic Roadmap 2018-2030 in parallel with the development of the country's system and infrastructure for waste. One of the tools being studied for policy making is Extended Producer Responsibility (EPR) Principles or the principle of "increased responsibility of producers" that manufacturers must take full responsibility—from design, distribution, return, collection, reuse, recycling, and treatment of packaging waste after the consumption process. In other words, the responsibility of managing one's own waste products. The principle of expanding the responsibility has been widely used in Europe, North America, South Africa, as well as some Asian countries, and is likely to be enforced as a law in Thailand within the next 3-5 years, which may directly affects CP ALL businesses as the changes involves additional costs in the preparation of the system as well as throughout the supply chain since the Company needs more cooperation with suppliers.





## Business Impacts

CP ALL has an average of more than 12 million customers per day that come to purchase products in 7-Eleven stores. The revenue from sales of goods and services in 2022 was 829,099 million Baht. Each year, the Company has an average of 47,772.39 tonnes of plastic packaging usage per year. The push for the implementation of the policy in the Extended Producer Responsibility (EPR) affects CP ALL in changing policies, strategies, and product design processes. From the original design of various parts to be easily assembled into pieces (Design for Assembly), the Company began to choose to use or design products that can be easily disassembled (Design for Disassembly) in order to separate different materials for recycling or there are investments in reuse processes, waste

packages recycling, as well as a change in the ecological view of production and consumption in a new way. In other words, a linear economy, where products are produced by manufacturers to consumers before being left to the municipality, is shifted into a circular economy where materials and energy are recycled back to the producers or distributors again—which requires new distribution systems and innovations, which affect the increase in operating costs of CP ALL from system building or operation (this is accounted from higher investment costs, an average of more than 215 million Baht in the next 3–5 years), including expenses from paying fees for waste management for central organizations. It can also affect the company’s reputation if there is no good preparation for dealing with the entire supply chain.



## Measures and Management Approach

CP ALL commits to minimizing the amount of plastic waste from packaging sent to landfill. The Company is ready to stand firm in leading the way in making packaging management from CP ALL products more environmentally friendly with measures and management guidelines are as follows:

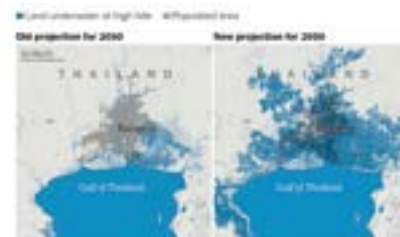
- The Company declares the policy and set a target that 100% of the packaging within the company’s control must be able to be reused or repurpose for use or can be biodegradable the timeline is by 2025 for companies within the group with operations in Thailand and by 2030 for companies with operations abroad, including by 2030, the Company aims to reduce to zero the amount of packaging waste generated by the Company’s operations that will end up in landfill.
- The Company establishes a working group on sustainable packaging management to closely monitor the changes in the above principles that may in the future become law and set a strategy and prepare a joint action plan of CP ALL and its subsidiaries including the key success indicators of the project success and driving the project to achieve its goals and reporting progress to the Corporate Sustainability Sub-Committee at least twice a year.
- The Company implements a take-back system of used packaging for the packaging to be brought into the process of recycling or reuse appropriately, including the development of a more efficient recycling system for packaging waste.
- The Company collaborates with government agencies, Non-profit organizations (NGOs), academic institutions, communities, and other stakeholders to reduce overall plastic use, increase the reuse rate, reuse plastic materials, and reuse single-use plastic as needed.
- The Company communicates, raises awareness, and encourages behavior change regarding the use of sustainable packaging to employees, business partners, suppliers, consumers, and stakeholders on an continuously basis to create awareness and promote the image of the organization.



## 2. Risk of rising sea levels and erosion of brackish water from climate change

The cause behind the continuous rise of seawater levels is due to climate change. The rising global temperature affects the ocean. This causes rising seawater levels. Simultaneously, the rising temperature also speeds up the melting of glaciers, resulting in higher sea levels. The ocean, whose role is to absorb greenhouse gas, inadvertently stores more heat, expands, and push the seawater level to rise higher, resulting in risks of flooding in watershed and low-lying areas and effects on natural freshwater sources (e.g., groundwater, surface water, etc.), which will be replaced by salt water. This reduces the quality of fresh water for consumption and business operations. The seawater seepage is triggered by high-tide seawater, which rises higher and further. The freshwater volume released from dams decreases

due to drought, multiplying the seawater contamination in natural freshwater sources, with direct impacts on all lives, ecosystems, economic growth, and fundamental infrastructure, as well as causing the loss of opportunities to sell products that require good water quality, increased cost of water supply, damage costs, maintenance costs incurred for tools in stores.





### Business Impact

Researches from various institutes demonstrate the possibilities of rising sea level. The data is derived from highly precise calculations from satellite images. Over 96% of Thailand's Bangkok would be flooded if flooding occurs, encompassing over 1,512 square kilometers within the next 3-5 years. The economic damage could multiply, particularly in the river basin areas across 9 provinces, which are Bangkok, Samut Prakarn, Nonthaburi, Pathumthani, Saraburi, Chachoengsao, and Prajinburi, which are areas of business importance due to the high density of 7-Eleven stores over 6,336 stores. Post-flooding, there would be business disruption, additional costs for store fixes and rebuilding, and expenses in tool and equipment procurement to maintain water supply quality for businesses. In tandem, such incidents can impact products' quality, as well as products and services requiring prior

preparation, which must stop its sales as it got affected by seawater level and high tide, resulting in saltwater intrusion of frequently sourced freshwater bodies. The incident can directly affect CP ALL in the following areas:

- Loss of sale opportunities for product groups necessitating good quality of water, such as All Café freshly made beverage, 7-Select beverage machine, and Slurpee.
- The expense to procure clean water for consumption, which can be valued at 1,000-1,500 million Baht, if the products and services cannot be provided for 7 consecutive days.
- Damage value after an insurance claim was an equivalent of over 2,644 million Baht, as assessed from deductible of the first part from the insurance claims and the insurance payout.



### Measures and Management Approach

The Company developed a comprehensive risk policy and risk management plan governed by Risk Management Committee. Climate change risk has been integrated as a risk factor against the Company's business operations, aiming to review the risk management approach thoroughly at least twice a year. This ensures risk management is aligned and is part of the decision behind determining business operation strategy. Simultaneously, the Company set up Flood Scenario & Preparation plans for 7-Eleven stores by studying for consistency with natural disaster statistics, coupled with the public sector's risk assessment data, such as spatial climate change-induced risk database. This could be used to substantiate risk assessment of store in each area, to develop business continuity plans, and post-incident restoration plans. The extent includes reports on

impacts from rising sea levels, which may trigger floods and high tides, subsequently culminating in saltwater intrusion, directly to Risk Management Committee. This enables stipulation of directions and identification of crisis mitigation approach

- Changes for high-quality water filters that could affectively filter salinity.
- Review and adjust conditions to select stores' location, with considerations to the increasing sea level impacts.
- Set up water-resilient store project, to ready stores against floods starting from the process of designing, mid-incident, to designing for mobility in case of relocation when needed, including Establish restoration plan for stores post-floods.



### 3. Risks in maintaining capacities of fresh produce suppliers in the Company's supply chain post-regional transportation system

The expansion of product logistics and transportation to various regions, also known as Belt and Road Initiative (BRI) commenced on the 3<sup>rd</sup> of December 2021, only the China-Laos Railway section. The boten – Vientien comprises 32 stations, consisting of 22 stations of product logistics, 10 stations for passengers. This would help expand the trade and tourism scope at a regional level with significantly reduced time used. The time used for transportation is only 7-9 hours and product logistics only 10-12

hours, meaning products will be delivered into Thailand within 48 hours, considerably much faster than the traditional counterpart (traditional road transportation requires 4-6 days, ships 12-17 days, and airplane 1-2 days). This shift helps fresh product groups to be distributed into Thai market more and transported much faster, likely to an even greater pace upon completion of domestic railway system in 2028.



### Business Impacts

Maintaining the capacity of fresh food suppliers in the Company's supply chain after connecting to the regional rail transport system can be considered both opportunities and risks in business conduct. The challenges can be identified in 2 aspects, as follows:

1. Challenges in controlling fresh food's quality to be at international standard throughout the product logistics and transshipment. Due to the difference in each country's production standard and the contamination detection standard, both of which are one of the initial risks relevant to regional transportation system, whether imports or exports, the impacts of products failing to meet standards can cost the Company's reputation, as well as expense from recalls unaligned with local standards.

2. Competitive capacity of domestic suppliers, particularly farmers, SMEs and regional producers. This is an apparent risk, due to the difference production scale, manpower drainage, excess production, which would impact the production budget. Small suppliers unable to adapt or compete at a regional level would be forced out of the market, culminating in reducing strengths and diversity of the supply chain. Assessing impacts to retail business' fresh food product groups at over 234 SKUs, valuing over 850 million Baht per year or impacts throughout supply chain estimated to be 14,285 million Baht.



### Measures and Management Approach

The Company has sped up in fostering suppliers' strength through various measures, ensuring SMEs suppliers are able to adapt and be ready to grasp sales and competitive opportunities at a regional level. This was achieved through promotional measures, as follows:

- Support producers to enhance products' quality and build distinction, difference, or capacity to present the products' values in order to increase competitive capacity at a regional level.
- Purchase directly from farmers, including development of production by Makro and Lotus's under the CP ALL Group.

- Promote quality assurance to align with international standards, from plantation, trimmings, to packaging, in order to manage investment in production and create acceptance regarding products' quality assurance.
- Foster marketing and sales channel, as well as purchasing and deliver product distribution channels to SMEs producers, enabling circularity and ensuring investment for further development.



### Black Swan Search (continuously)

The Company has continued the Black Swan project for the 9<sup>th</sup> 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:

|   |                                     |  |  |   |   |
|---|-------------------------------------|--|--|---|---|
| <p><b>1</b></p> <p>Continuous Business Operations</p> | <p><b>2</b></p> <p>Work Process</p> | <p><b>3</b></p> <p>Products and Services</p> | <p><b>4</b></p> <p>Outsources Hiring</p> | <p><b>5</b></p> <p>Corporate Sustainability</p> | <p><b>6</b></p> <p>Activities Related to the Company's Subsidiaries</p> |
|---|-------------------------------------|--|--|---|---|

Risk issues awarded would be considered for development and implementation of appropriate mitigation and management measures, paving the way to effective implementation. In 2022, a total of 4,490 risk topics were submitted by employees. Among them, the top 5 risks submitted comprise 1. Risks related to Covid-19 2. Threats from using IT systems such as fraudulent email, social media, computer viruses, call center, and SMS 3. Leakage/loss of important data 4. Legal and Compliance Risk 5. Work safety.

risk management system for all areas to be more, covering over 70 departments quarterly. There were also advisory services online, as well as exchange of knowledge and best practices to increase capacities in risk management via Risk Score Clinic weekly. Departments with consecutive excellent performances would be recognized by Chief Risk Officer and the Chairman. Furthermore Lessons learned were then disseminated to risk champions to further improve. Seminars for risk champions were organized on a quarterly basis to elevate the level of risk champions' knowledge and skills to be ready for risk strategic, operational, financial, regulatory, sustainability and governance risks. There have been over 700 persons.

The Company organized for Risk Score assessment to measure departmental risk management capabilities, as well as providing feedback for improvement and enhancement of effectiveness in

**Risk Management and Business Continuity Management Training Program for Risk Champion (continuously)**

The Risk Management Division, together with Panyatara Co., Ltd. and All Training Co., Ltd., organized training on risk management and business continuity for the Risk Champion in 2022 in an online format. More than 120 Risk Champions in the CP ALL Public Company Limited participated. The project aims to enhance skills and create learning experiences for new Risk Champions as the training is an opportunity for them to learn about CP ALL's risk

management approach and advance the ability to assess the risk management of departments according to the Risk Score criteria. In addition, the participants completed a knowledge test after the training to ensure their understanding of the topic. The training also focused on raising awareness of risk-finding and prevention methods, successively that the organization can conduct business without interruption.

**Promote and Support SMEs Suppliers to take part in the Private Sector Collective Action against Corruption (CAC SMEs Certification) (continuously)**

CP ALL organized a training program for the Private Sector Collective Action against Corruption (CAC SMEs) in 2022 for 40 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 38 suppliers, or equivalent to 90% of the total, who have communicated and signed to join the declaration of intent to join the Private Sector Collective Action against Corruption.



**Cybersecurity and Information Management**

The Company recognizes the importance of cybersecurity and information security risk management and conducts a review of the information technology security policy. The policy was revised to be consistent with the international standard guidelines for information security management systems (ISO 27001).

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 Project (continuously)**

Changing business model from offline to online subsequently put the Company at cybersecurity risk almost at all times. The Company, therefore, set up cyber security management guidelines for personnel, processes, and technology.



In 2022, 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:

- Reviewed the policy to align with international standards for information security management systems (ISO 27001) and privacy information management systems (ISO 27701).

- Communicated important cybersecurity policies and raise awareness about frequently occurring cyber threats in everyday life and send warnings, guidelines, and suggestions for correct and secure usage. The communication channels are through various channels such as the company website, email, CP ALL Connect, Cyber Security Portal, etc.



- Promoted and educated students on cybersecurity for both Panyapiwat College of Technology (PAT) and Panyapiwat Institute of Management (PIM) on the issues related to cybersecurity before working in the Company.

**Continuously project to raise awareness of personal data protection**

Raising awareness of personal data protection among employees at all levels is one of the Company's key strategies and plans that aims to reduce the risks that may occur to the organization. In 2022, the Company operated to raise the level of personal data protection equivalent to international standards as follows:

- Announced work procedures that align with the PDPA.
- Raised awareness about PDPA for employees at all levels, as well as improve work processes with personal data activities aligned with PDPA.
- Organized activities on personal data protection for all levels of employees, such as training, seminars, assessment on participating employees' understanding, workshops, or webinars to educate and raise awareness about PDPA among employees in CP ALL and its subsidiaries as well as suppliers and partners involved in personal information.
- Disseminated and promoted PDPA Mindsets to employees, consisting of 1) Respect for the privacy of others, 2) Transparency, and 3) Accountability via offline and online channels such as posters, company website, email, PDPA Portal, CP ALL Connect, etc.
- Extended the request for certification of international standards for information security management system ISO 27001 and personal data management standard ISO 27701 from ALL Member customer information to employee information of the Human Resource Management (HR) system.
- Extended the results of applying ISO 27001 and ISO 27701 to 24 Shopping in the scope of "buying goods through 24 Shopping.

- Carried out Cyber Security Drills Test for employees at all levels using a simulation to build familiarity and accurate response or handling. The drill is to be conducted quarterly.
- Conducted drills at both operational and management levels in response to Data Breach & Cyber Security Incident Response Workshop according to a simulation site to create familiarity for accurate response and handling. Results from the workshops would become input for improving the Incident Response Plan twice a year.
- Assessed security measures once a year and implement the installation of security technology according to the Cyber Security Roadmap to maintain confidentiality, integrity, and availability of all information.
- Promoted and participated in raising awareness of the dangers of cyber breaches and sharing information securely with partners who use and connect to the Company's IT system. All must sign an acknowledgment to comply with safety procedures before starting work.

### 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

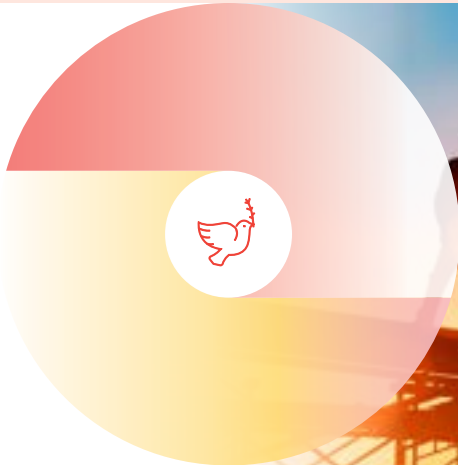
**0** cases of personal data breaches

- Developed and implemented information technology systems for business operations under security measures that maintain confidentiality, integrity, and availability of all information.
- Raised awareness among suppliers who use and connect to the Company's IT system. Onboarded and signed a written acknowledgment.



\*PDPA refers to Personal Data Protection Act, 2019 or Personal Data Protection Act B.E. 2019





# Occupational Health and Safety & Labor Practice






## (Human Rights and Labor Practices)




**Ms. Lawan Tienghongsakul**  
Senior Deputy Managing Director, Human Resources  
CP ALL Public Company Limited

“Throughout the past 35 years, CP ALL has operated its business with good governance principles. Our success is due to the large number of “people” that come together. We recognize the inherent rights of people and that human beings have intrinsic human dignity and equality. Hence, the Company commits to treating everyone equally with respect they rightly deserve indiscriminately. The values established in the Company’s culture is always adhered to and instilled in all employees. This results in practices that make employees happy and work at their full potential- in accordance with the Company’s corporate philosophy: “Through happy employees, we desire to see smiles from customers.”

### Supporting the SDGs

|   |   |  |  |  |  |
|---|---|--|--|--|--|
|  <p><b>SDG3 Ensure healthy lives and promote well-being for all at all ages</b></p> <p>3.4 Reduce premature death from non-communicable diseases through prevention, treatment, and support for mental health and well-being</p> <p>3.6 Reduce deaths and injuries due to road accidents</p> |  <p><b>SDG5 Achieve gender equality and empower all women and girls</b></p> <p>5.1 End discrimination against women and girls everywhere</p> |  <p><b>SDG8 Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</b></p> <p>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</p> | <p>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</p> |  <p><b>SDG10 Reduce inequality within and among countries</b></p> <p>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</p> |  <p><b>SDG16 Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</b></p> <p>16.3 Promote the rule of law at the national and international levels, and ensure equal access to justice for all</p> |
|---|---|--|--|--|--|

### Significantly Affected Key Stakeholders

 Suppliers, vendors of goods and services, Employees, Customers, Communities, Opinion leader, Business partners, Government Sector, Trademark licensors, Shareholders and investors

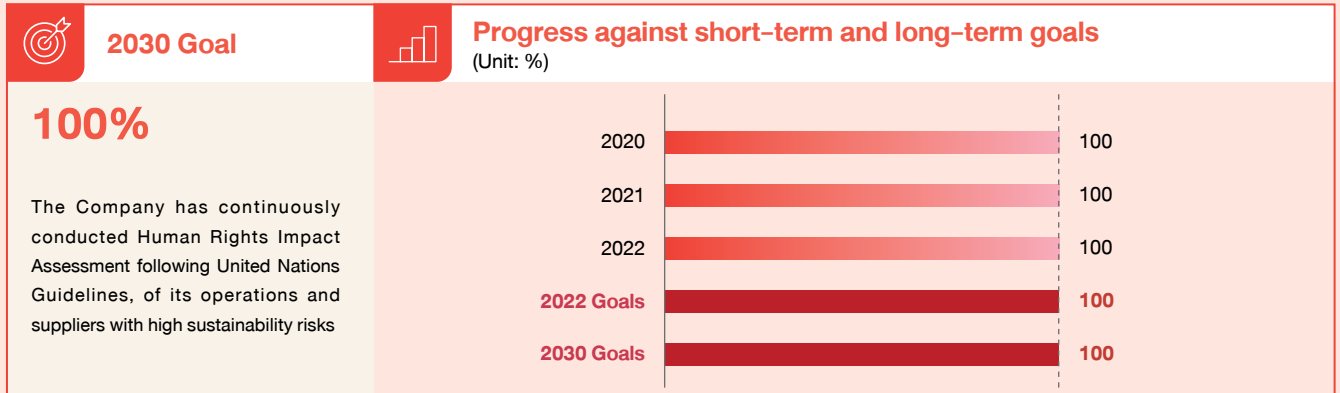
Sourcing raw materials, products, and services

Production, research, and products development

Logistic and distribution

Retail and marketing

Customer support and after sale service



**Key Performance in 2022**

- Rights and Liberties Protection Department (Ministry of Justice) awarded CPRAM as a model company on human rights in 2022 for 2<sup>nd</sup> consecutively year in an outstanding level in the large business category**
- Makro won the first prize in the gender equality workplace category, "UN Women 2022 Thailand WEPs Awards"**
- 100%** of employees at all levels of CP All Group received training and passed the "Human Rights" course knowledge test
- 100%** of new store partners (Business Partners) have undergone training on human rights
- 100%** of critical tier-1 suppliers received training and underwent risk assessment on human rights
- 100%** of the target areas have been certified with ISO45001: 2018

**Key Progress in 2022**

- Underwent a comprehensive review of the Human Rights Due Diligence (HRDD) Assessment for 2022 (repeated every 3 years). The scope of the review covers all areas of business activities, subsidiaries, and joint ventures
- Monitored and reviewed the implementation of human rights prevention and mitigation measures for high-risk issues
- Reinforced CP ALL Group's commitment to respect and compliance with international human rights principles to all levels of employees. The senior executives participated in communicating and served as good role models
- Expanded human rights awareness to store partners and critical tier-1 suppliers
- Participated in the 2022 Human Rights Model Organization Assessment by CPRAM
- Organized activities to promote occupational health and safety in a workplace environment

**Risks and Opportunities**

Business growth requires labor to be the driving force, both for direct and indirect business activities. For example, the manufacturing process, the distribution, and the services—all these business activities have risks of human rights violations and issues regarding labor practices. In this regard, equal treatment according to human rights principles, safety, and good workplace environment, and good health welfare for employees and partners—are significant issues which the Company continually puts an emphasis. The issues shed light for the Company to understand short-term and long-term risks as human rights are a dimension of social sustainability that the global communities hold in high regard—human rights are important principles for running a business.

Therefore, the Company commits and prepares to reduce human rights risks by regularly reviewing and assessing human rights risks, as well as establishing operational guidelines in line with comprehensive human rights protection principles according to international principles and national laws. The objective is to prevent human rights violations from conducting business with all groups of stakeholders throughout the value chain.



## Management Approach

The Company operates under the policy 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 (UNGPR) and International Labor Organization (ILO) and labor laws of each country in which the Company operates in. The topics cover important

human rights issues such as child labor, forced labor, discrimination, harassment, etc.

In 2022, the Company revised the policy on human rights and labor practices to be more rigorous and comprehensive. The policy consists of the following main issues:

| Additional principles to be more consistent with international guidelines  | The expansion of the scope of policy enforcement  | Develop management guideline that identifies human rights risks and labor practices   | Identify clear guidelines  |
|--|---|---|--|
| <ul style="list-style-type: none"> <li>Ten Principles of the United Nations Global Compact</li> <li>The International Labor Organization’s Fundamental Conventions)</li> <li>Tackling Discrimination against Lesbian, Gay, Bi, Trans, &amp; Intersex People Standard of Conduct for Business: OHCHR</li> </ul> | <p>Covering more groups of stakeholders, including suppliers, sourcing agents, contractors, business partners, Joint ventures, and mergers and acquisitions</p> | <p>For example, discrimination and equal compensation, as well as supporting the process for employees to have the right to join the association to negotiate and recommend welfare through the Company’s welfare committee</p> | <p>Respect for rights and freedoms and opinions of employees and communities, including vulnerable groups such as LGBTQI+, the disabled, pregnant women, the elderly, minorities, indigenous peoples in the community, etc</p> |

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:



In the human rights policy review, to prevent and avoid human rights violations for all stakeholders, the Company raises awareness on the topic of respect and 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. 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. There are plans to extend the assessment to suppliers and contractors in the future, as well as alleviate the level of safety and occupational health. There is a risk assessment covering all areas of the Company's operation, leading to the preparation of a project to reduce risks in safety, occupational health, and workplace environment. The Company also promotes a good quality of life for employees and their families through benefits, such as flexible working hours, support for the education of employees' children, and employees' health care.

 **For more information :**  
[Human Rights and Labor Practices Policy](https://www.cpall.co.th/wp-content/uploads/2021/06/Human-Rights-Policy-2021-EN.pdf)  
<https://www.cpall.co.th/wp-content/uploads/2021/06/Human-Rights-Policy-2021-EN.pdf>  
[Compensation and Benefits Policy](https://www.cpall.co.th/wp-content/uploads/2022/06/Compensation-and-Benefits-Policy-EN.pdf)  
<https://www.cpall.co.th/wp-content/uploads/2022/06/Compensation-and-Benefits-Policy-EN.pdf>



Performance Summary 2022

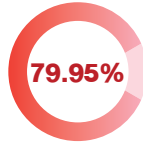


Human Rights Assessment

The Company's operation area and business activities



100% of FTEs are assessed for human rights risks and impacts




79.95% of FTEs have significant human rights risks




100% of FTEs identified as at risk have mitigation measures in place, and corrective actions are taken

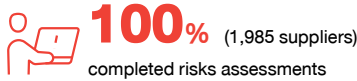
Salient issues

The safety and health of employees in 7-Eleven stores and 24shopping

1 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 

2 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



100% of employees have been trained



100% of store partners (business partners) has been trained




100% of the Company's Tier-1 Suppliers has been trained

Grievances on Human Rights Violations



Human Rights Violations  
0 Case



Discrimination  
0 Case



Harassment or Sexual Assault  
0 Case



Violations of Indigenous Rights  
0 Case

Mitigation measures and corrective actions

In case of violation of human rights, CP ALL Public Company Limited ensures that appropriate corrective action will be taken. The Company has a continuous monitoring, inspection, and reporting process in place. In addition, the Company considers all forms of remedies for grievances to ensure that individuals such as those affected by human rights violations receive appropriate remedies and compensations. All to reduce the effect of damages caused. 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



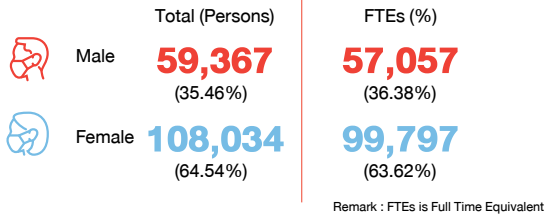


## Performance Summary 2022

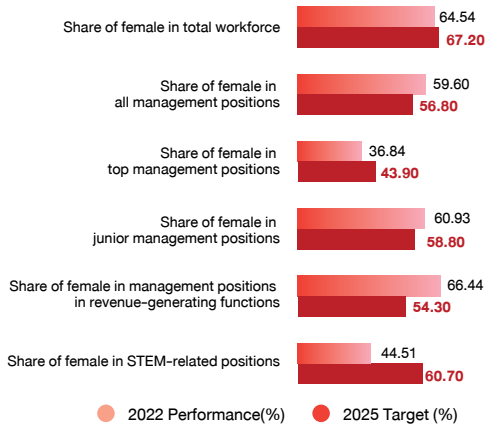


### Promoting equal opportunities and diversity for employees

#### Gender Diversity



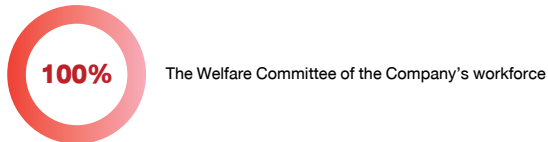
#### Capability Building of Female Employees



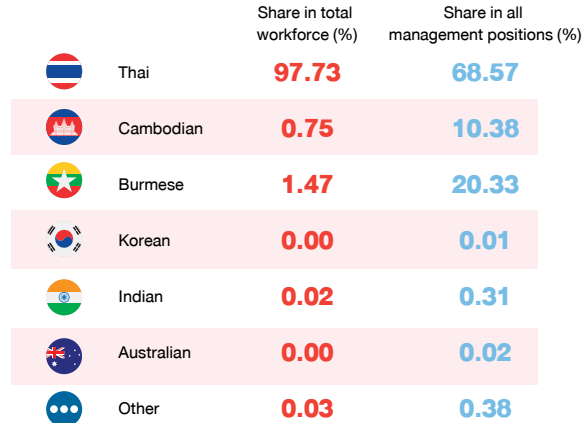
#### People with Disability



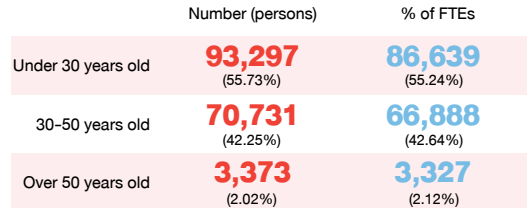
#### Freedom of Association



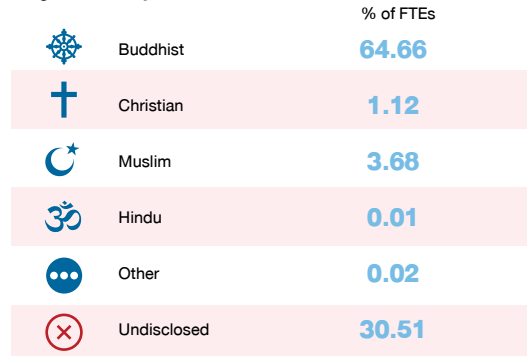
#### Nationality Diversity



#### Age Diversity



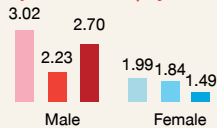
#### Religious Diversity



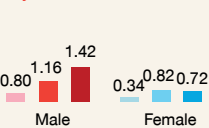
#### Occupational Health and Safety

Unit: Cases per 1,000,000 work hours

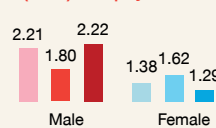
##### Recordable Work-related Injuries Rate of Employee



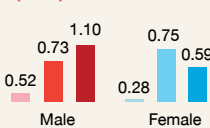
##### Recordable Work-related Injuries Rate of Contractor



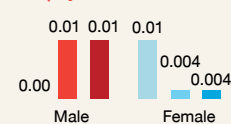
##### Lost Time Injury Frequency Rate (LTIFR) of Employee



##### Lost Time Injury Frequency Rate (LTIFR) of Contractor



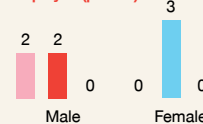
##### High-consequence Work-related Injuries Rate (Excluding Fatalities) of Employee



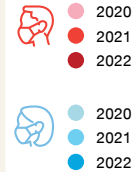
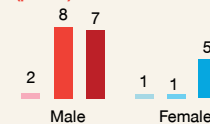
##### High-consequence Work-related Injuries Rate (Excluding Fatalities) of Contractor



##### 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 2022 Employee Information, Appendix”

**Human Rights Due Diligence Process**

The Company has set up a comprehensive, systematic, and efficient human rights audit periodically every 3 years. The Company was assessed in 2022 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.



## Human Rights Risks Assessment

The Company conducted Human Rights Risk Assessment (HRRR) 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 3 main business groups by 100 percent of the business area and accounted for 100 percent of business activities, which consists of 4 activities: procurement, production and sales, marketing and sales, and customers and services.

In 2022, the Company reviewed and assessed human rights risks for original 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, legal 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 1,985 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.

| 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                    |
| legal of Labor used                                      |                     |                    | legal of Labor used               |
| Freedom of Association and Right to Colective Bargaining |                     |                    |                                   |

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. The objective is to ensure that appropriate corrective actions are taken. Rightholders affected by human rights violations will receive appropriate remedies, either in the forms of compensations or

other types of remediations, as measures to improve the impacts of the damage inflicted into a more suitable or better condition. 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.

## Human Rights Impact Assessment

After completing the human rights risk assessment process, the Company continuously assesses the human rights impacts of affected individuals through data collection, surveys, and interviews with rights holders. The human rights impact assessment covers all areas that have been assessed for risks in 3 main business groups: 1) convenience stores in the retail business group, 2) consumer product wholesale and retail business group, and 3) other business groups—encompassing areas of financial services, production and

distribution of bakery, ready-to-eat food and frozen food, education, information technology, marketing communications, and logistics management. If the Company finds anyone being affected, mitigation measures will be applied. Campaigns to raise awareness on the issues is also organized—for example; senior executives communicate messages to employees throughout the Company n on respectful treatment of all individuals according to human right principles.

## 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 | <p>Safety and Health</p> <ul style="list-style-type: none"> <li>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</li> <li>Issues with inappropriate Personal Protective Equipment (PPE), such as safety shoes, workwear, temperature control room workwear, etc</li> </ul> | <ul style="list-style-type: none"> <li>Safety Manual</li> <li>Conduct an operational safety analysis</li> <li>ISO 45001 / TIS 18001 Certification</li> <li>Occupational health and safety training for employees</li> <li>Road safety training for employees</li> <li>Provide personal protective equipment and tools for employees</li> <li>Monthly personal protective equipment checks by the Committee on Safety, Occupational Safety, and Environment (OSH&amp;E) in the workplace and routine check every time before use by the line manager</li> <li>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</li> </ul> | <ul style="list-style-type: none"> <li>Corporate policies (such as Policy in Safety, Occupational Safety, and Environment in the workplace, and human rights policy)</li> <li>Workplace guidelines</li> <li>Committee in Safety, Occupational Safety, and Environment (OSH&amp;E) in the workplace</li> <li>Announcement of automotive safety operational goals</li> <li>Operation standards</li> </ul> |

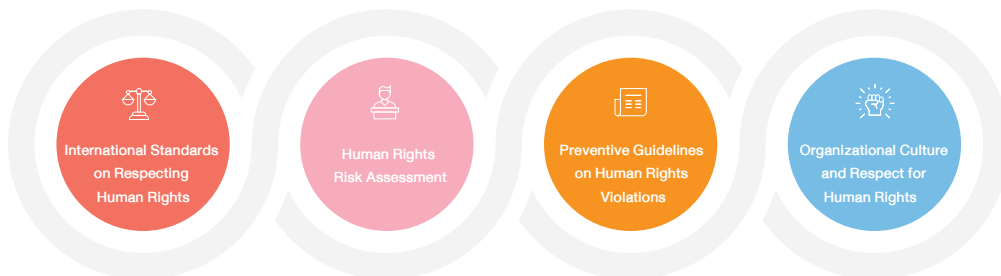
### Creating Awareness on Human Rights



#### “Business and Human Rights” Training Curriculum

To create awareness, respect, and prevent violations of human rights within and without the organization, the Company has organized a “Business and Human Rights” training for

management-level staff in the CP ALL Group. The curriculum is composed of the following key aspects of human rights:



In 2022, there were 167,401 training participants. A plan was developed to increase the scope of this awareness-raising effort to 100% of the employee base of all levels and operational areas, including store partners (business partners) through an online platform by 2025.

## 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  | <b>98 days</b>                      | <b>120 days</b>   |
| Public Holiday   | No fewer than <b>13 days</b> a year | <b>14-18 days</b>   |
| Annual personal leave  | No fewer than <b>6 days</b> a year  | <b>6-15 days</b>  |
| Business leaves  | <b>3 days</b>                       | <b>3-7 days</b>   |
| Paternity leaves with wages for male employees in case of a new-born child   | <b>0 days</b>                       | <b>5 days</b>   |
| Personal care 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 | -                                   | <b>7 days</b><br>paid leave and not counting the holidays during the leave period |
| Part-time working options for full-time employees for employees at the officer level and managerial level  | -                                   | <b>During employee holidays only</b><br>(minimum 4 hours per day)                 |

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 2,108 employees representing the Welfare Committee or 100 percent of all employees. A meeting is organized every quarter for discussion. In 2022, additional recommendations approved were as follows:

1) Free meals as welfare to employees to alleviate the impact of the rising cost of living 2) Wages for female employees on maternity leave. The Company pays for 50 days from the original 45 days (more than the law specified) 3) Male employees can take 5 days of paternity leave to take care of their newborn child 4) Improve the working environment, such as adding lights and traffic markings for safer navigation in front of the factory. CCTV cameras are checked, and there is more installation of cameras in needed areas for safety.

## 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. The Company also provides opportunities for people with disabilities by offering jobs to them through appropriate employment prospects. In addition, the Company and the Charoen Pokphand Group, together with other sectors, have organized activities to continuously emphasize and push for employees' rights. In 2022, the Company organized training and seminars on issues that are aligned with global social trends on the topic "The importance of business in promoting the rights of LGBTI+ people." The objective is to exchange ideas and promote equality and diversity systematically, 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

People are the heart of the business and are the ones who drive business success. Hence, the Company puts an emphasis on employees as the first priority. 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, fair, and legally complied. The Company has always paid wages higher than the legal minimum wage, in addition to providing 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 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 commits to driving the process of security rights, along with business operations, quality of life, good environment, and safety during employees' work time, including contractors who come to work in the company's area. The Company manages the work area and environment to be safe and strictly to the law and aims to become an accident-free organization by 2030. The Company has appointed a committee to assess the effectiveness of management on safety, occupational health, and environment. The Company set policies, operational guidelines, and plans to develop occupational health and safety systems, as well as implemented a project to assess the effectiveness of management on safety, occupational health, and environment in conjunction with the Compliance Office Charoen Pokphand Group (CCO) to prevent serious accidents and reduce their impact. Other activities include organizing a workshop seminar for the Occupational safety, health, and environment committee 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 and promote the exchange of knowledge on ways to reduce accidents.

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, five 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 2022, there were fatal accidents from high-risk activities. The results of the investigation can be summarized as follows:

| High-risk activities     | Unsafe Situation (cause)  | Unsafe Actions (cause)  | Solution/Preventive Measures  |
|--------------------------|---|---|---|
| Rider Delivery           | <ul style="list-style-type: none"> <li>The road is not well lit</li> <li>There is no traffic light in the 3-junction road area.</li> <li>The daytime environment is too sunny.</li> </ul>   | <ul style="list-style-type: none"> <li>Riding a motorcycle over the speed limit (50 km/h)</li> <li>Not slowing down the speed of the car at the intersection, a curvy road, and when leaving a small road into the main road</li> <li>Not wearing a safety helmet properly at the chin strap/Using a half-faced helmet</li> <li>Not physically ready to work</li> </ul> | <p><b>Comply with the guideline from 7 Do's, 11 Don'ts</b></p> <ul style="list-style-type: none"> <li>(Do) wear a helmet and lock the chin strap</li> <li>(Do) prepare your stage of health to be ready to drive</li> <li>(Do) study traffic routes and weather conditions</li> <li>(Don't) drive faster than 50 kilometers per hour</li> <li>(Don't) drive fast when driving through intersections and curved roads.</li> <li>(Don't) drive near the blind spot of a car or follow a car in front too closely</li> </ul> |
| Freight contractor works | <ul style="list-style-type: none"> <li>The road is not well-lit.</li> <li>The road condition is steep, and curved, has rocky grounds, and there is a road construction</li> <li>It is raining, causing the road to be slippery</li> </ul> | <ul style="list-style-type: none"> <li>Inappropriate speed in the community area</li> <li>Not slowing down the speed of the car during curved roads, steep slopes, and in low light condition</li> <li>Not wearing a seat belt (driver/passenger)</li> </ul>  | <ul style="list-style-type: none"> <li>Campaign for safe driving (Use low speed/suitable for steep slopes, curved roads, community areas, and unsafe weather conditions that obscure vision (rain and insufficient light)</li> <li>Driver / Passenger must fasten seat belt</li> <li>Assess the risk of different routes.</li> </ul>  |
| Machinery-related work   | <ul style="list-style-type: none"> <li>There is no safety cover guard on the back cover of the machine.</li> </ul>  | <ul style="list-style-type: none"> <li>Employees fail to follow maintenance procedures without isolating electrical power prior to maintenance.</li> </ul>  | <ul style="list-style-type: none"> <li>Install a safety cover guard on the machine</li> <li>Educate and impose the use of lock out – tag out</li> <li>Training on safe maintenance procedures</li> </ul>  |



### For more information :

#### Safety, Occupational Health and Environment Policy

[https://www.cpall.co.th/wp-content/uploads/2020/06/011\\_CPALL-SHE-Policy\\_Eng\\_Final-for-web\\_Rv.270562\\_3-1.pdf](https://www.cpall.co.th/wp-content/uploads/2020/06/011_CPALL-SHE-Policy_Eng_Final-for-web_Rv.270562_3-1.pdf)

## Occupational health and safety system development plan 2019–2023

The Company places importance on occupational health management and safety in employees' work areas, encompassing contractors under the Company's supervision, ensuring that they have their standards equivalent to international standards. This is accomplished by organizing training to educate about the standard, assessing the gap of the current system compared to ISO 45001: 2018, and preparing an upgrade plan for selected areas that are ready to be applied for certification. The workplace shall be audited by external auditors (Third Party) and prepared before the actual audit takes place. In addition, there is an annual assessment (Surveillance Audit)

to maintain the system. In 2022, the Company received ISO 45001: 2018 certification, adding 8 areas, namely CPRAM Lamphun, CPRAM Surat Thani, DC Suvarnabhumi Distribution Center, Suvarnabhumi Temperature Controlled Distribution Center (CDC), Mahachai Regional Distribution Center (RDC), and Mahachai Temperature Controlled Distribution Center (CDC), Hat Yai Regional Distribution Center (RDC), and Hat Yai Distribution Center Temperature Controlled (CDC). As a result, the Company's target areas, the CPRAM plant line areas, are certified with 100% coverage. In 2023, there are plans to expand in 5 areas.

### Occupational Health and Safety Management Standard Upgrade Plan Occupational Health and Safety (OHS) to the international standard ISO 45001: 2018

#### 2019 (Phase 1)



- Knowledge training
- Adopt ISO 45001:2018 application in all areas
- Analyse the gap of the current system compared to ISO 45001 :2018
- Create a plan to elevate each area
- Select target area (Phase 1)

#### 2020



- Apply for the certification in **7 areas**
- Pre-Audit by a third party

#### 2021



- Apply for additional certification for **3 areas**
- Pre-Audit by a third party
- Annual surveillance audits to maintain certification ISO 45001: 2018 in **7 areas**
- Assess and monitor by an Internal Audit

#### 2022 (Phase 2)



- Select target areas (Phase 2)
- Apply for the certification in **8 areas**
- Pre-Audit by a third party
- Annual surveillance audit to maintain ISO 45001: 2018 certification in **7 areas**
- Assess and monitor by an Internal Audit
- Renew certification in **10 areas**

#### 2023



- Apply for the certification in **5 areas**
- Pre-Audit by a third party
- Annual surveillance audit to maintain ISO 45001:2018 certification
- Assess and monitor by an Internal Audit

### Assess and monitor by an Internal Audit

Under the Policy in Safety, Occupational Safety, and Environment in the workplace, the Company has a goal from 2022 to 2030 by striving to be a business that has zero cases of work-related fatality for both employees and contractors. Lost time injury rate (LTIFR) is likely to decrease by 40% and will be zero by 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.

### Integration of actions to prepare for and respond to emergency situations

The Company has integrated operations to prepare and respond to emergency situations.



**For more information :**

**Occupational health and safety**

<https://www.cpall.co.th/en/sustain/social-dimension/occupational-health-and-safety>

In 2022, the Company operated according to Safety, Occupational Health, and Environment guidelines. The Company also promotes a good quality of life for employees through 3 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:



Time period

07.30–17.00

08.00–17.30

08.30–18.00

09.00–18.30

09.30–19.00

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 by strictly following the D-M-H-T-T principle to reduce the COVID-19 pandemic risks. To support the Work Anywhere model, the Company supported various work systems to enable effective




work communication and access to work systems. These have included online meeting platforms (Webex, BlueJeans, Microsoft Teams, Zoom) and communication platforms (CP ALL Connect and True Virtual Connect) while supporting employees to use laptop computers that have company software as opposed to desktop computers.



### Baan Nee Mee Rak Program: Welfare for Employees’ Children

The Company believes in creating value and prioritizes fostering their families’ well-being. The Company aims not only to support family bonding but also the sense of family security, resulting in reducing employees’ worries and forming a good relationship

with the Company. The Company aspires to support welfare for the good quality of life for employees’ families through 3 main areas as follows:

|  |  |
|--|--|
|  <p>Facilities to accommodate employees’ children under the age of 18</p>                 | <p>To reduce risks associated with children and youth on the Company’s operating grounds</p>   |
|  <p>Organization of activities for children and relatives of employees and executives</p> | <p>To lower parental burden, create a learning experience, and enable the productive use of their time. These include:</p> <ul style="list-style-type: none"> <li>• “SPIM Active Learning Science” facilitates scientific learning through 2 key activities taught by national science teachers, and experiment equipment is directly sent to homes at no cost.</li> <li>• The “Robotics and coding” curriculum</li> </ul>   |
|  <p>The Book Start Club for small children</p>  | <ul style="list-style-type: none"> <li>• The Bookstart Club: target group: &lt; 3 years old Supports fathers and mothers to read daily to their children for at least 10-15 minutes to inculcate a love for reading and strengthen their family bond</li> <li>• The Fathers Read, Warm Home Project: target group: &lt; 3 years old. The Company promotes fathers’ involvement in childcare by reading to their children for at least 10-15 minutes a day</li> <li>• The Age-based Early Childhood Development: target group 3-6 years old Promotes and guides fathers and mothers to support their children to do activities and good age-appropriate habits</li> <li>• Life Skills Promotion Program: Target group: No age bracket Promotes and guides fathers and mothers on age-appropriate child-rearing, discovering distinctive personality traits and appropriate development pathways according to the guideline “raising children in the right way”</li> </ul> |



**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.

- Training on lactation for pregnant women
- Good nutrition program for pregnant women
- Post-delivery visitation program to foster encouragement and good relationships
- Arranged breastfeeding stations on CP ALL Distribution Center grounds



**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, 3,425 employees participated in the project.

- CPRAM has conducted its "Health Maintenance" project for more than 3 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 105 employees participated in the project, and 294 total accumulated.

- CP ALL Plc. has organized various activities, including Fit & Firm for Fun, in a virtual format in which employees are invited to exercise and measure their caloric burn to win a prize. Another activity includes an exercise based on blood type, through which participating employees photograph their exercise and provide reasons why they had chosen that exercise routine.
- Organized a group of "health-conscious employees," provided consultation access to health experts, 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.

|  |   |
|--|---|
|  <p>1. Improve safety measures in using motorcycle vehicles</p>                 | <ul style="list-style-type: none"> <li>• Guidelines of 7 Do's and 11 Don'ts for 7-Eleven employees</li> <li>• Vehicle preparedness inspection</li> <li>• Grievance reporting, and documentation of concerned parties in an accident, and disciplinary actions</li> </ul>  |
|  <p>2. Creation of a Safe Driving Culture</p>                                   | <ul style="list-style-type: none"> <li>• Train and provide knowledge on road safety</li> <li>• Proactively communicate in simple terms to 7-Eleven employees across the country. This includes issuing e-books, video clips, 7 Do's and 11 Don'ts posters, and weekly awareness testing</li> </ul>  |
|  <p>3. Support for accident prevention equipment for riders</p>                 | <ul style="list-style-type: none"> <li>• Accident prevention equipment for riders includes providing reflector jackets and gloves</li> </ul>  |
|  <p>4. Increased intensity of control measures and inspect rider practices</p> | <ul style="list-style-type: none"> <li>• Develop motorcycle road safety measures for 7-Eleven stores</li> <li>• Compile a roster of riders</li> <li>• Verify rider information and measure riders' understanding of road safety</li> <li>• Riders self-assess and are assessed by supervisors per the road safety checklist</li> <li>• Monthly random inspection of road safety behaviors through CCTV by the Quality Assurance team</li> <li>• Accident incidents are reported through the Call Center system within 15 minutes, and investigations within 5 days</li> <li>• 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</li> </ul> |
|  <p>5. tested and piloted using Electric motorcycle</p>                       | <p>Limits their speed to 55 kilometers per hour to reduce accident risks and help limit toxic emissions. The pilot has taken place in 1,104 7-Eleven stores.</p>  |

The Company has followed up on reports of accidents. In 2022, the Company operated the 4-BS Operations Office (Sukhumvit 79) in collaboration with the Honda Driving Training Center, with a trainer on safety driving. The Company organizes both theoretical and practical training on standard practice. The Company aims for all employees nationwide to receive standardized training and reduce accident statistics to zero.







**Safety dojo training for production line contractors and employees**

CPRAM Co., Ltd. promotes awareness of safety behaviors among all employees to reduce work-related accident risks. It has created an accident simulator for training purposes, such as clothing stations for the use of personal protective equipment and dangerous stations for slipping, among others. This program supports the Company's target of reducing work-related accidents to zero by 2030 and is organized around a training center that is the central knowledge repository on safety, complete with simulation stations that demonstrate risks from various work situations.



**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 2022, there were no human rights complaints against company security personnel.



**Impacts and Benefits**



**0.22%** reduction in Lost Time Injury Frequency Rate (LTIFR)



**Impacts and Benefits**



**100%** of Outsourced contract security staff are trained





## Ergonomic Risks Reduction and Stress Management Program



### Office Syndrome program

An online illness-preventing stretching program has been continuously for 3 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 2022, there were 82 employees and management participated in the project.



### 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 2022, there were 7,924 employees and executives participating in the project.



### Holistic Health & Well-Being

The Company has recognized the importance of holistic development and initiated a project with cross-functional process improvement through Holistic Health & Well-Being to promote good health for employees to lead a balanced lifestyle in all dimensions and instill attitudes in employees to care for their health, improve their lives, and manage stress through various activities. In 2022, activities were organized to instill a holistic healthcare attitude and habits modification, and the Company introduced a variety of healthcare techniques for participants to apply to their daily lives by organizing workshops, such as the "acupressure for life energy" activity-which focuses on acupressure techniques on the face and head to enhance relaxation and reduce stress, including teaching how to make probiotic microbial water beneficial to the body.

The ALL Oneness & Miracle of Life activity by art therapy experts. The objective is to instill an attitude of creating happiness in life with the principles of ikigai and Art Therapy.

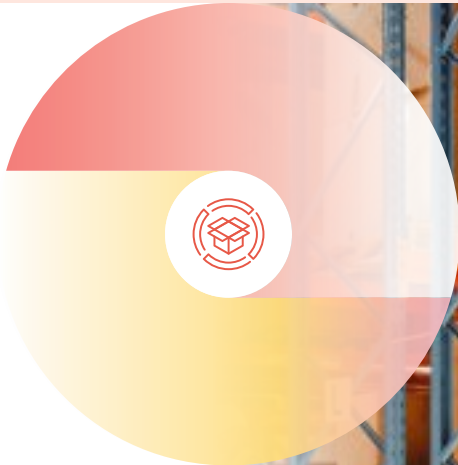
The activity let employees know how to enhance happiness in their daily lives, including treating depression with art. The Company also organizes the "Sound Healing" activity to reduce stress and help with blood circulation, which positively affects good sleep. The activity is assisted by a doctor specializing in sound therapy and a sound wave therapist who gave advice and consulted for different cases. They also used the Reiki Healing process, Crystal Singing Bowl & Therapy, and Tibetan Bows Sound Healing to heal the body and mind at a deep level with sound waves. There were 40 people participated in the event.







# Responsible Supply Chain



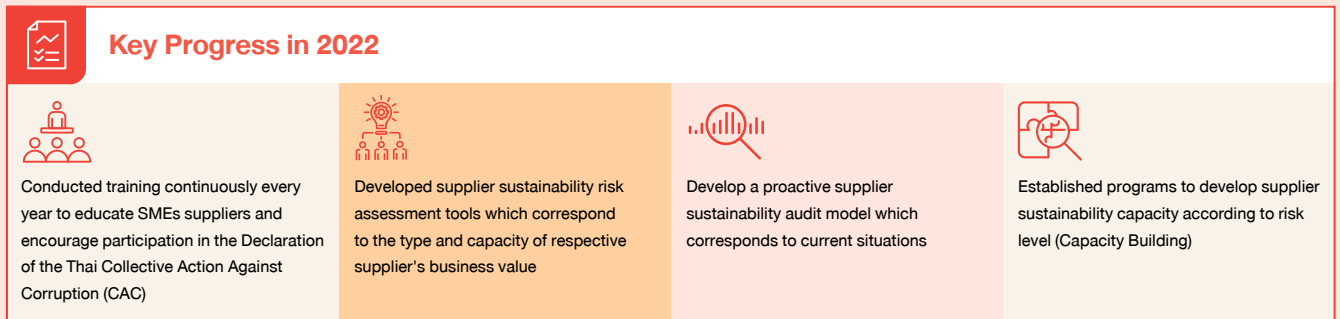
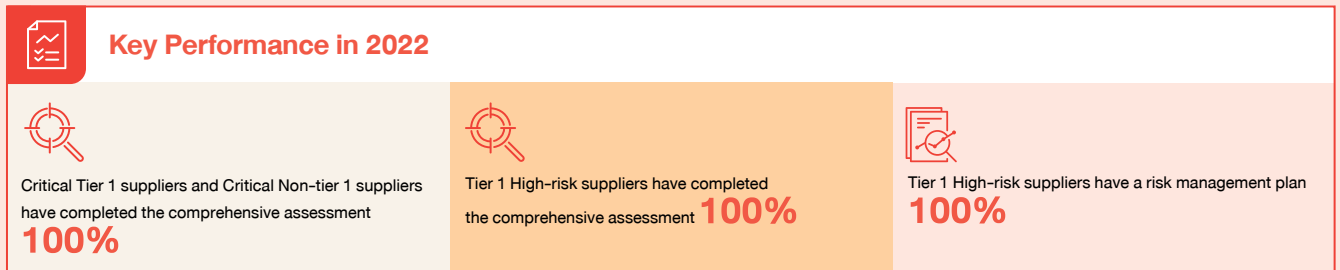
**Ms. Phaphatsorn Thanasorn**  
Senior Advisor to the Executive Committee  
CP ALL Public Company Limited

“CP ALL is committed to conducting business in accordance with good governance principles through emphasizing the importance of good corporate governance which reflects transparency, fairness, and responsibility towards all stakeholder groups. Pertinent to business ethics and corporate governance practices, which tangibly considers the society and environment in addition to promoting anti-corruption policies throughout the supply chain for continuous efficiency, the aim is to ensure that business suppliers are equipped with capable intraorganizational control systems conducive of transparency, corruption reduction, regulatory and legal compliance while cognizant of social and environmental considerations. The Company firmly believes a business suppliers, which adopts responsible business principles entailing responsible operations and sustainable guideline implementation, would nurture respective organizational growth alongside CP ALL’s business.”

### Supporting the SDGs

|  |   |
|--|---|
|  <p><b>SDG4</b> Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</p> <p>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</p> |  <p><b>SDG8</b> Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p> <p>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</p> |
|  |  <p><b>SDG12</b> Ensure sustainable consumption and production patterns</p> <p>12.7 Promote public procurement practices that are sustainable, in accordance with national policies and priorities</p>   |





## Risks and Opportunities

Responsible supply chain management, which initiates from quality supplier selection to supplier capacity building and relationship building, is an important factor in improving delivery process efficiency for consumers. Process development which integrates sustainability into the supply chain management process reduces risks associated with cost, shortage of raw materials and inventory, human rights violations including decent work condition rights, rights for life, liberty and security which may potentially interrupt business operations and tarnish company image. Present-day organizations from all sectors are focusing on enhancing their supply chain

management in terms of efficiency while integrating sustainable development practices into business operations throughout respective supply chains. The Company has supported the operations and promoted the potential of supplier groups for joint growth while considering social, environmental, governance and human rights issues throughout the supply chain. This approach reduces operational risks, increases business opportunities, competitiveness and developments to strengthen suppliers and business partners sustainably.



## Management Approach

CP ALL Public Company Limited and its subsidiaries (the “Company”) aim to continue efficient management of supply chain operations while maintaining transparency, fairness, human rights and responsibility to all stakeholders groups through sustainable sourcing policies according to the Supplier Code of Conduct and Guideline which focuses on society and the environment. The mentioned approach, which promotes participation and development among Tier 1 Suppliers and Non-Tier 1 Suppliers across the supply chain, covers important issues such as production process environmental standards, suppliers products and services, child labor, fundamental human rights, appropriate working conditions, compensation, occupational health and safety, business ethics, and includes encouragement for sustainable procurement policies. The Company has concurrently conducted supplier risk assessments comprising

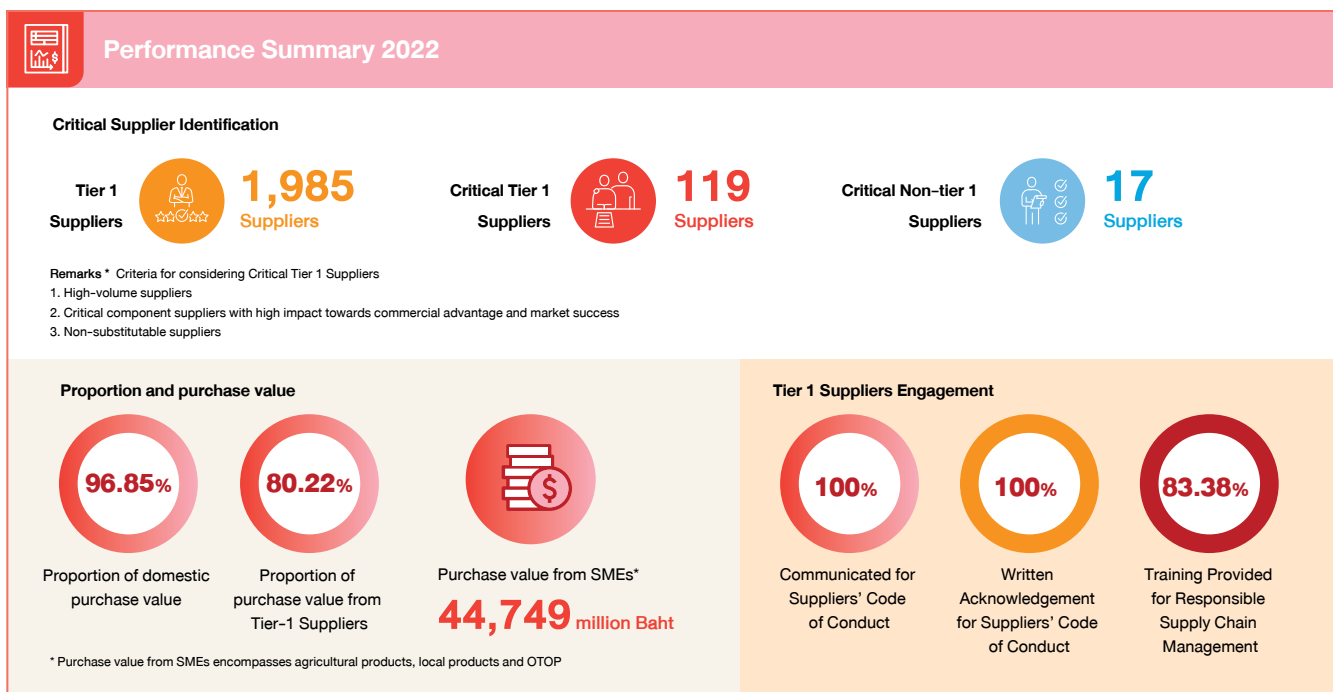
all supplier groups, for instance, Tier-1 Suppliers, which indicates suppliers of high purchase value, suppliers of strategical importance, critical suppliers or non-substitutable suppliers composed of Tier-1 Suppliers with a small to medium purchase value. The development of supplier risk assessment tools suitable towards respective supplier group business sector enables capacity development and continuously elevates sustainability performance. Outcomes of this measure include organizational reduction in supply chain management, the promotion of life quality, establishing good relationships with suppliers, communities and society, assistance in mitigating environmental and ecological impacts within the framework policy and operational goals of sustainable supply chain management.

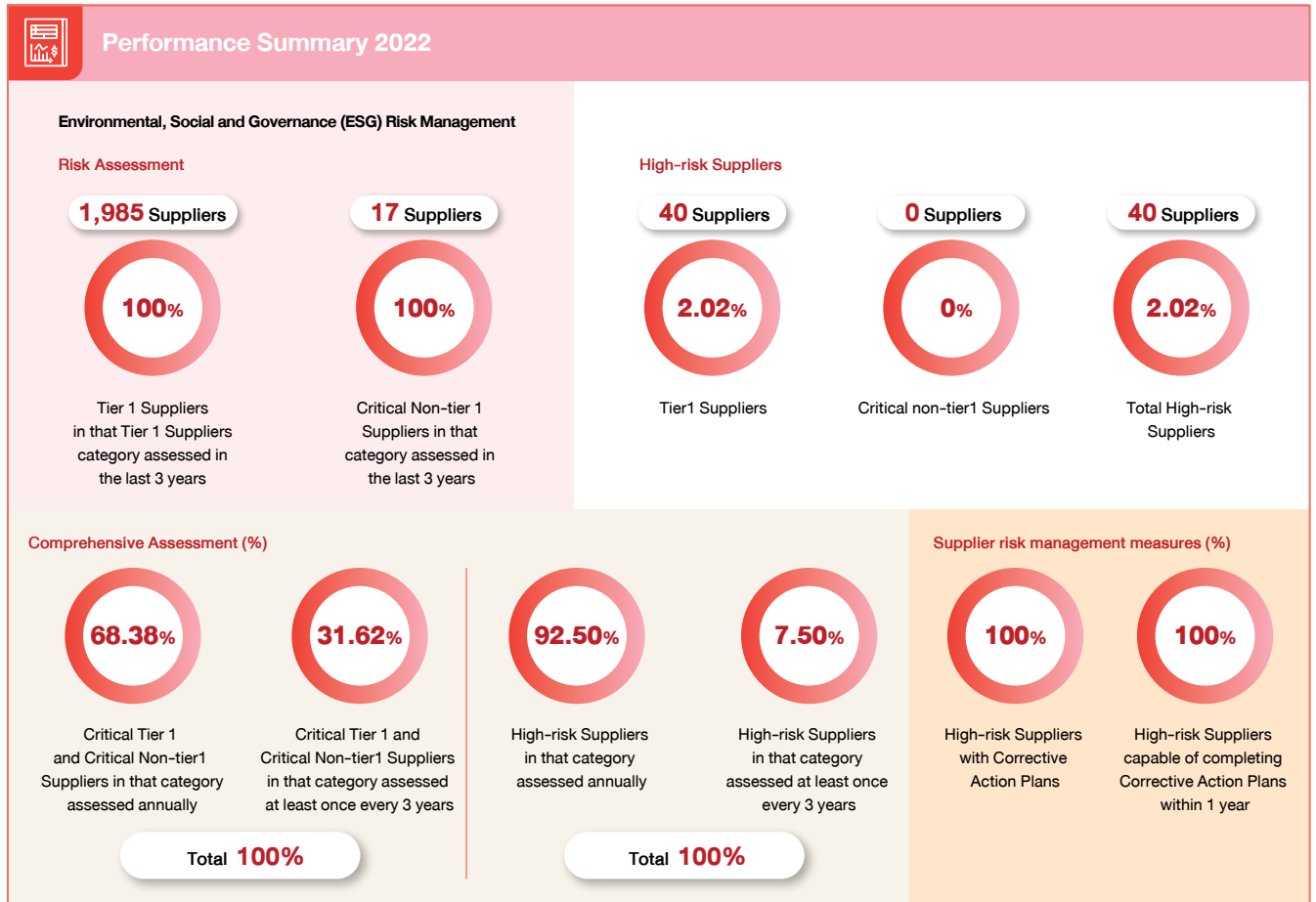


### For more information

[Supplier Code of Conduct and Guideline](#)

<https://www.cpall.co.th/wp-content/uploads/2022/06/Supplier-Code-of-Conduct-en.pdf>





### Supply Chain Management Strategy

- 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.

### Suppliers' Code of Conduct and Guideline

The Company encourages its suppliers to comply with the Code of Ethics and Guidelines for Suppliers which relates to Tier-1 and Tier-2 Suppliers throughout the supply chain in every business through 16 practical guidelines. Additional details can be found in the Suppliers' Code of Conduct

and Guideline. During the previous 3 years, the Company has cumulatively communicated the Suppliers' Code of Conduct and Guideline to 1,985 Tier-1 Suppliers and in 2022, the Company has communicated the Suppliers' Code of Conduct and Guideline to 185 Tier-1 Suppliers (100%).



**For more information**  
**Suppliers Code of Conduct and Guideline**  
<https://www.cpass.co.th/wp-content/uploads/2022/06/Supplier-Code-of-Conduct-en.pdf>

**Sustainable Supply Chain Management Process**



**Sustainable Supply Chain Management Process**

Integrate the concept of sustainability, reduce risks throughout the supply chain

Value and Develop Creation Support SMEs

**1**



Communicate expectations, recruit, and select capable suppliers while considering sustainability criteria.

**2**



Gain knowledge and manage suppliers' sustainability risks.

**3**



Promote and support capabilities development.

**4**



Build and maintain a long-term relationship.



**1. Communicate expectations, recruit, and select capable suppliers**

The Company aspires for responsible and efficient supply chain management and the continuous prevention of human rights violations through integrating sustainability issues into the recruitment and selection of new business suppliers within every process. Criteria for assessing capacity and qualifications for selecting new business suppliers have been established to cover key issues as follows: product qualities and safety, optimal production capability and cost management, delivery fulfillment

capability and ESG assessment results. Suppliers receive communication regarding organizational expectations in addition to endorsing acknowledgment of the Suppliers' Code of Conduct and Guideline.

In 2022, 185 new suppliers, representing 100%, were selected based on criteria that integrates sustainability issues covering economic, environmental, social and human rights dimensions.



**2. Manage Suppliers' Sustainability Risks**

The Company assesses sustainability risks among all Tier-1 Suppliers, including existing suppliers and new suppliers, in collaboration with the procurement and supply chain risk assessment units tasked with risk assessment. In order to

determine preliminary risks according to the supplier's industry, the Risk-Based Due Diligence tool centers on key respective industry risk factors as discussed below.



**Environmental: E**

- Climate Resilience
- Sustainable packaging management
- Sustainable waste management
- Sustainable raw material sourcing
- Ecosystem and biodiversity protection



**Social: S**

- Human rights and labor management
- Occupational health and safety



**Governance: G**

- Health and well-being (Product quality and safety)

If preliminary risk assessment results reveal a supplier risk, the Company will forward an online self-assessment form to the respective supplier (Suppliers Self-Assessment Questionnaires: SAQ) for response in terms of risk management measures and evidence provisions. In the event whereby the supplier is

unable to provide required information for risk management, the Company will proactively conduct supplier audits to determine existential risks. Training is provided as a means to educate and advise suppliers in comprehension for plan developments, risk reduction measures, and implementation arrangements. Tier-1

Suppliers are subject to proactive audits to ensure operations are in accordance with sustainability practices and Company expectations.

In 2022, the Company conducted Risk Assessments of 1,985 Tier-1 Suppliers, representing 100% of Tier-1 Suppliers, Comprehensive Assessments for 119 Critical Tier-1 Suppliers, representing 100% of Critical Tier-1 Suppliers, and assessments for 40 High Risk Suppliers, representing 100% of High Risk Suppliers. The proactively assessments have indicated 4

significant risk issues, namely environmental management, labor management and human rights, safety and occupational health, and legal and regulatory compliance.

In addition, the Company encourages its suppliers to internally develop respective sustainability risk management measures. 100 percent of suppliers have detected significant sustainability risks, known as Potential Finding, from the proactive assessment. There are risk management measures which enable rectification according to corrective action plans within 1 year as follows:

| (ESG) Potential Findings from Sustainability Assessment (ESG)  |   |
|--|---|
| Risk Issues  | Risk Management Measures  |
| <b>Environmental Dimension</b>   |   |
| <b>Environmental Management</b>  |   |
| <ul style="list-style-type: none"> <li>- Sewage management according to the Ministry of Industry announcements</li> <li>- Environmental impact and environmental quality assessment according to law</li> </ul>  | <ul style="list-style-type: none"> <li>- Notification of registration to the Ministry of Industry and license application according to the announcement of the Ministry of Industry (Sor Kor 1,2,3)</li> <li>- Prepare an environmental impact assessment form and determine corrective measures</li> </ul>   |
| <b>Social Dimension</b>  |   |
| <b>Labor and Human Rights Management</b>   |   |
| <ul style="list-style-type: none"> <li>- Employee health checks based on risk factors</li> <li>- Code of Conduct manual</li> </ul>   | <ul style="list-style-type: none"> <li>- Establish health monitoring guidelines according to risk factors and perform employee health checks</li> <li>- Prepare the Code of Conduct manual and disseminate to employees</li> </ul>  |
| <b>Safety and Occupational Health</b>  |   |
| <ul style="list-style-type: none"> <li>- Organize “firefighting training, fire drills and chemical spills” training to employees</li> <li>- Safety manual and organize employee training on work process safety</li> <li>- Work environment assessment</li> <li>- Assessment of equipment and relevant equipment functionality for incidence suppression including the posting of various indication signages</li> </ul> | <ul style="list-style-type: none"> <li>- Organize an annual training plan and compile a training report summary</li> <li>- Prepare a safety manual and establish an employee training department</li> <li>- Establish an environmental inspection department in reviewing annual work performance by a certified agency</li> <li>- Analyze the audit results prior to improvements and corrections according to the law</li> <li>- Establish an equipment inspection department, both for operational equipment and incidence suppression equipment, including the posting of various indication signages</li> </ul>  |
| <b>Governance Dimension</b>  |   |
| <b>Regulatory and Legal Compliance</b>   |   |
| <ul style="list-style-type: none"> <li>- Revise legal changes associated with business operations</li> <li>- Manual labor</li> <li>- Employment contract</li> <li>- Hazardous chemicals usage</li> <li>- Fire extinguisher installations</li> <li>- Registration of personnel or security agencies at the management level, supervisory level, etc</li> </ul>  | <ul style="list-style-type: none"> <li>- Appoint responsible person</li> <li>- Preparing legal registration and review changes in various laws</li> <li>- Preparation of labor manuals and disseminate to employees</li> <li>- Prepare a written employment contract in a language comprehensible by employees</li> <li>- Prepare a list of hazardous chemicals and corresponding safety information (Sor. 1) prior to notifying respective government agencies</li> <li>- Install fire extinguishers according to legal requirements</li> <li>- Appoint personnel at various levels and provide them with training prior to registration notification with the Office of Labor Protection and Welfare</li> </ul> |

In this regard, the Company has continuously monitored development progress and supplier risk resolutions, while focusing on promoting and developing supplier capacity in business operations. This approach increases efficiency and enables simultaneous sustainable growth for both the supplier and organization.



### 3. Promote and support capacity development

The Company is committed to continuously developing supplier capacity, a means whereby suppliers can apply respective knowledge and skills to create careers and generate sustainable income, through 3 approaches as follows:

- **Joint Business Plan:** develop business plans with strategic suppliers
- **Project & Initiatives:** provide knowledge to suppliers through various activities



#### Continuous supplier capacity development projects

The Company proceeded with capacity development projects for contractors for the sixth continuous year as a measure to prepare new contractors prior to operations initiation. This approach raises work safety awareness through organizing online and on-site orientations and includes training courses on workplace safety specifically for construction contractors, electrical work, repair work, specialized work, and transport contractors. In 2022, 14 contractors participated in the training.

In addition, the Company organized a training program for the Coalition Against Corruption of the Thai Private Sector (CAC)

- **Implementation & Evaluation:** organize training courses on sustainability

In 2022, the Company has undertaken a variety of projects to provide knowledge and enhance supplier sustainability capacity. The outstanding projects are as follows:

in 2022 for 38 business suppliers and SME entrepreneurs in an online format according to the New Normal way to create values, promote operations with honesty, transparency, and without corruption. New suppliers received training and education regarding the Suppliers' Code of Conduct and Guideline via online format. The content scope covers compliance with laws and international practices for the environment, for instance energy management, social waste management including labor practices, occupational health and safety and corporate governance, which consists of personal data protection, for 71 suppliers.




#### 7-Eleven project alongside Thai Farmers (continuously)


The Company has operated the 7-Eleven project alongside Thai farmers for the 9<sup>th</sup> 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 and responds to new consumer needs which entails increasing demands for environmentally friendly products and services.







### Impacts and Benefits



**1,962** persons were participated in the project



**Plantation area 80,979** rais



**Add variety to 284** items sold in 7-Eleven stores





#### 4. Build and maintain a long-term relationships with suppliers

The Company aims to continuously maintain good relations with suppliers through the exchange of knowledge, planning and joint product development. Supplier meetings are held yearly to exchange opinions and receive to various suggestions between partners and organizations.



#### Case Study: Sustainable Supplier and CP ALL joint growth

##### Sansu jelly 0 calories

7-Eleven collaborates with Zart-Pattamaporn Preechawutidet and Kan-Athakorn Rattanarom, new generation SME entrepreneurs, to formulate Thailand's first zero-cal jelly to meet the needs of health conscious customers who desire desserts through using konjac as an ingredient in jelly for added benefits and satiation. The product has been well received with sales up to 140 million Baht. In 2022, the key to business success is establishing partnerships, with 7-Eleven being an important partner who provides knowledge from the beginning through the new count-one model, which initiates with stock management to production cost management and product development. In addition, maintaining inventory is another factor which affects raw material procurement planning thus potentially assists with effective cost controls. Creating a clear selling point will assist with focus on the target customers and enable a marketing plan which matches the customer group.





##### Triple Fresh Company Limited

One of the SMEs entrepreneurs who discovered growth within the national fruit market started selling ready-to-eat fruits at 7-Eleven stores. The entrepreneur desired business expansion but encountered obstacles regarding fresh fruit products which includes a limited shelf life. Prolonged storage may result in diminishing quality and benefits prior to consumption. A dedicated 7-Eleven specialist team provided advice related to product quality improvements, marketing, and packaging which could reduce processes and time required to deliver fresh fruit. The developments allow consumers access to fresh and high-quality products available in a form beautifully packaged, ready-to-eat, clean, safe and suitable for daily consumption. At present, products comprising jackfruit, pomelo, papaya, guava with salt and pepper, dragon fruit, and ready-to-eat peeled Sainampeung orange are sold at over 8,000 7-Eleven stores in Bangkok and its vicinity at over 10,000 packs per day.



## ESG Integration in SCM Strategy

The Company has integrated ESG in SCM strategy as follows:



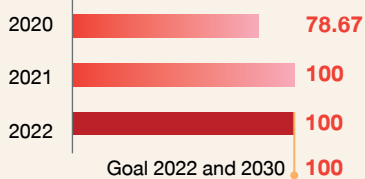

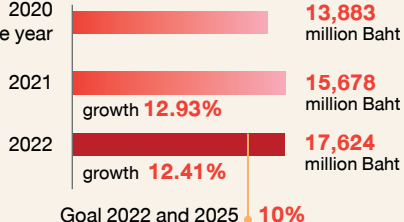

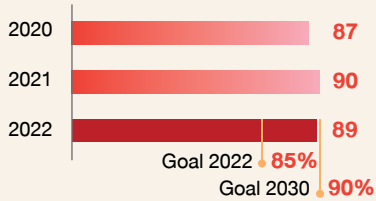

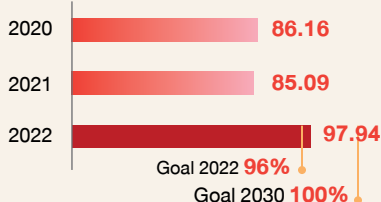
| Key objectives   | ESG-related objectives in supply chain management   | Overall supply chain management strategy linking to ESG   |
|--|---|---|
| <p>Empowering SMEs</p>                          | <p>Enhance SME's capability in different perspectives, e.g. financial, product development, packaging development, logistics, sustainability, etc. Our supply chain management focuses on co-creation initiatives according to SDG 8.2 with all suppliers. We aim to collaboratively improve suppliers especially SMEs capacity in technological and innovation aspects. This is expected to result in positive social impact through economic growth and living standards.</p>   | <p>Creating Shared Value (CSV) "Develop and support Small and Medium Enterprises (SMEs)" CP ALL efforts demonstrate our determination to enhance product variety cost and operational effectiveness and good relations with community and society at large through development, co-creation of innovative products and service with partners/ suppliers for better environments.</p>  |
| <p>Reducing plastic waste from packaging</p>  | <p>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. Under our environmental strategy (7 Go Green). We are collaboration with packing suppliers and others to redesign packaging, aiming to reduce plastic waste. Environmentally Friendly Packaging Project is active during 2021-2030. The Company implemented this project while adopting the 3R (Reduce-Reuse-Recycle) Principle to mitigate environmental impacts generated from packaging. This was achieved through a reduction of natural resources consumption and post-consumption waste generation. We Are working closely with suppliers to reduce plastic waste generation.</p> | <p>7 Go Green "Green Packaging", the global trends in reducing plastic packaging usage brings about CP ALL's ESG objectives development. One of the CP ALL Environmental Stewardship strategy components is to encourage the suppliers to integrate sustainability consideration into their operations, especially packaging design, and materiel selection. There have been collaboration programs with the packaging suppliers, e.g. process improvement for less material consumption.</p> |

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 ustainability 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 2022, there are indices that measure success, goals, and operating results as follows:

| Order           | Supply Chain Key Performance Indicators (KPIs)  | Target  |  Performance for the previous 3 years   |
|-----------------|---|---|---|
| KPI<br><b>1</b> | Tier 1 Suppliers with high sustainability risk must receive comprehensive assessment and improved<br><br>            | 100% of Tier 1 Suppliers with high sustainability risk must receive comprehensive assessment and improved by 2030   | <b>Results</b><br><br> <p>2020: 78.67<br/>2021: 100<br/>2022: 100<br/>Goal 2022 and 2030: 100</p> <p>For more information, refer to Responsible Supply Chain chapter on pages 154-163</p>  |
| KPI<br><b>2</b> | SMEs Purchase Growth (Procurement Spending)<br><br>  | SMEs product purchase growth by 10% by 2025 (compared to base year 2020)  | <b>Results</b><br><br> <p>2020 Base year: 13,883 million Baht<br/>2021: 15,678 million Baht (growth 12.93%)<br/>2022: 17,624 million Baht (growth 12.41%)<br/>Goal 2022 and 2025: 10%</p> <p>For more information, refer to Social and Economic Support chapter on pages 94-107</p> |
| KPI<br><b>3</b> | Supplier Engagement<br><br>  | 90% for supplier engagement level by 2030   | <b>Results</b><br><br> <p>2020: 87<br/>2021: 90<br/>2022: 89<br/>Goal 2022: 85%<br/>Goal 2030: 90%</p> <p>For more information, refer to Responsible Supply Chain chapter and Stakeholders Engagement chapter on pages 154-163, 196-207</p>  |
| KPI<br><b>4</b> | Plastic packaging within the Company's control (Private Brand) must be reusable or reused or biodegradable<br><br> | 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 | <b>Results</b><br><br> <p>2020: 86.16<br/>2021: 85.09<br/>2022: 97.94<br/>Goal 2022: 96%<br/>Goal 2030: 100%</p> <p>For more information, refer to Sustainable Packaging Management chapter on pages 64-79</p>   |



# NON-MATERIAL TOPICS









# Ecosystem & Biodiversity Protection



**Supporting the SDGs**

|   |  |
|---|--|
|  <p><b>SDG6</b> Ensure availability and sustainable management of water and sanitation for all</p> <p>6.6 Protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes</p>   |  <p><b>SDG15</b> Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss</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> |
|  <p><b>SDG14</b> Conserve and sustainably use the oceans, seas and marine resources for sustainable development</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> |  |

**Significantly Affected Key Stakeholders**

 Communities (SMEs, small enterprises, community agricultural enterprises, Vulnerable groups)

```

    graph LR
      A[Sourcing raw materials, products, and services] --> B[Production, research, and products development]
      B --> C[Logistic and distribution]
      C --> D[Retail and marketing]
      D --> E[Customer support and after sale service]
  
```

**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 short-term and long-term goals**  
(Unit: %)

|      |                  |       |
|------|------------------|-------|
| 2020 |                  | 59.32 |
| 2021 |                  | 87.18 |
| 2022 |                  | 100   |
|      | <b>2022 Goal</b> | 100   |
|      | <b>2030 Goal</b> | 100   |

### Key Performance in 2022

- Manage biodiversity risks in **100%** of risk areas
- Cumulative planting of **347,800** trees
- Release of **301,000** baby crabs into the sea of Thailand

### Key Progress in 2022

- Reforestation, Seed Germination, and Plant Nursery Project
- WE GROW for ALL, we grow for everyone Project
- Nature and Environment Conservation Project (Next Gen New World Project)
- CPRAM Green Life #Plant for a Sustainable World Project
- Sustainable Blue Swimming Crab Alongside Thai Seas Project

### Risks and Opportunities

Due to the current climate change crisis, which results in ecosystem imbalance and impact towards biodiversity, business operations impact affecting the environment and ecosystems should be reduced in tandem with global business industry focuses on business activities conforming to regulations and measures for the protection and restoration of global ecosystems and biodiversity. The Company is aware of impacts associated with the biodiversity loss crisis, which may escalate to natural resource loss, and agricultural land loss and impact the quality of life among farmers and community members. The impact towards the supply chain is a result of agricultural product decrease and quality degradation due to an unstable ecosystem, decline in soil and forest biodiversity, and continued loss of genetic diversity in plants and livestock. In addition, the Company aims to create a cooperation network between business sectors and non-business sectors in protecting and restoring the biodiversity of both terrestrial and aquatic ecosystems through responsible actions for the environment and ecosystem life throughout the value chain.

### Management Approach

The Company operates under the biodiversity and natural resources policy which encompasses all Company areas and operations in conjunction with Tier 1 Suppliers and other suppliers within the value chain as a means to avoid business activities which impose negative impact and affects biodiversity (No Net Loss: NNL). Simultaneously, the Company's efforts include the establishment of guidelines to enable Net Positive Impact (NPI), increase fertility, and restore ecosystem balance. The Company applies the Integrated Biodiversity Assessment Tool (IBAT) for initial biodiversity risks and impacts assessment to ensure operation areas and business activities are not located within protected areas as defined and required by the International Union for Conservation of Nature (IUCN). The tool additionally provides inspection capabilities to determine whether the area of interest is located on a UNESCO World Heritage Site. In addition, the Company has established a mitigation hierarchy approach and has cooperated with partners in rehabilitation projects to conserve natural resources, the environment in both terrestrial and aquatic ecosystems, and maintain biodiversity.

**For more information:**  
 Biodiversity and Natural Resources Policy  
<https://www.cpall.co.th/wp-content/uploads/2021/06/Biodiversity-Policy-2021-EN.pdf>

### Performance Summary 2022

| Increase the areas of tree plantation for carbon absorption   |            |                         |
|---|------------|-------------------------|
| Project Categories  | Area (rai) | Number of trees (trees) |
| Planting trees in the company area  | 68         | 18,893                  |
| Collaboration with partnerships to seedlings for employees to plant   | 72         | 14,390                  |
| Planting trees, growing careers   | 178        | 35,535                  |
| Collaborations with other sectors such as communities, foundations, the public sector, and local organization | 5,174      | 278,982                 |

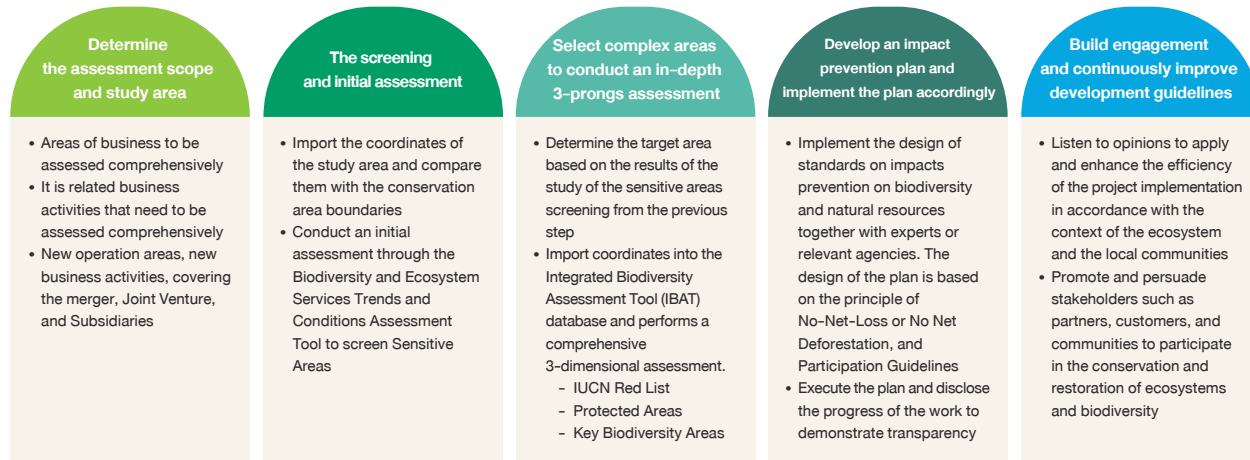


## Biodiversity Risk and Impact Assessment

In addition to respecting and complying with the requirements and local laws on biodiversity, the Company focuses on assessing risks and environmental impacts pertinent to ecosystems and biodiversity in accordance with the organizational biodiversity and natural resources policy. The policy covers various areas of business activities, including production plants, distribution centers and retail stores at 100% of total area and supplier business activity areas at 100% of total supplier area.

Through the application of information technology combined with databases for potential biodiversity and ecosystem risk assessments, plans to prevent impact on terrestrial and aquatic ecosystems have been developed. Operational guidelines, which are jointly formulated with stakeholders, are continuously improved to prevent negative impact towards biodiversity and encroachment of protected areas where the Company and suppliers conduct business activities.

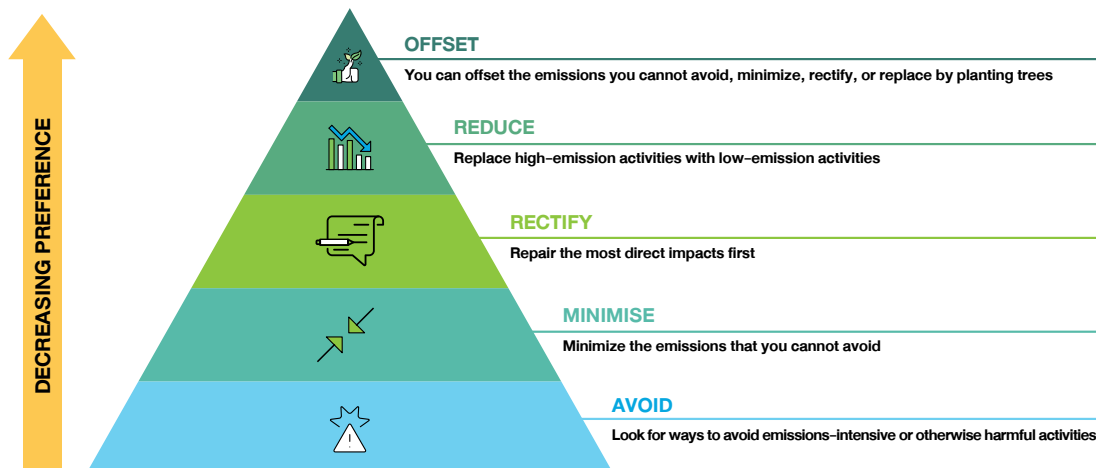
### Biodiversity Risk and Impact Assessment Procedures



## Mitigation Hierarchy

Risk and impact assessments on biodiversity, which covers invasive pests, plant and animal biodiversity reduction, species migration, and ecosystem changes, have resulted in the development of a mitigation hierarchy purposed as a means to directly and indirectly mitigate biodiversity risks. This approach

encompasses actions for reduction, mitigation and compensation. In addition, the Company strictly respects and complies with local regulations and laws on biodiversity conservation as an ecosystem and biodiversity impact prevention from business operations.





## Cooperation with stakeholders to reduce terrestrial ecosystem impacts

To drive and support the planting of trees for communities and society alongside stakeholders, the Company has established a perennial planting working group for a sustainable community. The working group performs forest restoration projects and respective follow ups under a framework of 4 aspects as follows:

A target of **1,000,000** trees to be planted by 2025



In 2022, the Company has conducted projects and activities with stakeholders for both terrestrial and aquatic ecosystem restoration and biodiversity protection, with outstanding projects as follows:



## Planting trees in the company area Program

The Company and its employees have carried out tree planting projects in various areas to increase green spaces, create a desirable environment and improve ecosystems. At present, more than accumulated 18,893 trees have been planted.

### Areas of operations

**5,575 trees**  
Areas within 7-Eleven stores, distribution center, office building

**6,107 trees**  
Educational institution area

**5,211 trees**  
Makro and Lotus's distribution center area and office buildings across the country

**2,000 trees**  
Areas within the responsibility of CPRAM

The Company recognizes and emphasizes responsible business operations with respect for the ecosystem and biodiversity in the communities surrounding operating areas through biodiversity preservation and restoration activities. In conjunction with suppliers and business partners, government agencies, and

local communities, measures have been established to reduce biodiversity from business operations and restore ecosystems. In 2022, the Company has participated in joint programs with various partners, comprising:



## Partnership program to reduce terrestrial ecosystems impacts



### “WE GROW for ALL, we grow for everyone” Project

The Company allocates seedlings for employees to bring back to plant at their respective homes and support “Show off our plants”, an activity allowing employees to plant perennials and record their plant development through the We Grow application. The application additionally calculates the resulting carbon dioxide emissions reduction. This project has continued for the 3<sup>rd</sup> consecutive year in 2022 with a noteworthy distribution of 14,390 seedlings to 7,195 employees.



## Partnership program to reduce aquatic ecosystem impact



### Mangrove Planting Project

Surat Thani distribution center works to conserve and restore coastal ecosystems in the mangrove areas, a nursery of marine juveniles and a habitat for marine lives annually. In 2022, the project planted 200 seedlings, as well as releasing 1,000 blue swimming crabs with the aim to conserve and restore marine lives. The effort includes beach cleanup to ameliorate the scenery in collaboration with Pumriang subdistrict municipality and local communities of Pumriang subdistrict, Chaiya district, Surat Thani province.



### Sustainable Blue Swimming Crab Alongside Thai Seas Project

CPRAM Co., Ltd. in collaboration with the Coastal Fisheries Research and Development Center Region 3 (Surat Thani) and Viriya Crepe Products Co., Ltd. have implemented the Sustainable Blue Swimming Crab Project for the Thai Sea for the 11<sup>th</sup> consecutive year, promoting blue swimming crab conservation in the Gulf of Thailand, Andaman Sea, and coastal areas of Surat Thani Province and as a case study for other projects related to sustainable supply chain management. This project envisions the strengthen of food security and reduction of business activity impact on ecosystems through the breeding and release of young crabs which return to their oceanic habitat. In 2022, the project has released more than 300,000 young blue crabs in the wild, representing a cumulative total of 1,000,000 specimens.





**“Planting Trees, Growing Careers” program**










**“Sufficiency Bamboo...Toward a Sustainable Future” project**

Bamboo, a local plant with significant market demand at present, is in short supply and requires imports to fulfill orders. The Company has implemented the “Sufficiency Bamboo...Towards a Sustainable Future” project for the 2<sup>nd</sup> consecutive year to promote income generation for schools through increasing bamboo planting and their transformation into products. Further benefits include environmental protection and soil rehabilitation supporting greenhouse gases absorption in accordance with Sustainable Bamboo Alliance objectives. The Company collaborates with schools in the “Building on the future of education CONNEXTED” project through providing education regarding benefits of bamboo, breeding, cultivation, and maintenance, as well as allocation of water and soil resources. Knowledge associated with the benefits and processing of bamboo is provided via online seminars. Bamboo seedling for affiliated schools within the network is provided, in addition to other opportunities and marketing channels.



**“Forestry School Concept” project**

In order to fulfill the Company goal to promote the planting of 30,000 trees per year, the “Sufficiency Bamboo...towards a Sustainable Future” Project has been continued. The project provides the school with integrated knowledge of bamboo cultivation divided into various subject groups according to the core curriculum consisting of 7 topics as follows:

-  Learn how to cultivate seedlings
-  Know the types of trees
-  Nursery and care for seedlings
-  Planting
-  Care and utilization
-  Result report; growth data collection
-  Promote planting and maintaining forests



**Impacts and Benefits**



**74 schools** participated in the project



**37,296** total participants in the project (**7,400** students, **296** teachers and **29,600** community members)



Support **1,500** bamboo seedlings



Support value of **111,300** Baht



Carbon sequestration **14.25** tCO<sub>2</sub>e



**Impacts and Benefits**



**2** schools participated



**1,040** total participants in the project (**231** students, **29** teachers and **780** community members)



Carbon sequestration **285** tCO<sub>2</sub>e



## Collaborations with other sectors Program



### “Forest Surrounding Temples” project

The Company has implemented the "Forest Surrounding Temples" Project, an initiative of the 7 Go Green policy, through delivering seedlings to temples and communities. This approach enables ecosystem and biodiversity restoration, increased environmental integrity, increased community green space and sustainable environmental protection awareness including valuable resource management. In 2022, the Company has further expanded the project to a total of 120 communities in 4 provinces: Surin, Buriram, Sisaket and Sakon Nakhon, thus amounting to 68,900 trees.



### “Pracharath Unity Pool and Organic Agriculture the Surin Way 4.0” project

The Company has increased green community areas and environmental conservation efforts through delivering seedlings for reforestation in Surin Province. In 2022, the project area has been expanded to a total of 17 districts.



#### Impacts and Benefits



**68,900** seedlings delivered



**6,000** community members participated in the project



**120** temples participated in the project



**1,388,400** Baht in support value



Carbon sequestration  
**655.50** tCO<sub>2</sub>e



#### Impacts and Benefits



**31,000** seedlings delivered



**76** community members participated in the project



**620,000** Baht in support value



Carbon sequestration  
**294.50** tCO<sub>2</sub>e





## Collaborations with other sectors Program



### Upstream Community Reforestation project

The Company, community groups and upstream parties through company initiatives have cultivated environment and nature conservation mindsets among students and communities through the creation of green spaces as a collective effort from community members for the community. This project emphasizes career building, income generation and providing knowledge from “upstream” process support or through seedling nursery, with support in building greenhouses, seedling nurseries and seedling funding.

In 2022, Non Narai community and Rajamangala University of Technology Surin led the project expansion in leadership capacities. Seedlings from "Reforestation" nursery project were transferred to both the “Forest Surrounding Temples” Project for community members to grow at homes, temples, schools, communities, and the “WE GROW for ALL, we grow for everyone” Project, which encourages employees to continue planting perennials at home.



### Impacts and Benefits



**100,000** seedlings cultivated



**191** total participants in the project (**31** university academics and students, **111** teachers and school students, and **50** community members)



**500** rai area coverage



Carbon sequestration  
**950** tCO<sub>2</sub>e



### “Planting Forests, Growing Futures” project

The project has continued for a 2<sup>nd</sup> year while providing seedlings for homes, temples and communities, with a delivery of 68,900 seedlings to temples in 4 provinces namely, Surin, Buriram, Sisaket and Sakon Nakhon. The collaborative reforestation with teachers and students at Mahithorn Wittaya School in Surin Province involved the provision of over 400 seedlings and planting knowledge.

The Khon Kaen distribution center has participated with local leaders, community leaders and government agencies in organizing provisions of over 150 seedlings to be planted at a public park in Non Chan, Muang District, Khon Kaen Province. The CPRAM and



the Khon Kaen Lotus's Distribution Center at Nong Bua Di Mi Public Park, Muang District, Khon Kaen Province, jointly donated 200 seedlings which were planted.

Concurrently, the Phuket cold warehouse distribution center organized a planting event whereby 99 trees were planted at the Huai Nam Thor Community Forest Learning Center, Rawai Subdistrict, Mueang District, Phuket Province.



### Impacts and Benefits



**68,900** seedlings delivered



**849** trees planted



Carbon sequestration  
**36.51** tCO<sub>2</sub>e







## Collaborations with other sectors Program



### Natural resources and environment conservation project (Next Gen New World) for the 16<sup>th</sup> consecutive year

Lotus's, in collaboration with the Khao Yai National Park Protection Foundation, have organized training events to educate volunteer youths and provide direct experiences to instill a sense of environmental cherishment. The aim consists of establishing a coalition for forest, natural resources, environment, flora, and fauna conservation while ensuring intactness of national park areas. In 2022, 200 high school students from Khao Yai Pittayakom School were invited to Khao Yai National Park to attend the Suraswadee Youth Camp. The management team and staff from Lotus's have participated in forestation activities at Chet Sao Noi Waterfall National Park, Pak Chong District, Nakhon Ratchasima Province and Muak Lek District, Wang Muang District, Saraburi Province Sai Yok National Park and the Salakpra Wildlife Sanctuary, Kanchanaburi. The project includes a donation amounting to 2 million Baht. Currently, 47,700 trees have been planted in area of over 368,000 square meters or over 230 rai.



### Impacts and Benefits



**1,200** persons youths participate



**47,700** trees planting in an area covering **230** rai



**Carbon sequestration**  
**2,051.10** tCO<sub>2</sub>e



### CPRAM Green Life #Growing for a Sustainable World Project

In relation to the United Nations Sustainability Goals and the United Nations Framework Convention on Climate Change, CPRAM operates nationwide projects in collaboration with government agencies and local authorities to provide employees, communities and interested parties with seedlings to be planted in homes and public community areas. This measure increases green space, restores and maintains ecosystem balance, and increases tree density across the country to absorb carbon dioxide. At present, the project has facilitated the planning of 15,160 trees in an area over 100,000 square meters or over 70 rai. In 2022, CPRAM has expanded projects and activities in various areas as follows:



### Impacts and Benefits



**76,750** seedlings were delivered to employees and community members










**Carbon sequestration**  
**3,300.25** tCO<sub>2</sub>e





## Collaborations with other sectors Program

| Operating Area  | Cooperating Agencies   |    | Activity Details   |
|---|--|---|--|
| Ban Thung Din Dam area, Suphanburi Province                 | <ul style="list-style-type: none"> <li>Suphan Buri Province government agencies including the local administrative organization and the Royal Forest Department, etc</li> <li>Communities</li> <li>CP ALL Public Company Limited</li> </ul>        |    | <p>Implemented the "CPRAM GREEN LIFE #Growing for a Sustainable World" project</p> <p><b>5,200</b> trees planted on <b>35,000</b> square meters (26 rai) of land</p>   |
| Klong Takhian Forest Park, Chonburi Province                | <ul style="list-style-type: none"> <li>CPRAM Ladkrabang</li> <li>Green Area Restoration Network Office of Reforestation Promotion, Royal Forest Department</li> <li>Bo Thong Subdistrict Administrative Organization, Chonburi Province</li> </ul> |    | <p>Implemented the CPRAM Forest best for life project under the project "CPRAM GREEN LIFE #Planting for a Sustainable World"</p> <p><b>4,000</b> trees planted on <b>32,000</b> square meters (20 rai) of land</p>                             |
| Lamphun Province  | <ul style="list-style-type: none"> <li>CPRAM Lamphun</li> </ul>  |    | <p>Implemented the project "CPRAM Green Life #Growing for a Sustainable World"</p> <p><b>200</b> trees were planted as a natural factory peripheral fence spanning an area of over <b>1,600</b> square meters</p>                              |
| Tapee Riverside, Surat Thani Province                       | <ul style="list-style-type: none"> <li>CPRAM Suratthani</li> <li>Surat Thani Province Industry</li> <li>Phun Phin District, Surat Thani Province, Government Agency</li> </ul>   |    | <p>Participated in the volunteering activity "Preserving the River, Tapi Basin"</p> <p>Released fish species in the Tapi River and planting trees along the Tapee River</p>  |
| Ao Thung Prong, Reconnaissance Battalion, Chonburi Province | <ul style="list-style-type: none"> <li>CPRAM Chonburi</li> <li>Marine Corps</li> <li>Social partners, suppliers and donors</li> </ul>  |  | <p>Implemented the CPRAM Green Life project #Growing for a Sustainable World</p> <p>Planted over <b>700</b> mangrove trees at Thung Prong Bay, Sattahip Reconnaissance Battalion</p>   |
| 7 CPRAM areas nationwide                                    | <ul style="list-style-type: none"> <li>7 CPRAM locations nationwide</li> <li>Royal Forest Department</li> <li>Tree nursery centers across the country</li> </ul>   |  | <p>Implementing the CPRAM GREEN LIFE project # Hundred thousand seedlings to hundred thousand trees</p> <p>In 2022, <b>13,150</b> seedlings were distributed to employees and the public, raising the cumulative total <b>76,750</b> trees</p> |





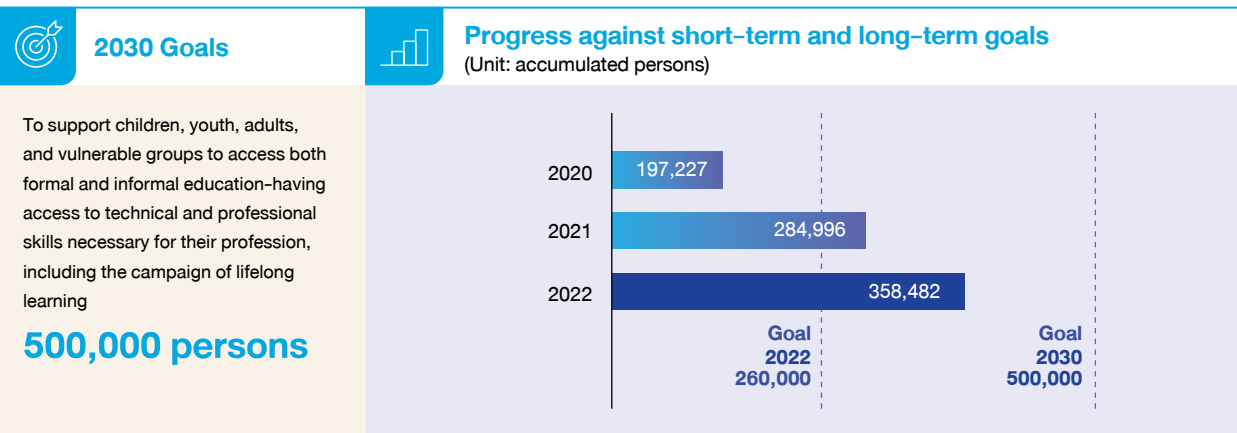
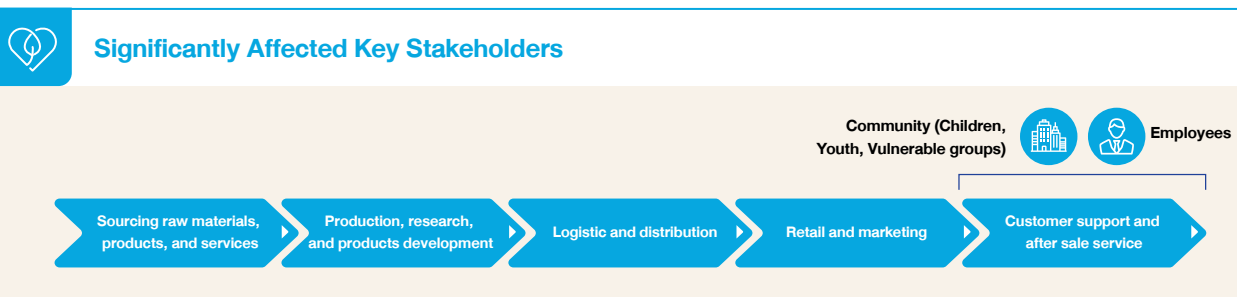









# Education and Lifelong Learning

**Supporting the SDGs**






|  |  |
|--|--|
|  <p><b>SDG1 End poverty in all its forms everywhere</b></p> <p>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</p> |  <p><b>SDG4 Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</b></p> <p>4.3 Ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university</p> <p>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</p> |
|--|--|



### Key Performance in 2022

|   |  |   |   |   |
|---|--|---|---|---|
|  <p>Scholarship awards and opportunities to access quality education for <b>180</b> schools under the Office of the Basic Education Commission and Office of the Vocational Education Commission and <b>494</b> schools under CONNEXT ED</p> |  <p>Scholarship awards and opportunities to access quality education <b>30,765</b> scholarships</p> |  <p>The value of the scholarship sponsored <b>1,116</b> million baht</p> |  <p>Education support and learning opportunity sponsored <b>937</b> scholarships, valued <b>40</b> million baht</p> |  <p>Children, youth, adults, including vulnerable groups that received skill development opportunities <b>73,486</b> persons</p> |
|---|--|---|---|---|

### Key Progress in 2022


|   |  |  |   |  |
|---|--|--|---|--|
|  <p>Continuous Project for A Better Life Project</p> |  <p>Happiness Network in the South Project: supporting the accessibility to education for vulnerable groups</p> |  <p>Smiles to the Top of Mountain PIM Project to support access to education of ethnic groups</p> |  <p>Continuous project for school development, CONNEXT ED, with an additional <b>111</b> schools nationwide</p> |  <p>Creative AI Club organized the first Creative AI Club Hackathon</p> |
|---|--|--|---|--|

### Risks and Opportunities

The Company recognizes that business progress is based on social infrastructure, both basic living requisites and preparedness for economic and social changes. Especially during the crisis from the past epidemic, the labor market changed rapidly. Lifelong learning skills, the ability to constantly adapt, and expertise in technology are essential and much-in-demand capabilities in all business sectors. To prepare for change and the ability to be resilient in a crisis, the Company aims to support education and lifelong learning for employees, providing social opportunities for communities, children and youth, and vulnerable groups. The objective is to provide equal access to basic education and lifelong learning, both formal and informal, through educational programs, to contribute to knowledge and to promote skills important in a career for the present and the future.

### Management Approach

Since 1995, the Company has committed to supporting education and lifelong learning to advance youths' education to professionalism sustainably. The Company gives full support to employees, communities, children, and vulnerable youth groups to obtain new skills, encourage new ideas, and the ability to face new challenges. The Company cooperates with relevant sectors to establish an academic institution to deliver knowledge both inside the classroom and from practical experience. The institution developed a learning style to be congruent with the current situation. Changes are an online learning system, the adaptation of an academic institution according to safety standards, and scholarship grants. The Company foresees that quality education can create career opportunities, generates income, and create a better quality of life for the Company's personnel, communities, and people in society. Hence, education and lifelong learning programs have always been the main agenda that the Company fully supports.

 **For more information:**

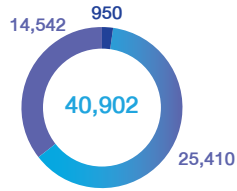
- Education "support and lifelong learning for employees" in the chapter "Leadership and Human Capital Development".



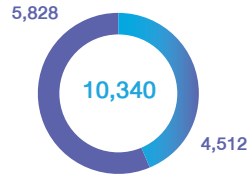
## Performance Summary 2022

### Promoting and supporting access to quality education

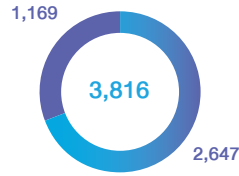
● Secondary Education ● Higher Education ● Vocational Education ● Other



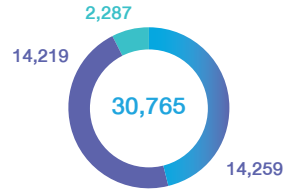
School students and university students in the education system (persons)



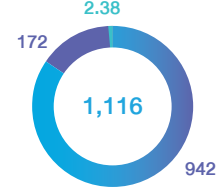
Graduated school students and university students (persons)



School students and university students that work with the Company after graduation (persons)



Scholarships for students (scholarship)



The value of scholarship (million Baht)

### The details in professional skills development necessary to pursue a career



**73,486** persons  
Children, youth, adults, and vulnerable groups who have developed career skills

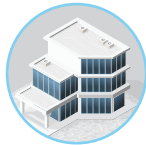


**36.91%** of students from Panyapiwat College of Technology (PAT) and Panyapiwat Institute of Management (PIM) majoring in Retail Business to work with the Company

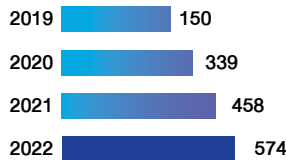


**6** students from Panyapiwat Institute have a special opportunity to become the owner of a 7-Eleven stores in the form of a joint venture (Store Business Partner: SBP)

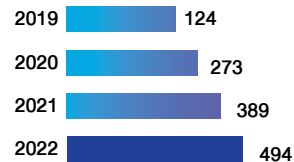
### The Campaign for Lifelong Learning Project operates under "CONNEXT ED Project"



CONNEXT ED schools under the Company's sponsorship (accumulated schools)



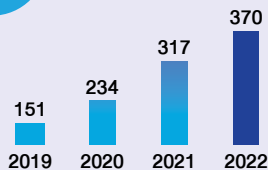
Pracharath schools that the Company co-developed (accumulated schools)



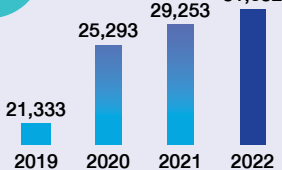
### School Partner Volunteers



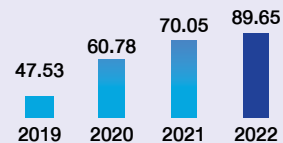
The number of school partners (accumulated persons)



Volunteer hours for sustainable education development (accumulated hours)



Sponsorship budget in school development (accumulated million Baht)





## Project to promote and support access to quality education

For more than 15 years, the Company has been continuously working on bettering education for society through the establishment of academic institutions and broadening the scope of work, such as facilitating a platform for youth to access education through an online system (VDO Conference). These institutions are as follows:

- 1 Panyapiwat Technological College (PAT) offers opportunities for vocational education
- 2 Panyapiwat Institute of Management (PIM) provides educational opportunities for young people at bachelor's degree, master's degree, and doctoral degree levels
- 3 Panyapiwat Institute of Management Demonstration School (PIM Demonstration) offers academic opportunities for the lower secondary and upper secondary levels.
- 4 Panyapiwat Learning Center Online education (VDO Conference) over 20 locations across the country. The Company promotes and supports access to quality education by providing

educational opportunities through scholarships to support Thai students from the secondary to tertiary level every year. In 2022, The Company supported academic institutions and granted 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 project – An continuously project for the 18<sup>th</sup> 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**

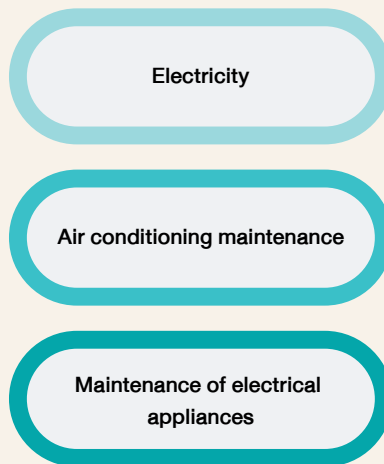


**Impacts and Benefits**

- 1,300** students participated in the project
- 85%** participants' satisfaction rate is over
- The project creates jobs and businesses for people in the communities



**Electric Power Division**



**Impacts and Benefits**

- 120** persons were participating in the project and receiving professional academic services
- 86%** 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





### A Better Life Project – An continuously project for the 4<sup>th</sup> Year

CP ALL, Panyapiwat College of Technology, and Panyapiwat Learning Center, together with the Department of Observation and Protection of Children and Youth, provide opportunities for past juvenile offenders across the country. They have the opportunities to study with Panyapiwat Technology at the vocational level, retail business course, and retail business management in a bilateral format. Students learn by studying the theory at an academic institution intermixed with vocational internships at 7-Eleven stores for at least three months. Participants are eligible to receive income during their studies and a guarantee of employment after graduation. In addition, participants can learn about coffee during their vocational training—the program is organized by Panyapiwat Coffee Vocational Training Center (P-CoT) in collaboration with the Selection & Screening Department and Bellini Premium Café. The coffee program by CP ALL Public Company Limited consists of 3 modules, e.g., barista training, baking, and shop

management. The Company also organizes barista competitions under the project "Promoting and developing professional skills for youths." In addition, equipment and computers have been provided to the Lad Lum Kaew drug addicts Rehabilitation Center and the rehabilitation center for drug addicts in Pattani Province. The objective is to prepare participants who once committed juvenile crimes to re-enter society with pride and live their life with dignity.



#### Impacts and Benefits



**83** students and youth participated in the project



**83** scholarships granted



Sponsorship valued **4.2** million Baht



### Business for Young Program

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 in 2022. There were 3,922 students and 58 educational institutions participated





### 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 follow:



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.



Knowledge development by using real problems in the organization as case studies, which is feasible for real practice and may result in innovative outcomes. The method of teaching is classroom-based.



### Happiness Network in the South Project continuously for the 3<sup>rd</sup> year

CP ALL and Panyapiwat Institute of Management (PIM) are in collaboration with the Southern Border Provinces Administrative Center to reduce inequality, create equal opportunity, provide scholarships in higher education to youth in high-risk areas of 5 southern border provinces, support for living expenses and accommodation during studying of 4,500 Baht per month and allow internship income of 9,000 Baht per month. The Company recognizes measures to help reduce student anxiety through activities of senior students supervising juniors on their well-being during studying and during an internship. There are also Muslim advisors to closely supervise the process. Students can also choose to study at the Panyapiwat Institute of Management or a unit of distance learning in Songkhla Province or universities in the CP ALL network. The Company encourages graduates from the program to return to work in their hometowns, increasing the number of employments in the area, the circulation of local economy, as well as raising the level of income and quality of life for the community.



### Smiles to the Top of Mountain PIM project continuously for the 5<sup>th</sup> 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.



### Learning Life Fund

Panyapiwat Institute of Management (PIM) has established the "Learning Life Fund" or PIM SMART and reached its 10<sup>th</sup> 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 444 graduates. The fund has granted 1,699 scholarships, valued at 36.7 million Baht.



#### Impacts and Benefits



**2,270** scholarships granted, valued **224.73** million Baht



**10** cohorts of **510** students in the program graduated



**100%** of graduated students are employed



Students have an average monthly income of **18,000–20,000** Baht



**34** community entrepreneurs trained



#### Impacts and Benefits



**258** scholarships granted, valued **25.54** million Baht



**5** cohorts of **136** students in the program graduated



**100%** of graduated students are employed



Students earn an average monthly income of **14,000** Baht, higher than the average income of the population of Mae Hong Son Province by **62.58%**



**21** community entrepreneurs trained





### 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 3<sup>rd</sup> main subjects: Mathematics, Science, and English. There is also an additional 3<sup>rd</sup> 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 950 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 14 consecutive years. In 2022, a total of 28,478 scholarships have been granted, totaling the value of 1,114 million Baht, and there are 10,340 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, 3,816 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 2022, the outstanding projects were as follows:



### CONNEXT ED Project, phase 4

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 according to the core curriculum and adapted to the school curriculum or local curriculum. In the 2022 academic year, the Company continued the implementation in phase 4. The Company jointly developed 111 additional schools, sponsoring the budget, knowledge, and necessary academic equipment, as well as sending academic experts from the Company (School Partner) to be partners closely and continuously helping schools in developing and solving

problems. Past successes include the implementation of over 105 projects in the field of agriculture, academics, art, culture, and environmental projects. The Company has integrated such a body of knowledge to enhance the teaching and learning content for the community learning center. The result is the content in the form of a local curriculum for teachers and students, ready to be expanding into a successful model for other schools.

In 2022, the Company expanded the efficient operation of Best Practice Schools to be School Models in four areas: 1. ICT and Academia 2. Vocational Education 3. Agriculture, and 4. Environment. There are model schools that exemplify good opportunities to other schools as follows:



## ICT and Academia

"AI Lab Program"  
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.



## Vocational Education

"Creating a Career  
Coffee Shop" Project.  
School for the Deaf,  
Nonthaburi  
Province, and Ban  
Na Khu School,  
Kalasin Province

Necessary skills for students the age of learning in the 21<sup>st</sup> century, such as 3R 8C, to build a coffee shop. Students will practice in on-the-job training. The skill can benefit students' careers and society. And they can continue their career on the given path.



"Travel into the  
World of Banana  
Trees" Project from  
Wat Chompoo Pradit  
School, Nakhon Si  
Thammarat Province

Elevate local wisdom to the stage of providing a living for people in the community and becoming an asset to the next generation. The project has brought knowledge about banana palms to be integrated with eight content subjects for various products: 8 learning subject groups. For example, banana rope handle for coffee cup, food tray made from banana leaves, and tree pots made from banana fiber. Other activities are enhancing production cost calculation skills, sales calculation skills, and using online media to sell products-to create jobs and generate income for the community.



## Agriculture

"Khok Nong Na  
Model" Project,  
Ban Wang Dinso  
School Prachinburi  
Province

Adapting knowledge learned from life in the rice field to module in the classroom. Based on hands-on learning of sustainability under the ladder theory of 9 steps, developed from the fundamental steps (Enough to Eat, Enough to Use, Enough for Peace) to advance steps (make merits, give, save, trade, network). Students will learn the principles of farming. A new module of learning that does not require students to be in the classroom, but the style of learning that can be expanded to sustainability.



"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.



## Environment

"Saplings without  
buckets" Project  
Thap Sakae  
Kindergarten Pra-  
chuap Khiri Khan  
Province

Cultivate an environmentally friendly mindset in children, youth, and food vendors in school to reduce waste and stop using things that can become waste from one usage, such as plastic glasses, straws, and paper plates. The achievements include reducing the amount of waste from 15 tonnes per month to only 2 kilograms per month, along with integrating waste management into the teaching curriculum and allowing students to participate in the operation by separating given materials from waste. The operation generated income for the school and expanded to be implemented in a community learning center.





Environment

"Coffee Cup Handles and Sedge For Sustainable Earth" Project Wat Praduhom School (Sukprachasan) Phatthalung Province

The project involves using local plants that grow naturally, such as papyrus and cash crops like sedge, to process them into various environmentally friendly products to add value to what is available in the community. The project also creates a program called "Coffee Cup Handles and Sedge for Sustainable Earth;" it is an integrated program with local knowledge, applied handicraft techniques, and beautiful coffee cup handles design content. The Company sponsors the project budget and encourages schools to bring coffee cup handles made from sedge to be used for local All Café in 7-Eleven stores. The project is in a pilot phase, and the Company considers preparing to expand the new operation guideline to 7-Eleven stores and All Café in other areas.



Impacts and Benefits



The Company supports a cumulative budget until phase 4 for the development of **494 CONNEXT ED** schools



The sponsorship value for CONNEXT ED schools of **89.65 million Baht**



Children, youth, and teachers who have undergone vocational training: **131,630** persons



Support students, teachers, and communities for lifelong learning

- **25** local curriculum and **25** community learning centers
- Build **16** pilot schools or School Model
- **25** 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

The Company recognizes the importance of supporting young people in all dimensions, providing a space for young people to continually learn and develop their AI skills, business acumen, and guiding philosophy for their mindset. The Company provides a space for youth to showcase their potential in creating AI-related innovation as the first important step in sustainably developing a human resource—through Creative AI Camp (CAI Camp) and Creative AI Club (CAI Club). The project has the objective of creating three new outcomes 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.

CAI Camp is a project held continuously every year to provide AI knowledge and skills for young people in the effective use of AI. The emphasis is put on ethics in using AI creatively. In the 5<sup>th</sup> year,

CAI Camp has the theme Anytime, Anywhere with AI, and presented many outstanding works. Examples are as follows:



- The project “AI Ensure Worker Safety at Construction Site” combines AI with CCTV cameras to help detect accident-prone situations for workers at construction sites



- The project “AI Solving Traffic Jam” project uses AI to help control traffic lights



- The project “Parking Occupancy Detection,” an image processing system combined with a CCTV camera to detect parking behavior

CAI Club expanded outcomes from CAI Camp and further developed for practical use. For example, the DOC Juice project utilizes AI for document scans and selects only relevant information for other systems. And in 2022, CAI Club organized CAI Talk (AI-GO) online every Tuesday, a CAI Go Tournament to facilitate youth network and assess participants’ skill levels, and Creative AI Club Hackathon for the first time. The events serve as a space for students in high school and the first year of the university level nationwide. They can together invent ideas under the philosophy of AI for Youth and create works that are “invented by youth, implemented by youth, and for youth.”

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:



- The project “Keang Kiet”  
an application that uses AI to help youth mental health with Mental Therapy



- The project “Vio-Protego”  
an AI-based application that works in conjunction with a surveillance camera to detect the problem of violence in the classroom



- The project “Ling Jak Jak”  
an AI-powered LINE-Bot, helps monitor and advises monkeypox patients



#### Impacts and Benefits



**202** students participated in the project and trained in skill development



Activity budget valued at **4.7** million Baht

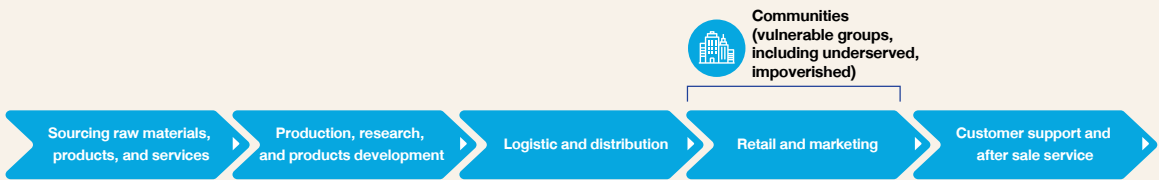


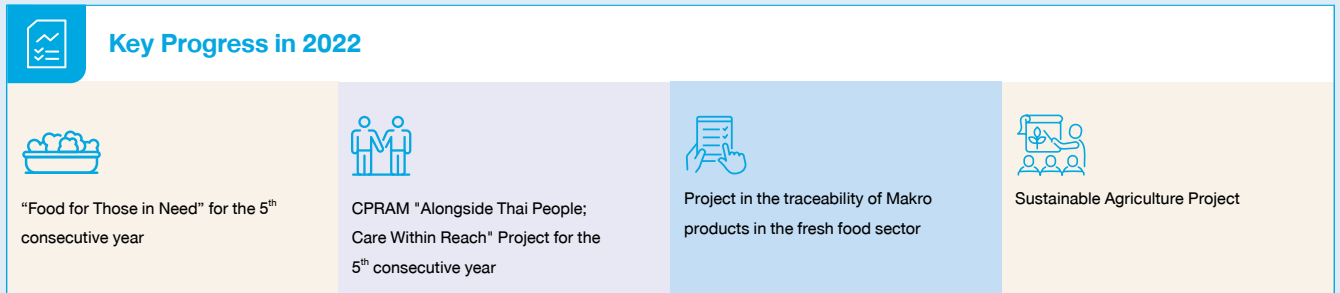
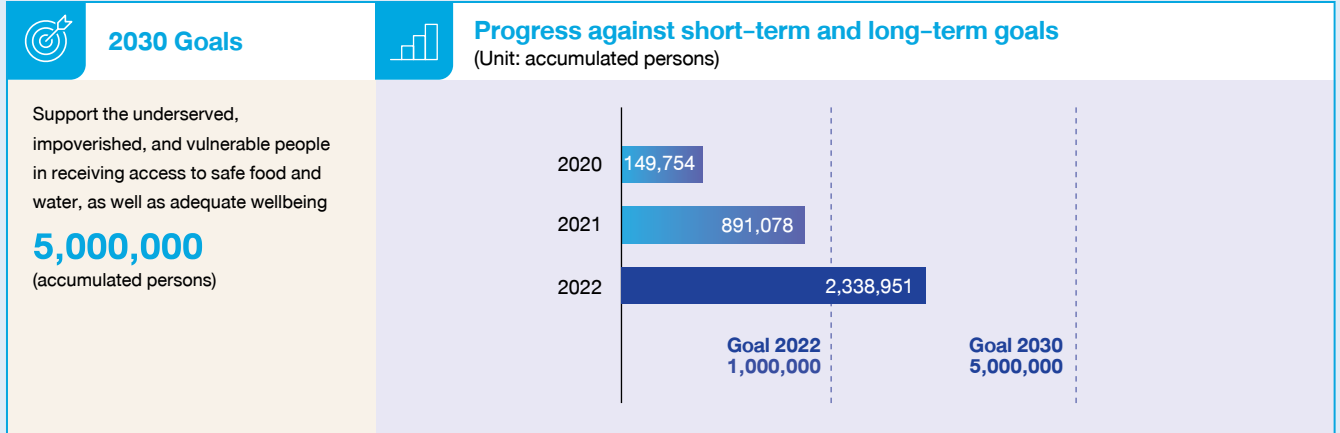
# Food and Water Security & Access to Well-being


## Supporting the SDGs

- |  |   |
|--|---|
| <p> <b>SDG2 End hunger, achieve food security and improved nutrition and promote sustainable agriculture</b></p> <p>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</p> <hr/> <p> <b>SDG3 Ensure healthy lives and promote well-being for all at all ages</b></p> <p>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</p> <hr/> <p> <b>SDG11 Make cities and human settlements inclusive, safe, resilient and sustainable</b></p> <p>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</p> | <p> <b>SDG12 Ensure sustainable consumption and production patterns</b></p> <p>12.2 Achieve the sustainable management and efficient use of natural resources.</p> <p>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 adverse impacts on human health and the environment</p> <hr/> <p> <b>SDG17 Strengthen the means of implementation and revitalize the global partnership for sustainable development</b></p> <p>17.14 Enhance policy coherence for sustainable development</p> |
|--|---|

## Significantly Affected Key Stakeholders








## Risks and Opportunities

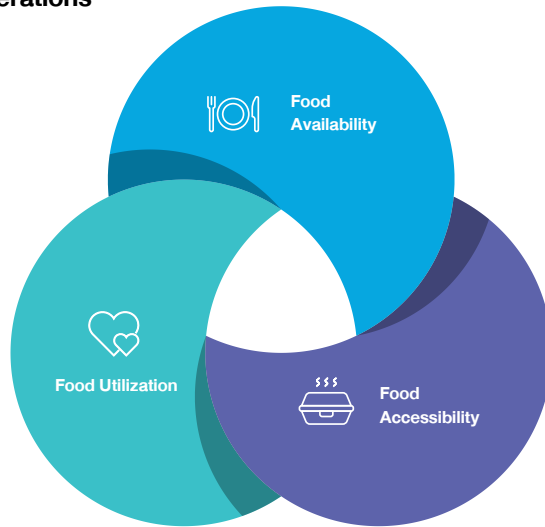
The Company is aware of the issue of food security during an increasingly intensified food crisis around the world from the spread of the COVID-19 virus that slows down the recovery of the food system. This results in increased transportation restrictions, reduced quantity of agricultural products, and continuously affects the prices of consumer goods, causing the prices to increase, as well as causing malnutrition among individuals with no income and vulnerable groups. The situations can lead to violations of the rights related to food, such as food hoarding and limitations on access to safe food and water. Therefore, operating a business during a crisis requires cooperation from the business and agricultural sectors as unification that drives changes—to mitigate the effects of increasing food insecurity, as well as advancing the agricultural sector to a more productive, safe, and sustainable industry.




















## Management Approach

The Company focuses on safe access to food and water & access to well-being under the food security assessment from the World Health Organization—the 3 dimensions are as follows. To strengthen food security through facilitating community access to quality food and drinking water—with the poor and vulnerable groups able to access. There are management and monitoring processes throughout the value chain governed by a sustainable sourcing policy, encompassing products manufactured by the Company and its respective suppliers. The objective is to promote the production and distribution of agricultural products. The Company's trademark can be traced to find product information. In addition to raising awareness of the choice of raw materials for consumers, the traceable trademark also builds confidence in the Company's operations in delivering products that help promote stability throughout the production and distribution process for farmers, manufacturers, and sustainable.

## Guidelines for Food Security Operations



| Performance Summary 2022  |   |   |  |
|---|---|---|--|
| <b>Access to food and safe water</b>  |   |   |  |
| <br>Promote access to safe food and water for underserved and vulnerable groups<br> <b>1,447,873</b> persons | <br>The value of donated and support receiving food<br><b>5.49</b> million Baht | <br>Recalls of products affecting consumer health<br><b>0.40%</b> |  |
| <b>International Standards Certification for Sustainable Production, Quality, and Food Safety in 2022</b>   |   |   |  |
|   | Certification or accreditation  | The coverage of products certified (%)  | Purchasing volume vs. total raw material procurement (%) |
|  Palm  | RSPO  | <b>30.65</b>  | <b>15.25</b>   |
|  Soybean   | RTRS  | <b>45.28</b>  | <b>3.94</b>  |
|  Sugar   | BONSUCRO  | <b>36.54</b>  | <b>23.97</b>   |
|  Cocoa   | Utz Certified Core Code of Conduct, Fairtrade Standard for Cocoa, Rainforest Alliance, FSS C22000, ISO2451 : 2017, GAP  | <b>4.81</b>   | <b>3.00</b>  |
|  Coffee  | Utz Certified Core Code of Conduct, Rainforest Alliance, GAP  | <b>33.83</b>  | <b>7.91</b>  |
|  Cereal  | GAP   | <b>0.76</b>   | <b>29.65</b>   |
|  Other products  | GAP, Q Organic  | <b>18.09</b>  | <b>16.27</b>   |
| <b>Certification of Animals Products Adhering to Animal Welfare Standards</b>   |   |   |  |
| Animal products   | Certification or accreditation  | The coverage of products certified (%)  | Purchasing volume vs. total raw material procurement (%) |
|  Aquatic products  | ASC, BAP, BRC, GAP  | <b>39.42</b>  | <b>12.98</b>   |
|  Cattle products   | BBFAW, GAP  | <b>27.71</b>  | <b>1.85</b>  |
|  Dairy products  | GAP, GHP  | <b>42.95</b>  | <b>12.54</b>   |
|  Pig products  | BBFAW, Livestock OK, GAP  | <b>84.94</b>  | <b>36.98</b>   |
|  Poultry products  | BBFAW, Livestock OK, BRC, GAP   | <b>97.62</b>  | <b>27.79</b>   |
|  Marine products   | MSC, BRC, GAP   | <b>63.38</b>  | <b>7.87</b>  |



The Company has processes on food security according to a sustainable sourcing policy. The projects and activities are implemented through the 3 main programs:

- 1 Access to safe and nutritious food to eliminate the problem of starvation and malnutrition
- 2 Sustainable Agriculture to enhance the food production process that preserves natural resources and is environmentally friendly
- 3 Product quality and safety to raise the standard of product and service delivery that are hygienic and safe for consumers

 **1. Access to safe and nutritious food**



**CPRAM "Alongside Thai People; Care Within Reach"**

CPRAM Co., Ltd. stands firm in doing business alongside Thai society and being supportive in every crisis that arises. In a time of crisis, CPRAM has a mission to assist in the rescue area by establishing a central kitchen in disaster-affected areas with the objective of alleviating the suffering of victims, including those affected who faced difficulty in accessing clean and safe food and drinking water. The project delivers ready-to-eat food and drinking water, aiming to supply quality food to individuals affected as soon as possible. CPRAM "Alongside Thai People; Care Within Reach" Project ensured that the food provided is ensured to be delicious, safe, nutritious, and hygienic. The main target groups are 6 groups of those in need, those suffering from poverty, and vulnerable groups: children, the disabled, the elderly, those affected by the crisis, low-income individuals, and those who have difficulty or limited access to food. In addition, CPRAM also delivers safe food and water to local communities and society.



Number of people access to safe food  
**65,946** persons



Project support value  
**1.87** million Baht



**"Food for Those in Need" for the 5<sup>th</sup> consecutive 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 2022, the project organized a special activity, "The Journey of Good Food for the Young," to promote learning about nutrition by taking students from Wat Kai Tia Community School, Pathum Thani Province—the students visited the food process from upstream to downstream. The objective was for the students to learn the source of quality food through the process of purchasing produce directly from farmers. They also visited the working process at the sorting and packaging plant of Ban Na Khu Community Enterprise Group, along with studying fresh food management at Lotus's, Pathum Thani branch, and learning about selecting fresh food that is a good quality product and safe.



Number of persons receiving food  
**8,255** persons



Project support value  
**1.82** million Baht





## 2. Sustainable Agriculture Program

### 1. Programs to reduce water consumption

#### 1.1 No-till/conservation agriculture in rained areas



Banana Cultivation Project using old corms and roots without dismantling old stumps reduces tillage to once a year or once every two years.



**Target group:**  
Banana plantation farmers



**Impact:**  
Reduced production cost associated to tillage and thereby reducing production cost by 20%

#### 1.2 Management and technology



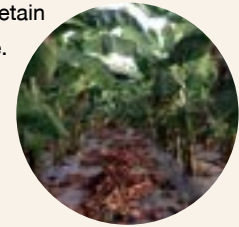
Banana Plantation Plastic Mulching Project utilizes plastic mulch to retain soil moisture and reduce herbicides and chemical insecticides usage.



**Target group:**  
Northeastern region farmers



**Impact:**  
Reduced water consumption by 50% from the average consumption amount, reduced herbicide usage by 50% and reduced insecticide usage by 30%



### 2. Programs to reduce environmental pollution



#### 2.1 Production of organic products



Organic Vegetables Project initiated the promotion of organic farming for salad produce and is sold as 1 ready-to-eat salad product.



**Target group:**  
Salad products



**Impact:**  
Reduce the use of agricultural chemicals by more than 100%  
For more information: Social Impact and Economic Contribution chapter on pages 105.

#### 2.2 Use of "smart" pesticides



Insect Trapping Project at plantation plots, a means to determine insects species within the vicinity, allows better information collection regarding insect pests and therefore enables the appropriate pesticide agent usage solution targeted to that insect.



**Target group:**  
Vegetable product



**Impact:**  
Reduce the chemical usage by over 30%

**2.3 Enclosed production systems: aquaculture**



Sustainable Fish Farming Project focuses on development of the production process by encouraging partners to raise catfish and tilapia in a closed system whereby cleanliness and safety are controlled and backtracking is enabled for every process. Additionally, production factors are controlled, issues relating to production quantity due to water restraints are reduced, wastewater discharge in public waterways is reduced and quality of life for farmers, communities, and society is elevated.



**Target group:**  
catfish and tilapia farmers

**3. Programs to protect soil health**

**3.1 Low frequency and intensity of tillage**



Banana Cultivation Project using the old corms and roots without dismantling old stumps reduces tillage to once a year or once every two years.



**Target group:**  
Banana plantation farmers



**Impact:**  
Reduced production cost associated to tillage and thereby reducing production cost by 20%



**4. Programs to prevent the destruction of ecosystems**

**4.1 Certifications that ensure deforestation-free production**



Product Traceability Project, a system that allows consumers to check the origin of the product via the QR Code displayed on the product label, has initiated with Makro Brand products and fresh food group products. The product database via Makro iTrace application has been comprehensively expanded.



**Target group:**  
Tier 1, Non Tier 1 Supplier  
Fresh produce group



**Impact:**  
A total of 8,173 product items can be traced, accounting for 100% of all products under the Siam Makro trademark.

**4.2 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 Siam 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 2022 42 seafood products were certified with MSC and ASC standards  
55% increased in sales of seafood products were certified with MSC and ASC standards

## 5. Programs to reduce GHG emissions

### 5.1 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

### 5.2 Local products offerings in retail



Local Product Support Project sales at 7-Eleven stores through a special selection process for local products as follows:

- Famous products within the province, products approved by the FDA and products with barcodes
- Selection of 5 7-Eleven stores to test sales
- Arrangement of products in the 7-Eleven stores and inclusion of appealing public relations media
- Tracking of product sales
- Upon fulfillment of criteria specified by the Company, the Company will continue to expand sales to 7-Eleven stores at the provincial, regional and nationwide levels, respectively



**Target group:**  
Community enterprises, SMEs



**Impact:**  
Supported local product over 107 SKUs  
scaled up 29 communities  
distributed to 273 7-Eleven stores



The project procures and distributes the local product and sells them at Lotus's. Lotus's stores and online platforms are distribution channels for Local products from 200 communities across the country.



**Target group:**  
Community enterprises, SMEs



**Impact:**  
The support for SMEs products, excluding clothing, a total of 25,891 SKUs, sold in 2,279 stores







### 3. Product quality and safety

The Company aims to raise the standards of delivering products and services in 7-Eleven stores that are hygienic and safe for consumers, as well as providing training courses on food safety for employees. The Company also enables employees to provide a positive and safe customer experience and facilitates a food safety management system for the organization.



#### Selection of raw materials according to international standards

Established guidelines for raw material selection with stringent controls over product manufacturing through the development of efficient manufacturing systems, which adheres to relevant laws and satisfies international production process safety certifications including BRC standards, HACCP standards and GMP standards, etc., to ensure safe and reliable products for consumers.



#### Implementing product quality and safety measures throughout the supply chain

The objective is to ensure that the products delivered to customers are of high quality, hygienic and safe. The Company has set standards for quality control in every step—from planting, producing, receiving products, organizing, and distributing products, including sales and service at 7-Eleven stores, Makro, and Lotus's distribution centers.

For more information: Good Health & Well-being chapter on pages 118–119.



#### Animal Welfare Management

The Company places importance on selecting raw materials from suppliers who care about animal welfare, as well as developing sustainable food quality and safety by supporting Charoen Pokphand Foods Public Company Limited, which is the main trading partner in setting policies and management guidelines that aim for excellence in animal welfare management. For products

derived from animals, the Company would request certification from leading international institutes and organizations such as the Business Benchmark on Farm Animal Welfare (BBFAW). This represents the Company's commitment to delivering products responsibly and building consumer trust.



#### For more Information

[Animal welfare policy](#)

[https://www.cpfworldwide.com/en/sustainability/policy/animal\\_welfare\\_policy.pdf](https://www.cpfworldwide.com/en/sustainability/policy/animal_welfare_policy.pdf)





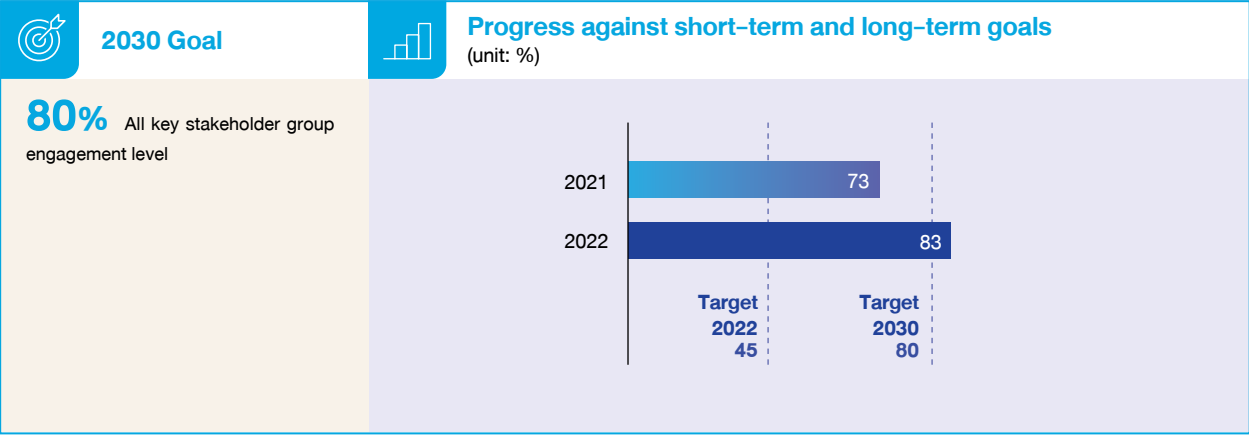
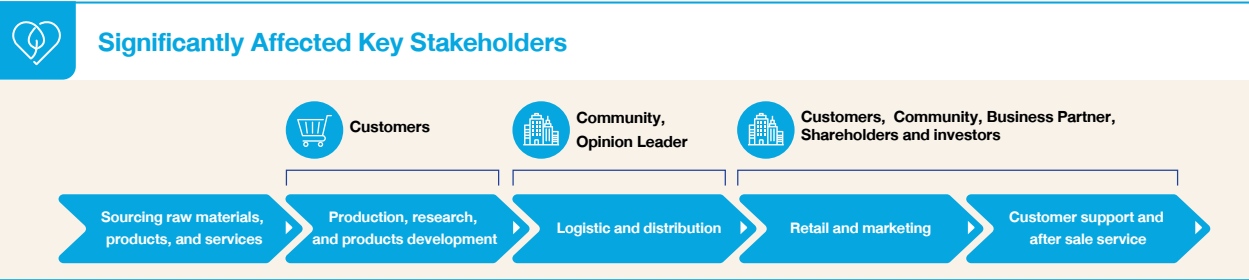







# Stakeholders Engagement

### Supporting the SDGs

|   |  |
|---|--|
|  <p><b>SDG 8 Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</b></p> <p>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</p> |  <p><b>SDG 16 Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable, and inclusive institutions at all levels</b></p> <p>16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels</p> <p>16.10 Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements</p> |
|---|--|



| Key Performance in 2022   |  | Key Progress in 2022  |
|---|--|---|
|  <p>CPRAM Co., Ltd. has been certified as a human rights role model organization in 2022 at the outstanding level for the second year in the large business organization category by the Department of Rights and Liberties Protection, Ministry of Justice, for outstanding operations with human rights considerations</p> |  <p>CP ALL Co., Ltd. received regional awards for “Best Local Currency Bond Deal of The Year” and “Most Innovative Deal of The Year” from Alpha Southeast Asia 2022, a leading investment, banking, and capital market magazine in Southeast Asia</p> |  <p>Raise the stakeholder engagement level</p> |

### Risks and Opportunities

Business operations which lack cooperation from stakeholders not only negatively affect stakeholder relationship and confidence but also result in business slowdown and the inability to fulfill corporate sustainability goals. For instance, insufficient stakeholder relations may result in inadequate investment interest or confidence, investment funds diversion, conflicts, and community led campaigns or oppositions to business operations, resignation of employees due to insecurity and insufficient organizational attachment. Therefore, stakeholders’ involvement through establishing governance transparency, communicating the organization’s business practice information in an easily accessible and accurate manner, and consideration of action plans which take into account the proposals and needs of all stakeholder groups in accordance with human rights principles to enable respective freedom of expression and equal treatment, are important factors driving business operations, enabling organizational equilibrium and enhancing business competitiveness effectively.

### Management Approach

The Company respects stakeholder rights and upholds fair treatment through operating in accordance with stakeholder engagement processes according to the standard framework AA1000, Stakeholder Engagement Standard (AA1000SES), and assessment of key issues consisting of materiality, inclusivity, and responsiveness. To acknowledge stakeholders perspectives, opinions, and suggestions regarding business operations in both normal and crisis situations, the Company has initiated interviews, created channels to receive suggestions, established various channels to receive corporate procurement complaints which encompass the 3 dimensions of sustainability: environment, society and governance and the economy. This approach enables the Company to effectively plan procedures required to satisfy stakeholder expectations and establish guidelines for preparing an appropriate sustainability report. Stakeholders are divided into 9 main groups comprising customers, suppliers, communities and society, employees, and their families, thought leaders, business allies, governments, shareholders and investors, and trademark licensors.

### Performance Summary 2022

 **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:

|  |   |   |   |
|--|---|---|---|
|  <p>Chamber of Commerce and Board of Trade of Thailand</p> <p><b>8,078,791</b><br/>Baht</p> |  <p>Federation of Thai Industries</p> <p><b>1,124,159</b><br/>Baht</p> |  <p>Department of Environmental Quality Promotion, Pollution Control<br/>Department of the Ministry of Natural Resources and Environment</p> <p><b>300,000</b><br/>Baht</p> |  <p>Thai Retailer Association</p> <p><b>159,051</b><br/>Baht</p> |
|--|---|---|---|





## Operations to create stakeholder engagement and expectation response

The Company provides opportunities for all stakeholder groups to express their respective opinions and participate in corporate project implementations through various channels, in addition to accepting opinions and important issues into consideration as a means to improve the Company's operations in line with the expectations of all 9 stakeholder groups shown below:



### 1) Customers

| Communication channels and engagement forms   | Stakeholder expectation example   | Sample Company Guideline Response  |
|---|---|--|
| <ul style="list-style-type: none"> <li>Receiving opinions through various channels such as               <ul style="list-style-type: none"> <li>7-Eleven customer relations (Call Center)<br/>Tel. 0 2826 7744, 0 2711 7744</li> <li>Website and online community</li> <li>7-Eleven store</li> </ul> </li> <li>Poll and customer interview</li> </ul> | <ul style="list-style-type: none"> <li>Conduct business through transparency and good corporate governance principles</li> </ul>  | <ul style="list-style-type: none"> <li>Communicate and provide information regarding nutrition, product usage including nutrition, energy, fat, sugar and sodium labels (GDA)</li> </ul>   |
|   | <ul style="list-style-type: none"> <li>Respect for human rights               <ul style="list-style-type: none"> <li>Customer safety and health from Company product usage inclusive of in-store and distribution center services</li> </ul> </li> </ul>  | <ul style="list-style-type: none"> <li>Assess standards in stores, retail centers, and operating areas</li> <li>Products and services development in terms of quality and safety according to both local and international standards</li> <li>Product recall upon discovery of non-conforming products</li> </ul>  |
|   | <ul style="list-style-type: none"> <li>Customer personal data protection</li> </ul>   | <ul style="list-style-type: none"> <li>Establish policies and practices for personal data protection</li> </ul>  |
|   | <ul style="list-style-type: none"> <li>Innovation and service standards               <ul style="list-style-type: none"> <li><b>Service</b> through service minded staff and enthusiasm to assist</li> <li><b>Assortment</b> Select the products to matched with client requirements</li> <li><b>Value</b> through promotional media publicizing offering benefits and value</li> <li><b>Environment</b> through shop conditions</li> <li><b>Quality</b> through quality and freshness</li> <li><b>Cleanliness</b></li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>Ease access for consumer goods through developing both offline and online retail channels, transportation systems and various payment channels</li> <li>Signature service and greeting service project</li> <li>Develop products and services that satisfy quality and safety standards</li> <li>Facilitate a good in-store atmosphere</li> </ul> |
|   | <ul style="list-style-type: none"> <li>Develop and promote products and services with the aim to provide consumers and society with better health, nutrition, and well-being</li> </ul>   | <ul style="list-style-type: none"> <li>Eat Well, Live Well, Be Happy project</li> <li>Community health center project</li> <li>VG for Love Project</li> <li>Health product development project</li> </ul>  |
|   | <ul style="list-style-type: none"> <li>Climate Change Management, environmental protection, and global warming reduction</li> </ul>   | <ul style="list-style-type: none"> <li>Reduction and replacement project</li> <li>Waste sorting bin project</li> </ul>   |



**2. Suppliers, including goods or services providers and creditors**

| Communication channels and engagement forms   | Stakeholder expectation example  | Sample Company Guideline Response   |
|---|--|---|
| <p><b>Suppliers, providers of goods or services:</b></p> <ul style="list-style-type: none"> <li>• Conducting suppliersatisfaction survey annually</li> <li>• Organizing meetings, seminars and declaring organizational policy direction</li> <li>• Visiting partners ready to listen to opinions or complaints</li> <li>• Joint innovation project</li> <li>• Performance appraisal consulting and potential development</li> <li>• Organizing seminars to disseminate knowledge with all partner groups regarding sustainable development</li> <li>• Supplier Relations Call Center 0 2826 7771</li> <li>• Joint business plan implementation with key suppliers annually to determine guidelines for continuous and sustainable business growth</li> </ul> | <ul style="list-style-type: none"> <li>• Conduct business through transparency and good corporate governance principles including Anti-Corruption measures and Responsible Supply Chain Management (ESG)</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• Promote careers and income for farmers, SMEs, and small entrepreneurs. Including increasing competitiveness, upgrading products Quality and make a difference</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• Promotion of climate change adaptation and response to new generation consumer behaviors</li> </ul> | <ul style="list-style-type: none"> <li>• Establish sustainable sourcing policies and guidelines for business suppliers with a product selection committee in addition to encourage business suppliers' awareness of social and environmental responsibilities</li> <li>• Communication regarding good governance practices, guidelines and business ethics to all supplier groups</li> <li>• 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</li> <li>• Develop supplier audit requirements based on sustainable sourcing policies, including ethics and supplier guidelines</li> </ul> <hr/> <p><b>Provide Channels</b></p> <ul style="list-style-type: none"> <li>• The project "Promote entrepreneurs in community enterprises and small enterprises" in CP ALL Market</li> <li>• Direct product sourcing from farmers project</li> <li>• Local Products Project</li> </ul> <p><b>Provide development knowledge</b></p> <ul style="list-style-type: none"> <li>• Entrepreneurial Potential Development Project by 7 SME Support Center</li> <li>• Agricultural production standards development project</li> </ul> <p><b>Provide connectivity</b></p> <ul style="list-style-type: none"> <li>• Business matching program and business model matching project</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• Support and elevate the standards of partners to contribute to the environment Prevent pollution and reduce the impact on the community</li> <li>• Environmentally friendly packaging development project</li> <li>• Energy Efficiency Project</li> <li>• Renewable energy proportion increase project</li> <li>• Electric vehicle proportion increase within the transportation system project</li> </ul> |
| <p><b>Trade creditors:</b></p> <ul style="list-style-type: none"> <li>• Joint meetings</li> </ul>   | <ul style="list-style-type: none"> <li>• Payments are timely and complete</li> </ul>   | <ul style="list-style-type: none"> <li>• Payment through installments or credit term with conditions adhering to the principle of accuracy, transparency, punctuality</li> </ul>  |





### 3. Communities and society

| Communication channels and engagement forms   | Stakeholder expectation example  | Sample Company Guideline Response  |
|---|--|--|
| <ul style="list-style-type: none"> <li>• Receive opinions through various channels such as               <ul style="list-style-type: none"> <li>- 7-Eleven customer relations (Call Center) Tel. 0 2826 7744, 0 2711 7744</li> <li>- Website and online community</li> <li>- 7-Eleven store</li> <li>- Opinion box in front of subdistrict administrative organization and distribution center</li> </ul> </li> <li>• Conduct annual stakeholder credibility and trust survey</li> <li>• Quarterly visits to distribution centers communities</li> <li>• Conduct community relations activities within the respective community surrounding the factory and 7-Eleven stores during festivals or annual community events</li> <li>• Placards and public relations media</li> </ul> | <ul style="list-style-type: none"> <li>• Respect for human rights and fair worker treatment in issues concerning labor, customer safety and health</li> </ul>  | <ul style="list-style-type: none"> <li>• Employment of local employees and contractors</li> <li>• Store standard inspections and product recall upon discovery of non-conforming products</li> <li>• Develop quality products and services which adhere to both local and international safety standards</li> </ul>  |
|   | <ul style="list-style-type: none"> <li>• Creating good life quality and reduction in inequality among communities and societies</li> </ul>   | <ul style="list-style-type: none"> <li>• "Thais Together" Project</li> <li>• Giving Ambassadors: from "Care" to "Share" Project Season II</li> <li>• Volunteer spirit to develop and build relationships with the community project</li> <li>• Community relations and disaster relief project</li> <li>• A Better Life Project (Create a life for society)</li> </ul> |
|   | <ul style="list-style-type: none"> <li>• Develop and promote products and services with the aim to provide consumers and society with better health, nutrition and well-being</li> </ul>   | <ul style="list-style-type: none"> <li>• Eat Well, Live Well, Be Happy Project</li> <li>• Community health center project</li> <li>• Health Screening Program for Breast Cancer and Diabetes</li> </ul>  |
|   | <ul style="list-style-type: none"> <li>• Supporting access to education for underprivileged people and developing professional skills</li> </ul>   | <ul style="list-style-type: none"> <li>• Return good people to society scholarship program</li> <li>• Connect ED of Education Project</li> <li>• Scholarship program for youth to study at Panyapiwat Technological College (PAT), Panyapiwat Institute of Management (PIM)</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Environmental protection for community well-being</li> </ul>   | <ul style="list-style-type: none"> <li>• Waste management projects including:               <ul style="list-style-type: none"> <li>- Ton Kla Rai Tang Project</li> <li>- Food waste management project</li> </ul> </li> <li>• Reforestation, propagation, and cultivation project</li> </ul> |  |



#### 4. Employees and their families

| Communication channels and engagement forms   | Stakeholder expectation example  | Sample Company Guideline Response   |
|---|--|---|
| <ul style="list-style-type: none"> <li>Two-way Communication including Seminars for employees at different levels such as Team Power, Get Together, Visiting stores, offices and distribution centers etc</li> <li>One-Way Communication, intranet system, internal journals, daily news reporting via digital channels such as CP ALL Connect</li> <li>Receiving opinions and receiving complaints through various channels such as               <ul style="list-style-type: none"> <li>Bell ringing channels 621 times</li> <li>Channels for receiving complaints such as electronic mail, post offices, information centers, Company online media, etc</li> </ul> </li> <li>Annual satisfaction and engagement survey</li> <li>Store manager level employee happiness survey</li> <li>Participation through innovation presentation platforms, contests, risk identification and assessment</li> <li>The operation of the Company's Welfare Committee oversees 100% of employees</li> </ul> | <ul style="list-style-type: none"> <li>Conduct business through transparency and good corporate governance principles including Anti-Corruption measures</li> </ul>  | <ul style="list-style-type: none"> <li>Project to create new leaders in good governance, Mister &amp; Miss Good Governance</li> <li>2022 Corporate Governance Survey of Thai Listed Companies Project</li> <li>Project to communicate knowledge and create awareness campaign activities</li> </ul>   |
|   | <ul style="list-style-type: none"> <li>Capacity development and job advancement</li> </ul>   | <ul style="list-style-type: none"> <li>Adopting human rights as a guideline for employees in promoting equal opportunity and diversity</li> <li>Improvement of performance management system (ALL Perform)</li> <li>Prepare and develop leaders inclusive of educational training for appropriate skills and interests</li> <li>Continuous development and retention of high-capacity and ethical employees, for example:               <ul style="list-style-type: none"> <li>Productivity Improvement Program</li> <li>Talent Management</li> </ul> </li> </ul> |
|   | <ul style="list-style-type: none"> <li>Provisions of an appropriate working environment, including health promotions and work stress management</li> </ul>   | <ul style="list-style-type: none"> <li>Security risk assessment and determine risk management measures</li> <li>Prepare facilities and operation areas according to labor standards and implement good labor practices</li> <li>Flexible working style</li> <li>Driving employee safety promotion project</li> <li>Holistic Health &amp; Well-Being project</li> <li>CPALL Health Care Center</li> <li>Stretching to reduce ailments project</li> </ul>   |
|   | <ul style="list-style-type: none"> <li>Participation in developing innovations for customers, society, and improve organizational flexibility and keep up with current global situations</li> </ul>  | <ul style="list-style-type: none"> <li>Online to Offline (O2O) business platform development</li> <li>Service innovations development</li> <li>Innovation contest project</li> <li>Productivity program</li> <li>organizational culture change</li> <li>Digital technology implementation to improve work processes including O2O, IT Platform, artificial intelligence (AI)</li> </ul>   |
| <ul style="list-style-type: none"> <li>Participation in climate change adaptation, environmental protection, and global warming reduction</li> </ul>  | <ul style="list-style-type: none"> <li>Plastic bottle made employee shirt project</li> <li>Energy Efficiency Project for 7-Eleven stores, distribution centers, and factories</li> <li>"WE GROW for ALL, we grow for everyone" project</li> <li>Koh Samui and Koh Phangan Food Waste Management Project</li> <li>Environmentally friendly packaging on the island project</li> </ul> |   |



## 5. Opinion Leaders, including media and NGOs

| Communication channels and engagement forms   | Stakeholder expectation example  | Sample Company Guideline Response   |
|---|--|---|
| <p><b>Non-Governmental Organization: NGO and Civil Society Organization: CSO</b></p> <ul style="list-style-type: none"> <li>Receive and exchange viewpoints through discussion and collaboration forums inclusive of participating in various activities</li> <li>Receive and exchange viewpoints through discussion and collaboration forums inclusive of participating in various activities</li> <li>Foster good relationships through meetings, discussions, and continuous news and information exchanges</li> </ul> <p><b>Mass Media</b></p> <ul style="list-style-type: none"> <li>Support and participate in media activities inclusive of CSR activities anniversary and training courses regarding media professions</li> <li>Scholarships for Mass Media Professionals, Master of Communication Arts Program Panyapiwat Institute of Management (PIM)</li> <li>Annual media promotion program               <ul style="list-style-type: none"> <li>Best Digital News of the Year Award</li> <li>Thailand Good People Award for Social Media Creation</li> <li>“Anti-Corruption Awards” Promote Anti-Corruption</li> </ul> </li> <li>Interviews and media information provisions</li> <li>Co Project with Media / Influencer project inclusive of media for community and society support during the floods in various areas</li> <li>Influencer press team visit to SMEs businesses and farmers, in addition to social activity participation</li> <li>Awareness through social media</li> <li>In-depth interview and group discussion</li> <li>Exchanging knowledge through seminars to jointly develop communication strategies, support projects which promote new generations of online media talent, including the Junior Webmaster Camp project by the Thai Webmaster Association</li> </ul> | <ul style="list-style-type: none"> <li>Develop production skills and promoting economic opportunities among smallholder farmers and various community enterprises</li> <li>Significantly and sustainably contribute to waste management and other environmental issues</li> <li>Promoting quality of life and education for vulnerable groups</li> <li>Supporting civil society cooperation and the business sector for concrete sustainability</li> </ul> <hr/> <ul style="list-style-type: none"> <li>Establishing understanding of community and civil society issues from through communication to provide accurate solutions in a timely manner</li> </ul> <hr/> <ul style="list-style-type: none"> <li>Protection for and restoring the environment and promote sustainable solutions to environmental challenges</li> </ul> <hr/> <ul style="list-style-type: none"> <li>Respect for human rights and fair worker treatment</li> </ul> <hr/> <ul style="list-style-type: none"> <li>Environmentally conscious packaging</li> <li>Manage plastic packaging for reuse to maximum efficiency</li> </ul> <hr/> <ul style="list-style-type: none"> <li>Conduct business through transparency and good corporate governance principles including Anti-Corruption measures</li> </ul> <hr/> <ul style="list-style-type: none"> <li>Establishing understanding and reducing conflicts with the community through social media for accurate disclosure of information</li> </ul> | <ul style="list-style-type: none"> <li>In collaboration with civil society organizations, development of farmers' capacity to produce and distribute products according to demand is supported</li> <li>Support the distribution of produce and products to generate income for farmers and vulnerable groups, for instance the 7-Eleven store sales area sharing project</li> <li>Collaborate with civil society organizations and communities to implement comprehensive waste management projects in pilot areas</li> <li>In collaboration with civil society organizations, measurement of carbon sequestration in organic agriculture was studied to promote farmers' capacity in coping with global warming, which includes support forums for information exchange and sustainable development plans in civil society networks at the provincial level</li> </ul> <hr/> <ul style="list-style-type: none"> <li>Being open to inquiries, complaints, and suggestions directly from civil society organizations in order to clarify information or solve issues promptly prior to increased impact</li> </ul> <hr/> <ul style="list-style-type: none"> <li>Project to increase efficiency in energy reduction and implementation of renewable energy in 7-Eleven stores, distribution centers, and factories</li> </ul> <hr/> <ul style="list-style-type: none"> <li>Encouraging establishments to operate in accordance with labor standards in addition to ushering forward good labor practices</li> <li>Adopting human rights as a guideline for employees in promoting equal opportunity and diversity</li> </ul> <hr/> <ul style="list-style-type: none"> <li>Announcement of packaging policy which covers aspects from design process considerations, packaging selection, and processes related to product life cycle under the 7 Go Green strategy</li> <li>Sustainable packaging development program through the concept of "Reduce and Substitute" packaging materials</li> <li>Project in collaboration with Page E Chan, organized the project "E Chan x Green Road x 7-Eleven Build a Plastic Road to Save the World"</li> </ul> <hr/> <ul style="list-style-type: none"> <li>Determine corporate governance policy and strict policy adherence</li> <li>Granting shareholders equity in addition to maintaining shareholder and investor interests</li> </ul> <hr/> <ul style="list-style-type: none"> <li>Communicating accurate information through all media channels including social media, mass media, online media and online channels of the organization and employees</li> </ul> |

| Communication channels and engagement forms | Stakeholder expectation example   | Sample Company Guideline Response   |
|---|---|---|
|   | <ul style="list-style-type: none"> <li>Product quality</li> </ul>                                       | <ul style="list-style-type: none"> <li>Selection and development of health products</li> </ul>  |
|   | <ul style="list-style-type: none"> <li>Innovation to facilitate payment</li> </ul>                      | <ul style="list-style-type: none"> <li>Development to online commerce supported by a variety of transportation systems, various payment methods and easier access to consumer goods</li> </ul>                      |
|   | <ul style="list-style-type: none"> <li>Improving and restoring positive organizational image</li> </ul> | <ul style="list-style-type: none"> <li>Communication through all media channels including social media, mass media, online media, including fostering positive relationships with all stakeholder groups</li> </ul> |
|   | <ul style="list-style-type: none"> <li>Good quality service</li> </ul>                                  | <ul style="list-style-type: none"> <li>Perpetual improvement of services</li> </ul>   |



**6. Business Partner consist of Landlord, Store Partner and Sub Area**

| Communication channels and engagement forms  | Stakeholder expectation example  | Sample Company Guideline Response  |
|--|--|--|
| <p>Landlord:</p> <ul style="list-style-type: none"> <li>Communication and grievances channels                             <ul style="list-style-type: none"> <li>Providing information and receiving grievances through the complaint handling unit Call Center 1,054 times</li> </ul> </li> <li>Annual satisfaction survey</li> <li>Public dissemination of news via SMS and Email</li> <li>Visit venue owners at least once a quarter</li> <li>Send SMS greetings on various occasions</li> <li>Support various activities</li> <li>Send SMS to notify you of the advance rental fee</li> <li>Send SMS to inform date of land and building tax payment receipt</li> <li>Linking 7-Eleven Application to provide services to residents in each real estate project (Delivery &amp; All Online)</li> </ul> | <ul style="list-style-type: none"> <li>Continuing business cooperation according to good governance principles</li> <li>Receive cooperation and resolve issue quickly</li> <li>Public relations and clarification of the Company policy news</li> </ul>  | <ul style="list-style-type: none"> <li>There is a system to monitor, follow up and resolve complaints</li> <li>Elevate the survey of lessors satisfaction with the Company</li> <li>Visit venue owners at least once a quarter to strengthen relationships</li> <li>Publicly disseminate news via SMS and e-mail</li> <li>Support venue owner activities inclusive of special groups and strategic partners</li> </ul> |
|  | <ul style="list-style-type: none"> <li>Promptly receive rent</li> </ul>  | <ul style="list-style-type: none"> <li>Establish system to promptly pay rent</li> </ul>  |
|  | <ul style="list-style-type: none"> <li>Uphold proper maintenance of rental property both during the lease term and prior to contract termination</li> </ul>  | <ul style="list-style-type: none"> <li>Determine measure to maintain rental property and surrounding environment</li> </ul>  |
|  | <p>Store Partner:</p> <ul style="list-style-type: none"> <li>Annual engagement survey</li> <li>Communication and grievances channels                             <ul style="list-style-type: none"> <li>Providing information and receiving grievances through Call Center 501 times</li> <li>Quarterly satisfaction survey via website</li> </ul> </li> <li>Monthly journal</li> <li>SBP MALL website channel</li> <li>CP ALL Connect channel</li> <li>Meetings, seminars, and activities</li> <li>Announcement of the Company policies and directions to store partners</li> </ul> | <ul style="list-style-type: none"> <li>Fair treatment in accordance with good governance and business ethics</li> <li>Promotion of competitiveness and business management</li> <li>Public dissemination of clarification regarding Company news and policies</li> </ul>   |
|  | <ul style="list-style-type: none"> <li>Business stability, business expansion, and continuous joint business operations</li> <li>Innovations are developed for customers, society, and organizational improvements granting flexibility to keep up with the global developments</li> </ul>   | <ul style="list-style-type: none"> <li>Supporting store partners in terms of business succession to enable business operations sustainability</li> <li>Online to Offline (O2O) platform development</li> <li>7-Eleven stores ordering technology project</li> </ul>  |

| Communication channels and engagement forms | Stakeholder expectation example  | Sample Company Guideline Response  |
|---|--|--|
|   | <ul style="list-style-type: none"> <li>Develop and promote products and services with the aim to provide consumers and society with better health, nutrition, and well-being.</li> </ul> | <ul style="list-style-type: none"> <li>Eat Well, Live Well, Be Happy Project</li> <li>Community health center project</li> <li>VG for Love Project</li> </ul>  |
|   | <ul style="list-style-type: none"> <li>Environmental protection and reduce global warming</li> </ul>   | <ul style="list-style-type: none"> <li>Packaging development program through the concept of “reduce and replace” packaging materials usage</li> <li>Reduce single-use plastics usage</li> <li>Waste Sorting Bin Project</li> </ul> |



**7. Government sector, including national-level and local-level agencies**

| Communication channels and engagement forms  | Stakeholder expectation example   | Sample Company Guideline Response  |
|--|---|--|
| <ul style="list-style-type: none"> <li>Establishing a network of cooperation with government agencies through the signing of a Memorandum of Understanding (MOU)</li> <li>Project/activity support, cooperation, and assistance with government agencies</li> <li>Participating as a committee in government projects to share opinions and openly construct positive relationships</li> <li>Contacting and coordinating government services and receiving business visits</li> <li>Participating in the development and utilization of plastic waste in conjunction with the National Environment Board through the “Circular Economy” project</li> </ul> | <ul style="list-style-type: none"> <li>Strict compliance with relevant laws and regulations</li> </ul>  | <ul style="list-style-type: none"> <li>Study, facilitate comprehension regarding applicable laws and regulations within the area or local laws including application towards business operations</li> <li>Comply with applicable laws or regulations</li> </ul>  |
|  | <ul style="list-style-type: none"> <li>Fair business practices with suppliers</li> </ul>  | <ul style="list-style-type: none"> <li>Clearly formulate a policy on related party transactions and conflicts of interest prevention</li> </ul>  |
|  | <ul style="list-style-type: none"> <li>Becoming a role model for businesses to demonstrate their social and environmental responsibility</li> </ul>   | <ul style="list-style-type: none"> <li>Presenting perspectives through associations and formation of various trade groups</li> <li>Support initial assessment by government and related sectors regarding sustainability development groups</li> <li>training for fire drill, emergency evacuation and disaster relief project (HERO)</li> <li>“Thais Together” Project</li> </ul> |
|  | <ul style="list-style-type: none"> <li>Develop and promote products and services with the aim to provide consumers and society with better health, nutrition, and well-being</li> </ul>   | <ul style="list-style-type: none"> <li>Development and healthy products selection project for products with added or reduced or without specified nutrients as required by law or accepted standards</li> <li>Nutrition value labeling Warm community pharmacy project</li> <li>“Less sweets can be ordered” project</li> <li>“Iodine Supplements” project</li> </ul>              |
|  | <ul style="list-style-type: none"> <li>Promoting career and income for farmers and entrepreneurs (SMEs), in addition to assisting the creation of good life quality and reduced inequality for communities and society</li> </ul> | <ul style="list-style-type: none"> <li>Project to assist farmers in transporting products for sales in 7-Eleven stores</li> <li>“Farm Outlet” project (requesting space for community agricultural products)</li> <li>SME promotion and support project</li> <li>Project Big Brother Season 5</li> </ul>   |



| Communication channels and engagement forms | Stakeholder expectation example  | Sample Company Guideline Response  |
|---|--|--|
|   | <ul style="list-style-type: none"> <li>Climate change adaptation, environmental protection, and reduce global warming</li> </ul> | <ul style="list-style-type: none"> <li>“Eco-design” project</li> <li>“Reduce acceptance, reduce providing, reduce plastic use” project</li> <li>“Green Coffee Shop” project</li> </ul>   |
|   | <ul style="list-style-type: none"> <li>Sustainable packaging management which enable recycling for maximum efficiency</li> </ul> | <ul style="list-style-type: none"> <li>The Company's take-back used packaging project</li> <li>Project to reduce waste, increase benefits, establish support points for waste separation, collection, forwarding, recycling, upcycling, inclusive of sorting bins, Ton Kla Rai Tang to schools and Ton Kla Rai Tang communities</li> </ul> |



### 8. Shareholders and investors

| Communication channels and engagement forms  | Stakeholder expectation example  | Sample Company Guideline Response  |
|--|--|--|
| <ul style="list-style-type: none"> <li>Briefing performance to analysts and institutional investors (Analysis Meeting) every quarter</li> </ul>  | <ul style="list-style-type: none"> <li>Performance and business growth in a timely manner</li> </ul>   | <ul style="list-style-type: none"> <li>Grow businesses, reduce risks and increase transparency</li> </ul>  |
| <ul style="list-style-type: none"> <li>Briefing the performance of foreign investors (Global Investor Conference) every quarter</li> <li>Briefing business performance with the Stock Exchange of Thailand's "SET Opportunity Day" to general investors every quarter</li> </ul>   | <ul style="list-style-type: none"> <li>Operational transparency, image Disclosure and acceptance from society</li> </ul>   | <ul style="list-style-type: none"> <li>Listen to opinions from shareholders and investors to be taken into consideration in determining the Company's strategy and operating guidelines</li> <li>Clearly formulate a policy on related party transactions and prevent conflicts of interest</li> </ul>                                 |
| <ul style="list-style-type: none"> <li>Quarterly Management Discussion and Analysis Report</li> <li>Annual General Meeting of Shareholders</li> <li>Financial statements</li> <li>Form 56-1 One Report, Annual Report</li> <li>Sustainability report</li> <li>Prospectus, documents, information media</li> <li>Communicate information through various channels including website, telephone, e-mail, fax, and letter</li> <li>Roadshow activities both domestic and international</li> </ul> | <ul style="list-style-type: none"> <li>Good corporate governance and taking into account minority shareholder interests</li> </ul>   | <ul style="list-style-type: none"> <li>Determine corporate governance policy and strict policy adherence</li> <li>Granting shareholders equity in addition to maintaining shareholder and investor interests</li> </ul>  |
| <ul style="list-style-type: none"> <li>Field visits to shops, the Company factories and warehouses</li> <li>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</li> </ul>  | <ul style="list-style-type: none"> <li>Received excellent supervision status through assessment by the IOD and the Thai Investors Promotion Institute</li> <li>Selected as the national and global leading member through assessment by sustainable stock lists including DJSI and FTSE4 Good Index</li> </ul> | <ul style="list-style-type: none"> <li>Enhance and increase operational efficiency in accordance with good governance principles</li> <li>Amendments to the charter, policies and practices related to corporate governance, anti-corruption, sustainability, environment, and society in line with international standards</li> </ul> |
|  | <ul style="list-style-type: none"> <li>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</li> </ul>   | <ul style="list-style-type: none"> <li>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</li> </ul>   |
|  | <ul style="list-style-type: none"> <li>Conduct business responsibly according to Sustainable Development Guidelines encompassing environmental, social and governance (ESG) issues</li> </ul>  | <ul style="list-style-type: none"> <li>Determining sustainability guidelines, goals, metrics and program framework</li> </ul>  |

| Communication channels and engagement forms   | Stakeholder expectation example   | Sample Company Guideline Response   |
|---|---|---|
| <ul style="list-style-type: none"> <li>• Providing information to the Credit Rating Agency to assess the credit rating of the Company's debentures</li> <li>• Providing information to state statistical and economic agencies</li> </ul> | <ul style="list-style-type: none"> <li>• Transparent operational communication</li> </ul> | <ul style="list-style-type: none"> <li>• Organized a "CPALL: Analysts' Meeting - via VDO CONFERENCE system to report operating results of the Company and companies with the CP ALLGroup to analysts and investors</li> <li>• 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</li> </ul> |



**9. Trademark licensors**

| Communication channels and engagement forms   | Stakeholder expectation example   | Sample Company Guideline Response   |
|---|---|---|
| <ul style="list-style-type: none"> <li>• Meetings when requested</li> <li>• Publications, letters, information media</li> </ul> | <ul style="list-style-type: none"> <li>• Strictly abide by contracts and relevant conditions</li> <li>• Establish brand strength through products and services, inclusive of creating a positive experience in various areas which satisfy or exceed customer expectations</li> </ul> | <ul style="list-style-type: none"> <li>• Comply with conditions stipulated in preliminary contracts from respective agencies, maintain accuracy through supervision from legal department</li> <li>• Pay royalties within the period specified in the contract</li> <li>• Select quality products and services which satisfy customers for sale in store while ensuring good and friendly service</li> <li>• Create positive brand image and consistently maintain good trademark reputation</li> <li>• Establish positive business relationships through support for activities and providing assistance, including exchanging Best Practices between the franchisee and the franchise owner at venue or online conferences</li> </ul> |





# Innovation and Value Creation



## Supporting the SDGs



### SDG1 End poverty in all its forms everywhere

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



### SDG3 Ensure healthy lives and promote well-being for all at all ages

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



### SDG8 Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work 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



## Significantly Affected Key Stakeholders



Suppliers, vendors goods or services, and creditors



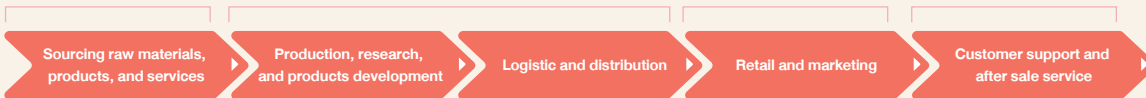
Employees

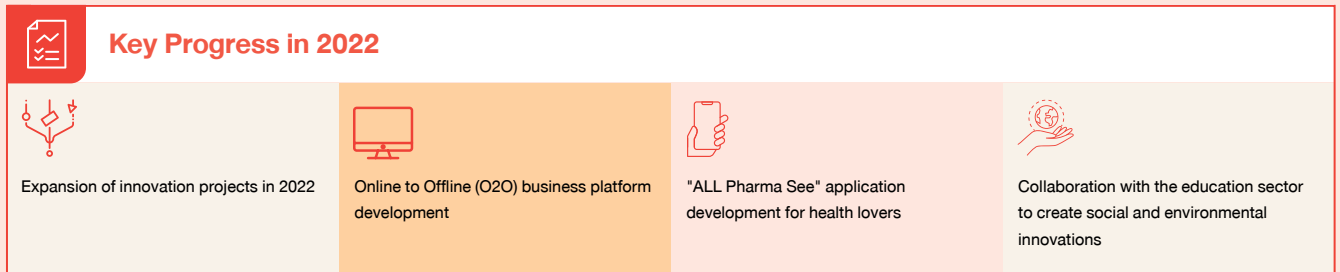
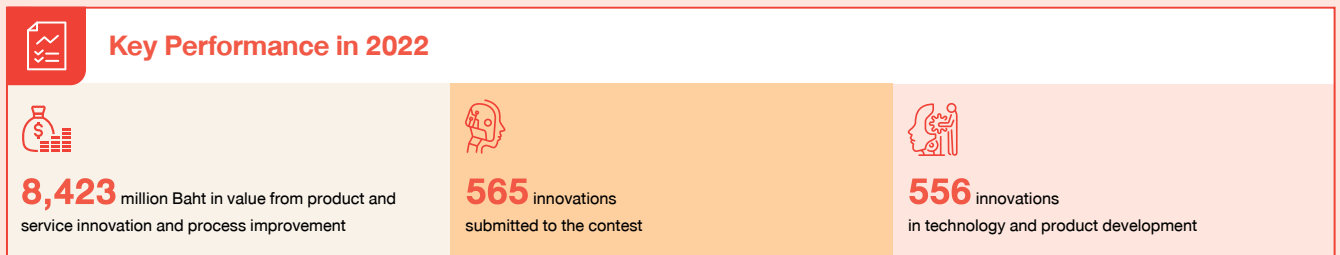
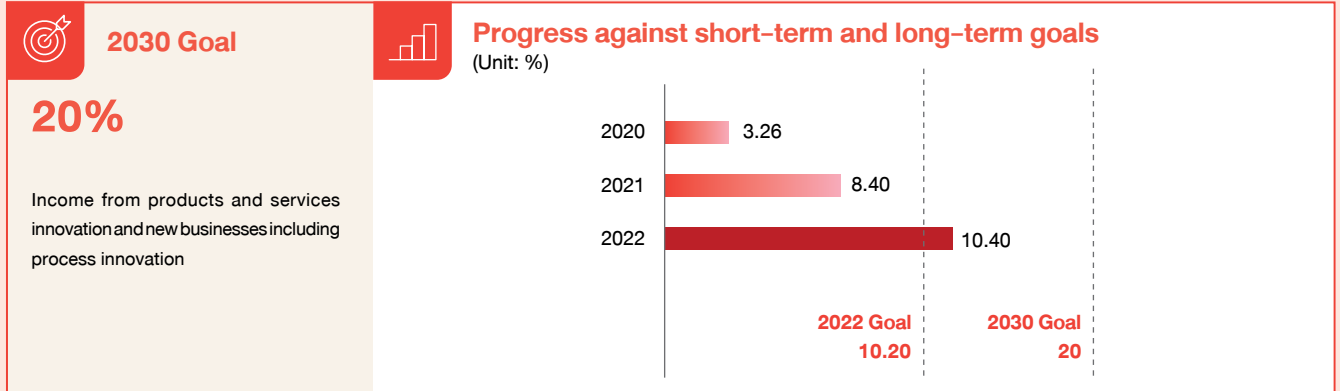


Community Employees Business partners



Employees





## Risks and Opportunities

The globalized world has entirely and conceivably operated in the era of digital technology, where technological advancement plays a vital role in business and consumer lifestyles. Digital technology propels online commerce, affecting the values of traditional products and services and leading to “Digital Disruption” or the stage of a halt of business from the influence of innovations and new technology. Hence, a business must re-evaluate and strategize the path forwards in organizational development to meet the technological change in the age of globalization. To fulfill consumer needs and satisfaction and increase business competitiveness in the free trade market,

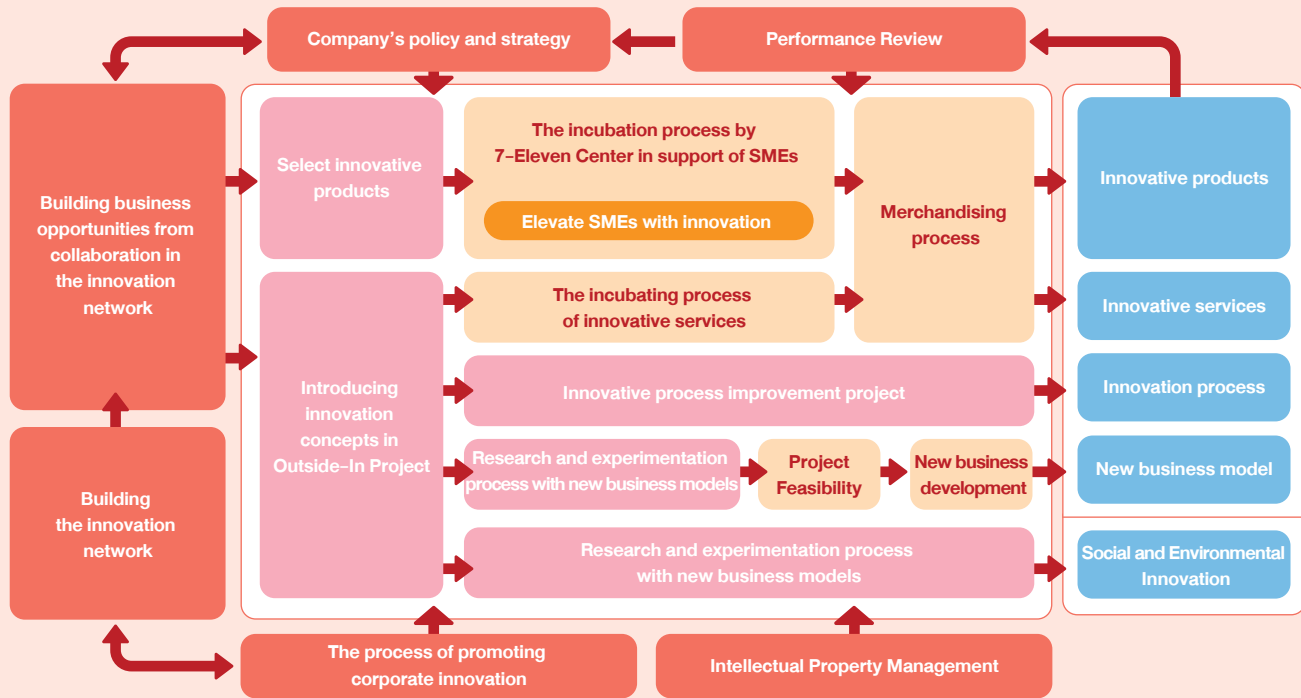
the Company emphasizes the importance of innovative developments, which act as a vital mechanism in fostering added value in products and effective services. The Company promotes consumers’ right to good health, including the right to access an appropriate standard of living, such as food, clothing, shelter, medicine, and public services necessary for a good life all through the development and support of various innovations, including both product innovation and production process innovation, the Company aims to facilitate mentioned innovations to benefit the economy, generate value for society and create value sustainably.

## Management Approach

The Company recognizes the importance of creating innovations, intrinsically capable of business growth promotion and continuous competition to enhance operations, efficient operations, flexibility, and readiness for the business to respond to change. The Company initiates efforts in preparing and coping with the rapidly changing

digital technology landscape through various research and technology developments geared towards positioning the Company as a future leader in innovation management. The framework and operating guidelines are set as follows:

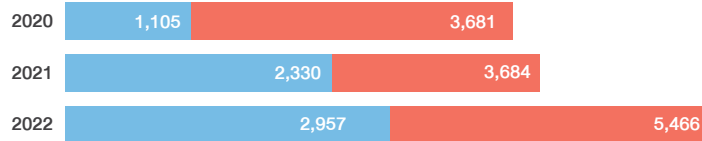
### CP ALL Innovation Management Framework



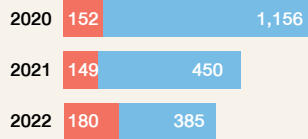
### Performance Summary 2022

#### Innovation Value (Million Baht)

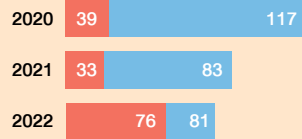
● Open innovation ● Closed innovation



#### Contest Entries Submitted (Entries)






#### Award-winning Entries (Entries)



#### Research and Development (Entries)



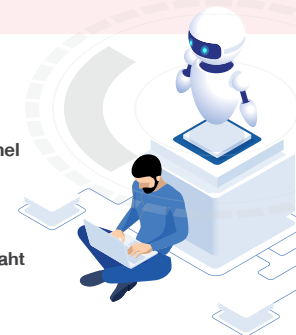
|   |                                    |              |              |               |
|---|------------------------------------|--------------|--------------|---------------|
|  | Cumulative number of innovators    | <b>4,979</b> | <b>9,158</b> | <b>12,520</b> |
|  | Cumulative number of patents       | <b>11</b>    | <b>15</b>    | <b>16</b>     |
|  | Cumulative number of petty patents | <b>5</b>     | <b>8</b>     | <b>10</b>     |
|   |                                    | 2020         | 2021         | 2022          |



**385** persons research and development personnel



**45.65** million Baht budget for research and development







## Innovation Research and Development

The Company conducts research and development innovations by focusing on research and development of innovative value-added food technologies for customers, organizational



### Food Innovation Research and Development Center to CP FoodLab Co., Ltd.

CP FoodLab Co., Ltd. holds a key role in food innovation and technology research in response to the rapid changes in consumer demand and their specific needs. Through solutions-orientated undertakings from issues and challenges, basic and applied solutions research has been directed to the New Product Development (NPD) team. Currently, CP Food Lab is the center of research and development knowledge in addition to serving as a testing center to support food product research and development within the CP ALL and Charoen Pokphand Group, inclusive of other domestic and international companies such as:

- Research and development of ready-to-eat meals suitable for specific age groups (Food For Age Group) to promote good nutritional health within each group.
- Phase II research and development of basil oil as an active ingredient in spray products for the relief of mouth and throat inflammation, conducted under cooperation between the



### Food Technology Center operated under the Office of Product Development and Quality Assurance, CP ALL Plc.

Established to facilitate the development of innovation, food management, and food products under the framework of the food chain and ecological balance. Furthermore, technical services and consulting fundamental to developing and ensuring product quality are offered by providing the following main functions:

- Research and development of specific ingredients, recipes and industrial production processes for food, beverages and agricultural products under the Company's brand to fulfill customer needs in accordance with nutrition and food hygiene principles.
- Develop environmentally friendly packaging based on the Circular Economy concept, which takes into account all processes in the product life cycle to prevent and reduce environmental impacts, promote proper waste management and enable maximum value.
- Establish systems and measures for quality assurance throughout the food chain from upstream processes to end consumers in order to ensure product safety and standards.
- The Company established Food Technology Service Center, which provides consultation services and knowledge to elevate the standard in production, various analytical

growth-driven initiatives, and activities benefiting society and the environment. Currently, there are two technology and innovation centers:



### Impacts and Benefits



**8** personnel research and development



**8** research and development outcomes



**16** million Baht research and development budget

Center for Herbal Product Innovation, Thailand Institute of Scientific and Technological Research (TISTR), and CPRAM and CP Foodlab. The research centers on adding value to basil through usage as a medicinal herb for relieving mouth and throat inflammation and additional spray from product development. The project has the potential in helping to increase farmers' income in the future.



### Impacts and Benefits



**63** personnel research and development



**548** research and development outcomes (SKUs)



**12.7** million Baht research and development budget

and evaluation services such as Sensory Evaluation, and evaluate sensory products according to international academic principles as a measure to ensure new 7-Eleven store products fulfill customer needs. The Company also founded a testing laboratory to perform both microbial and chemical analysis in food and water and agricultural product residue tests.

In addition, the Office of Product Development and Quality Assurance also offers product development services, consulting, and problem troubleshooting of products to interested parties and entrepreneurs.



### Value-Added Innovative Products

The Company responds to changing and diverse customers' demand, add value and promote business growth by being the main proponent of SMEs as well as elevating

SMEs' capability and innovation and continuously seeking new products. In 2022, outstanding innovative products were as follows:



#### Tasty Fit: Healthy Cereal Coconut Milk

The Company has collaborated with 4Care Co., Ltd. to innovate cereal coconut milk developed from rice bran oil, which contains four times less saturated fat than coconut milk. The product is high in vitamin E and contains no trans fats. It is an alternative for consumers wanting to reduce fat in their food while maintaining the taste, deliciousness, color, and flavor similar to coconut milk. The product is certified under the project "Thai food with good hearts" from the Heart Foundation of Thailand under the Royal Patronage of His Majesty the King. Those who are at risk of cardiovascular disease can safely consume the cereal coconut milk as a healthy alternative. Currently, the product is available in 7-Eleven 4,800 stores nationwide. Tasty Fit generates sales of more than 14 million Baht per year.



#### Maeban: Bamboo Shoots in Yanang Leaves (Tiliacora Traiandra) Extract

The Company has cooperated with R&D Foods Products Co., Ltd. to innovate ready-to-eat bamboo shoots in Yanang leaf extract. The product retains the natural fresh bamboo shoot taste with good taste when boiled with Yanang leaves and Thai herbs with various properties. The extract further adds a fragrance to the bamboo shoots. The benefits include reducing inflammation from purines and reducing uric acid. The production technology has been developed using the sterilization method. This makes it possible to store at room temperature without refrigeration for one year. The bamboo shoots are cut into bite-sized pieces, making them convenient to eat. Currently, the product is available in 7-Eleven 1,000 stores nationwide. Tasty Fit generates sales of more than 6 million Baht per year



#### Fabric Mask Innovation Utilizing Fibers by Perma (continuously)

The Company collaborates with Perma Corporation Co., Ltd. on the production of innovative fibers through integrating increased efficiency synthetic fibers with nano-zinc oxide as a component in apparel and medical textiles. Products include cloth masks, pillowcases, patient bed linens, undergarments, medical uniforms, and patient uniforms with properties to promote the inhibition of bacterial growth. Bacterial growth causes unpleasant odors, allergies, and diseases related to the respiratory tract, wounds, and skin infections. Furthermore, the mentioned fabric exhibits high durability and can be washed more than 150 times. Currently, cloth masks are sold in of 7-Eleven stores and online via 24 shopping platforms.



#### Impacts and Benefits



The increase of **22** million Baht per year



Elevate Thai clothing



No environmental impact



**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 via smartphones. The business sector, therefore, has to pay attention to the development of technology that will play a role in their daily life and decision-making in the purchase of products and services, as well as promoting the use of digital technology in business operations, especially

retail businesses that need more diverse distribution channels. Furthermore, the application of modern technology will elevate business operations to faster and more efficient processes and ready for technological changes in a globalized society and meet the needs of consumers. In 2022, outstanding projects were as follow.



**Online to Offline (O2O) Business Platform Development**

The Company develops a business platform to enhance a seamless experience for customers, linking products and promotions meeting customers’ needs at all levels from offline channels, such as 7-Eleven stores, to an online distribution channel under the platform "ALL Online," a de facto online local-in-the-neighborhood store and the 7-Eleven application on mobile phones. 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 as 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.



**Project to promote small and medium enterprises (SMEs) through O2O sales channels**

Twenty-Four Shopping Co., Ltd. operates an O2O business and manages sales through offline and online channels via the website, application, e-commerce, Social Commerce, Call Center, and various new channels, facilitating access for consumers to a variety of products. Customers can order, pay, and pick up products anytime, 24 hours a day, at any 7-Eleven store or wait for a delivery at home. The platform has an efficient transport system in all areas. In addition, the Company also supports and increases the competitive edge for small and medium enterprises (SMEs) entrepreneurs by equipping them with the capability to distribute products through O2O integrated marketing channels. Agricultural products can be purchased through online channels with the products delivered the next day or pre-order through the O2O platform, where customers can pick it up at any store they

**Impacts and Benefits**

**179 seasonal agricultural products**

**19 farmers participating in the project**

**Increase income for farmers by 225,000 Baht per farmer**

choose or home delivery. Examples of agricultural products are durian, Sai Nam Phueng Orange, Tubtim Siam pomelo, melon, avocado, and other seasonal fruits. Other products include auspicious trees and orchids. The Company aims to distribute income to society systematically.



**Financial service innovation in the communities**

Providing financial transaction services, both cash deposit-withdraw and verifying customers’ identity to open an account via an online system meeting the needs of customers without a bank account, find it inconvenient, or prefer cash. Cases of the target market are those who work in the urban areas and wish to send remittances to their hometown upcountry or parents who make tuition fee payment for their children who study in the city or debt repayment. Currently, Counter Service Co., Ltd., in

CP ALL, offers the “Instant Transfer and Instant Receive” service, which is a domestic money transfer service throughout Thailand. The service does not require a bank account. Customers can use only their original ID card to send and receive money. The recipient can immediately receive cash at over 12,500 7-Eleven stores across the country, 24 hours a day, with a maximum transaction limit of 10,000 Baht per transaction and no more than 50,000 Baht per person per day.



**Continuous development of the “ALL Pharma See” application**

The eXta Plus Pharmacy in CP ALL Public Company Limited has developed the “ALL Pharma See” application as a continuous project for customers to have access to health services that are “convenient and close to home”

by providing health advice and medication from more than 300 pharmacists free of charge. Access is via online chat. Other functions include health education services and a search function for nearby Extra Plus pharmacies.



**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 2022, the outstanding projects were as follows:



**Improving the process of All Receive at 7-Eleven stores Integrate Receiving @ Store project (continuously)**

The project aims to enhance the experience of 7 Delivery customers by enabling the function that they could see the products they want instantaneously. The project also solves the issue of the delivery time from supplier to 7-Eleven stores, allowing the numbers of inventories to be updated in real-time, reducing the risks of discrepancy in inventory record keeping and arduous time spent on the task. The Company has changed the process of receiving inventory from the human process of employee’s inspection of products to the process of scanning using the Personal Digital Assistant (PDA) of each employee in an inspection. The system will automatically forward the information to the inventory storage system. Currently, the technology is implemented in all 7-Eleven stores nationwide.



**Develop a product sampling counting process at 7-Eleven stores Sampling Count project**

Reduce duration required during inventory counting day at branch shops to conserve time and utilize saved time to serve customers and prevent sales opportunities loss, the Company develops a data analysis system for products with a high shortfall in each store, using the Pareto principle to point out groups of products that must be of focus. Currently, the technology is deployed in all 7-Eleven stores nationwide.



**Impacts and Benefits**



Reduced in-store pickup time by **66** minutes per branch per day



Reduced the number of employees in the product counting process from **2** persons to **1** persons per store



Reduced the use of paper document by **39** million sheets, worth a total of **14** million Baht per year



**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



### Collaboration with the education sector to create 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.



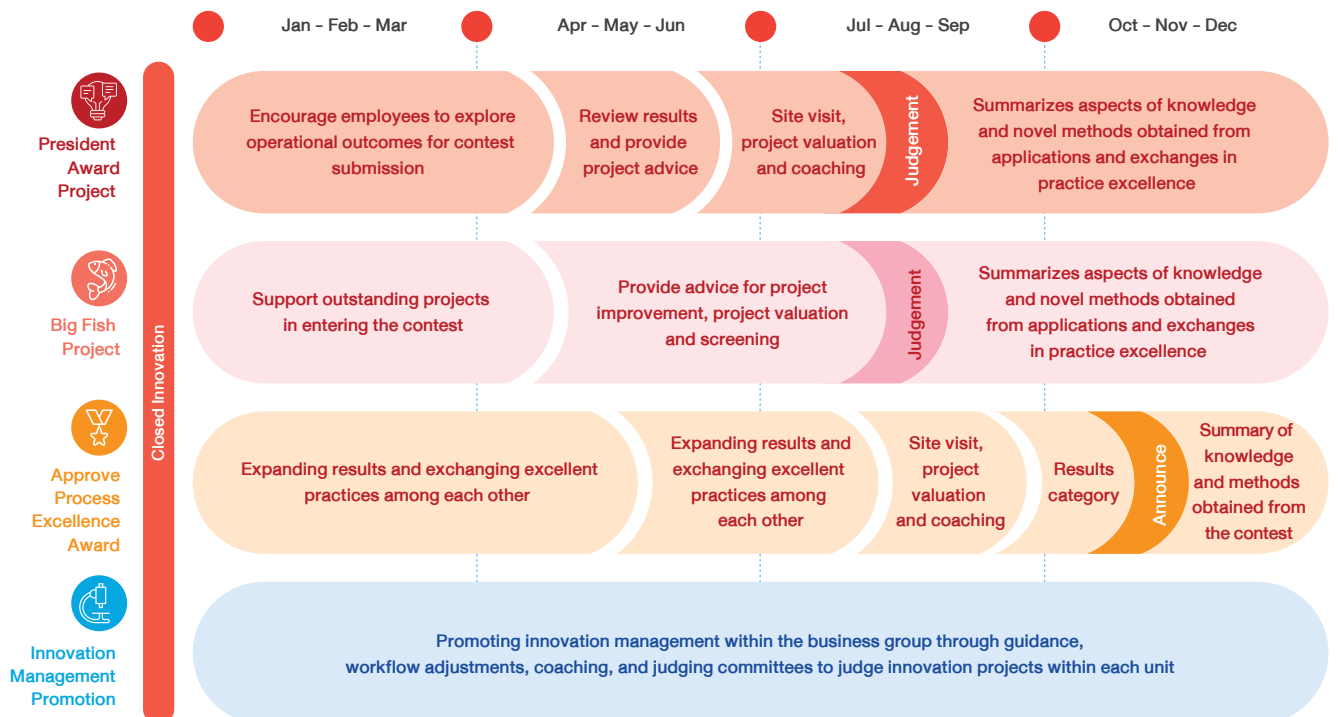
The opportunity to bring an Outdoor Delivery Robot to meet the needs of delivering goods to companies or other stores near 7-Eleven and to consumers.

### Innovation Culture

The Company realizes the importance of organizational development through the implementation of an innovative culture where training, knowledge, comprehension, and an atmosphere for novel employees' new ideas are enabled, 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 environmental results. These projects include promoting knowledge management within the group by adopting new approaches to expand results and exchanging best practices, such as promoting improved work processes and unnecessary workload reduction for organizational

flexibility, among each other. This approach enables employees to create valuable work and innovation for the Company in order to keep up with changes in current and future competitive environments. Furthermore, an innovative culture where executives and employees participate would deliver value to the nation, the people, and the organization.







## Open Innovation

CPALL 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 2022, outstanding projects were as follows:



### Thunyaosod Project: Sustainable Aromatic Rice with Thunyaosod Social Enterprise Co., Ltd.

The project is a model to promote a business model for society in processing organic jasmine brown rice into ready-to-eat porridge and retains high nutritional value. The project facilitates a group of organic farmers to grow jasmine brown rice 105 according to an international standard and maintain the unique aroma of jasmine rice as much as possible. To achieve this, the process involves the harvesting and processing of rice in appropriate health conditions, including maturation, milling, and storage of rice. The project uplifts the quality of life for 380 organic farmer households in Surin Province and Buriram Province by generating income for organic farmers of more than 18 million Baht.



### Wastewater Treatment System Project with BioCircuit Technology with Inno Green Tech Co., Ltd.

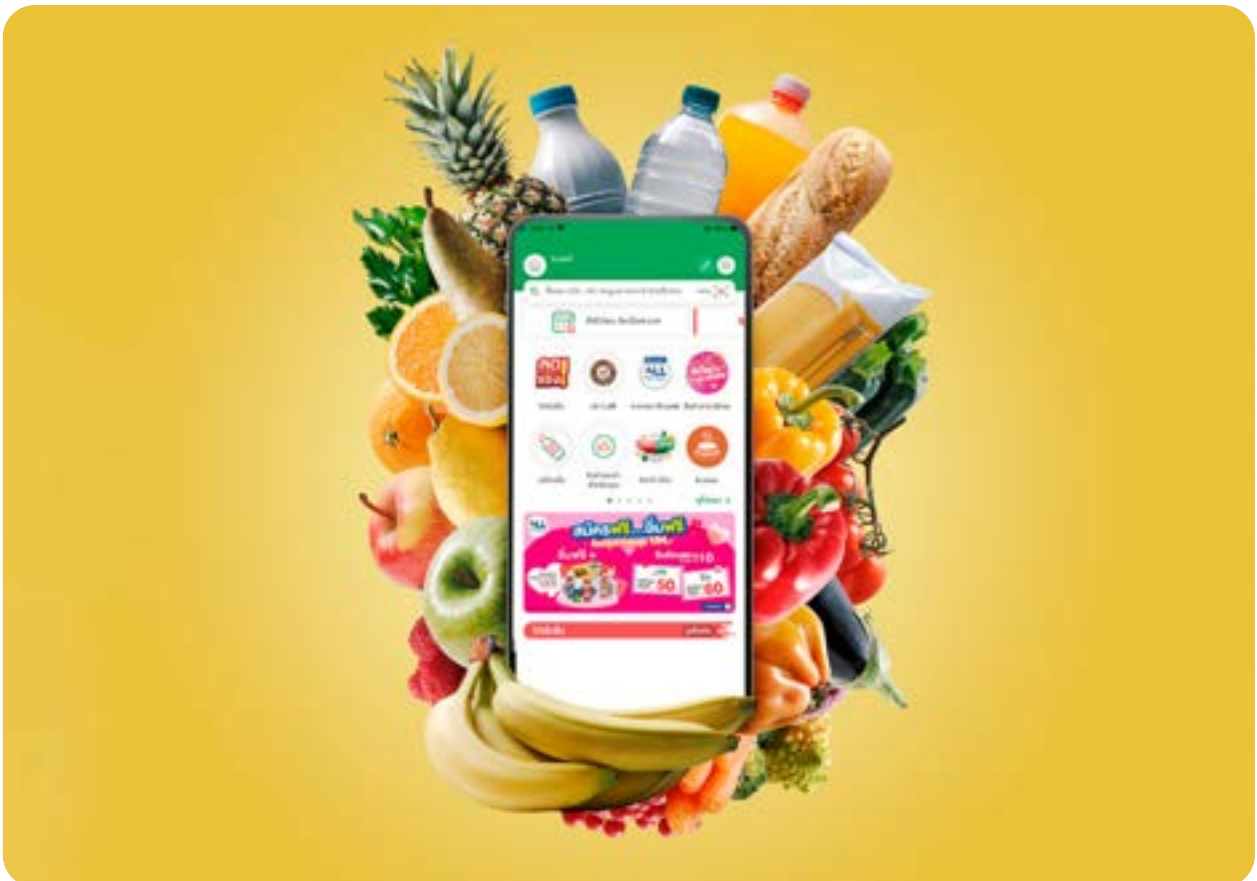
Wastewater treatment system with a biological electric circuit, deriving from electro-biochemical technology of high-efficiency microbial fuel cells. Benefits of the technology include energy saving, chemical-free, low level of sludge, low in space needed, and easy to use, resulting in odorless, clean, and clear water. The system can treat both organic and inorganic wastewater in one system and does not generate methane and hydrogen sulfide gas, as well as increase carbon credits.





### The Development of Online to Offline (O2O) Business Platform




Lotus's has developed an online shopping platform and launched Lotus's SMART App—the platform that comprises online shopping and rewards and connects to an Omni-Channel buying experience that facilitates seamless online and offline integration. The platform strengthens Lotus's O2O business with more than 2,600 stores nationwide by being the fulfillment center for efficient online order delivery by providing the best and SMART shopping experience. Lotus's SMART App is the platform that delivers the value of utmost convenience to customers as it utilizes AI in big data analysis, generating discount coupons, promotions, special privileges, and product suggestions suitable for each customer's needs. 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.









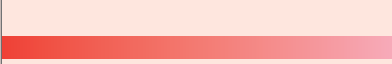



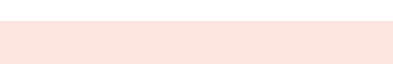
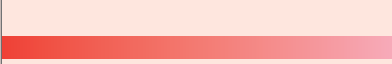



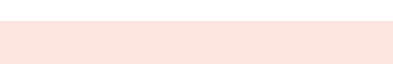
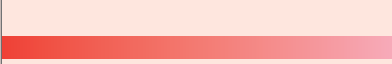



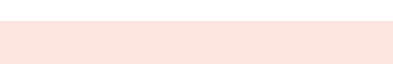
# Leadership and Human Capital Development

**Supporting the SDGs**

|   |  |
|---|--|
| <p> <b>SDG4</b> Ensure all persons have inclusive and equal access to quality education and support life-long learning opportunities</p> <p>4.4 Increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs, and entrepreneurship</p> | <p> <b>SDG8</b> Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all</p> <p>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</p> |
| <p> <b>SDG5</b> Achieve gender equality and empower women and girls</p> <p>5.5 Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making</p>  |  |

**Significantly Affected Key Stakeholders**






|   |  |
|---|--|
| <p> <b>Employees</b></p>   | <p> <b>Employees, Business partners</b></p> |
| <p>Sourcing raw materials, products, and services → Production, research, and products development → Logistic and distribution → Retail and marketing → Customer support and after sale service</p> |  |

|  |   |            |  |     |      |  |     |      |  |     |                  |  |            |                  |  |            |
|--|---|------------|--|-----|------|--|-----|------|--|-----|------------------|--|------------|------------------|--|------------|
| <p> <b>2030 Goal</b></p> <p>All leaders and employees will be involved in the learning process and activities on sustainability annually</p> <p><b>100%</b></p> | <p> <b>Progress against short-term and long-term goals</b><br/>(Unit: %)</p> <table border="0"> <tr> <td>2020</td> <td></td> <td>100</td> </tr> <tr> <td>2021</td> <td></td> <td>100</td> </tr> <tr> <td>2022</td> <td></td> <td>100</td> </tr> <tr> <td><b>2022 Goal</b></td> <td></td> <td><b>100</b></td> </tr> <tr> <td><b>2030 Goal</b></td> <td></td> <td><b>100</b></td> </tr> </table> | 2020       |  | 100 | 2021 |  | 100 | 2022 |  | 100 | <b>2022 Goal</b> |  | <b>100</b> | <b>2030 Goal</b> |  | <b>100</b> |
| 2020   |   | 100        |  |     |      |  |     |      |  |     |                  |  |            |                  |  |            |
| 2021   |   | 100        |  |     |      |  |     |      |  |     |                  |  |            |                  |  |            |
| 2022   |   | 100        |  |     |      |  |     |      |  |     |                  |  |            |                  |  |            |
| <b>2022 Goal</b>   |   | <b>100</b> |  |     |      |  |     |      |  |     |                  |  |            |                  |  |            |
| <b>2030 Goal</b>   |   | <b>100</b> |  |     |      |  |     |      |  |     |                  |  |            |                  |  |            |

### Key Performance in 2022

|   |   |  |   |
|---|---|--|---|
|  <p><b>100%</b><br/>of executives, supervisors, employees, store managers and store employees participated in online learning and passed assessments on "Corporate Sustainability Development"</p> |  <p><b>100%</b><br/>of employees at all levels, including suppliers, Store Business Partners, and Sub Area stores passed training and knowledge assessment on "Personal Data Protection Act"</p> |  <p><b>100%</b><br/>of management-level passed online training and knowledge assessment for the "Human Rights and the Business Sector" course</p> |  <p><b>100%</b><br/>of employees at all levels, including business supplier employees, Store Business Partners, and Sub Area stores received training for "Digital Mindset &amp; Digital Literacy"</p> |
|---|---|--|---|

### Key Progress in 2022

|   |   |   |  |  |
|---|---|---|--|--|
|  <p>Online training and knowledge assessment on "Personal Data Protection Laws" for Store Business Partner and Sub Area stores</p> |  <p>Online training and knowledge assessment on "Human Rights and the Business Sector" for employees at supervisory and executive levels and above</p> |  <p>Online training and knowledge assessment on "Cyber Security" for employees at supervisory and executive levels and above</p> |  <p>Development of salesperson skills in the digital age for store employees in response to O2O and 7Delivery strategies</p> |  <p>Development of personnel digital skills to Intermediate and Advanced levels for designated groups spearheading corporate strategies</p> |
|---|---|---|--|--|

## Risks and Opportunities

Personnel within the Company are fundamental resources vital towards enabling the business to operate efficiently and achieve corporate sustainability objectives and goals. Therefore, promoting equality and non-discrimination in leadership and human capital development is crucial as an approach to increase operational capabilities among employees regardless of position. Throughout economic, social and environmental volatility, and during an era where digital platforms play a greater role, essential skills

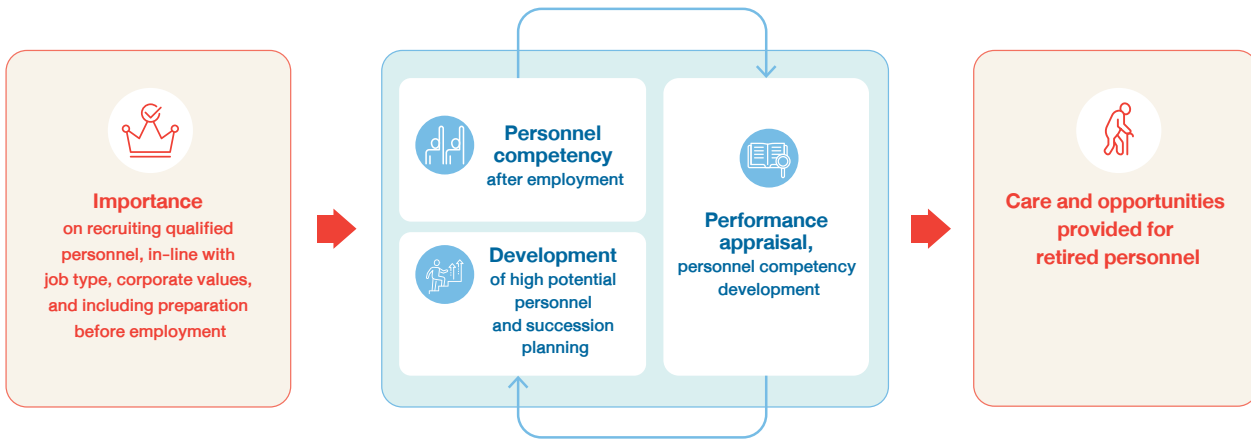
development and technological literacy upholds greater significance. In addition, capacity development plan preparations in conjunction with creating capacity and employee needs tools is paramount towards enhancing organizational efficiency for analysis of employee required skills inclusive of Holistic Development and employee engagement. The maintenance of employee well-being enables organizational readiness and sustainable future growth.

## Management Approach

The Company is committed to developing the potential of employees at all levels in accordance with the human capital development strategy through a variety of skills promotion programs, comprising level specific leadership skills, professional skills for work efficiency improvements through Uplift Skill, and proficiencies in organizational sustainability, Personal Data Protection Law, data analysis, digital literacy, and process automation. The mentioned approach facilitates employees at all levels within the Company, which encompasses the employees of business partners, Store Business Partner and Sub Area stores, to develop crucial skills in performing their respective duties and prepare for emergencies, crisis situations and future changes.

The Company aims to develop the potential of employees. through a variety of methods and channels, both online and offline, comprising virtual training, e-Learning, on job training (OJT), and Project Based cross-functional knowledge training and Action Learning through real-world practice with executives or experts including consultants which provide advice, etc. In addition, the Company has further developed training courses through easing comprehension and increasing interesting content. These courses are tailor made for all employees including employees of business suppliers, Store Business Partners, and Sub Area stores, as a means for the development of vital skills and capacity. As a result, business operations can be carried out through the Company's human capital management under the concept of successful work indicated by content employees throughout their work life with the Company.

## Sustainable employee skills development and career opportunities framework



## Performance Summary 2022

### Average hours per year of training and development (%)

#### By Age

|  |                    |       |       |
|--|--------------------|-------|-------|
|  | Under 30 years old | 29.74 | 32.03 |
|  | 30-50 years old    | 33.71 | 39.24 |
|  | Over 50 years old  | 35.31 | 35.79 |

#### By Level

|  |                   |       |       |
|--|-------------------|-------|-------|
|  | Top Management    | 74.06 | 76.62 |
|  | Management        | 46.17 | 47.06 |
|  | Junior Management | 82.35 | 84.89 |
|  | Officer           | 41.24 | 48.58 |

#### By Gender

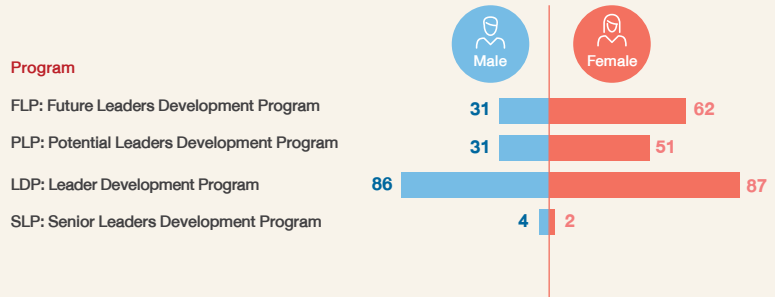
|  |        |       |       |
|--|--------|-------|-------|
|  | Male   | 30.03 | 31.25 |
|  | Female | 30.29 | 32.79 |

#### By Nationality

|  |            |       |       |
|--|------------|-------|-------|
|  | Thai       | 30.57 | 32.77 |
|  | Cambodian  | 11.12 | 9.92  |
|  | Burmese    | 11.33 | 10.11 |
|  | Indian     | 4.51  | 4.51  |
|  | Australian | 46.83 | 46.83 |
|  | Korean     | 9.00  | 9.00  |
|  | Other      | 25.67 | 25.67 |

● Average hours per person per year ● Average hours per FTE

### Total employees participating in the leaders development training according to the action learning path (persons)



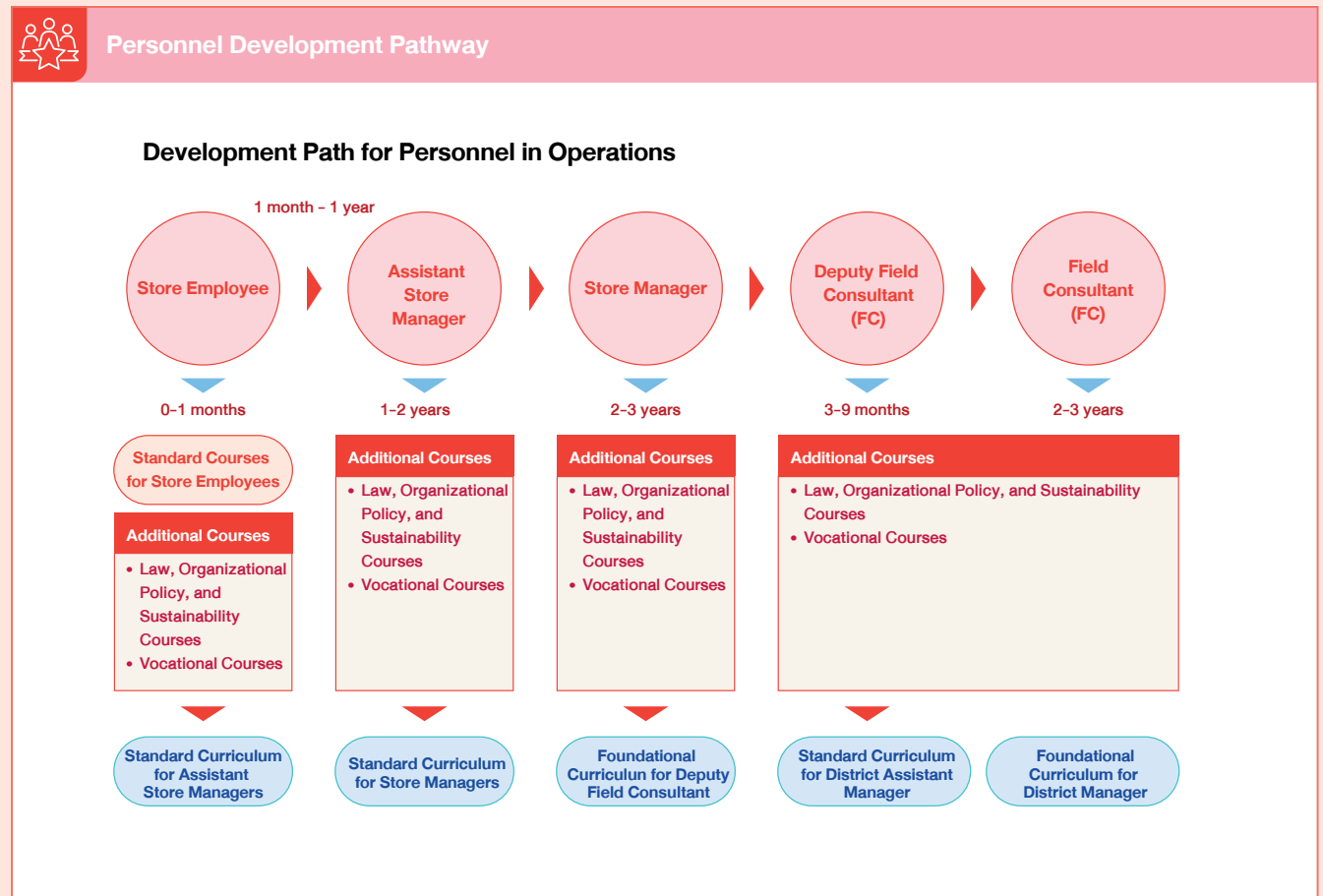
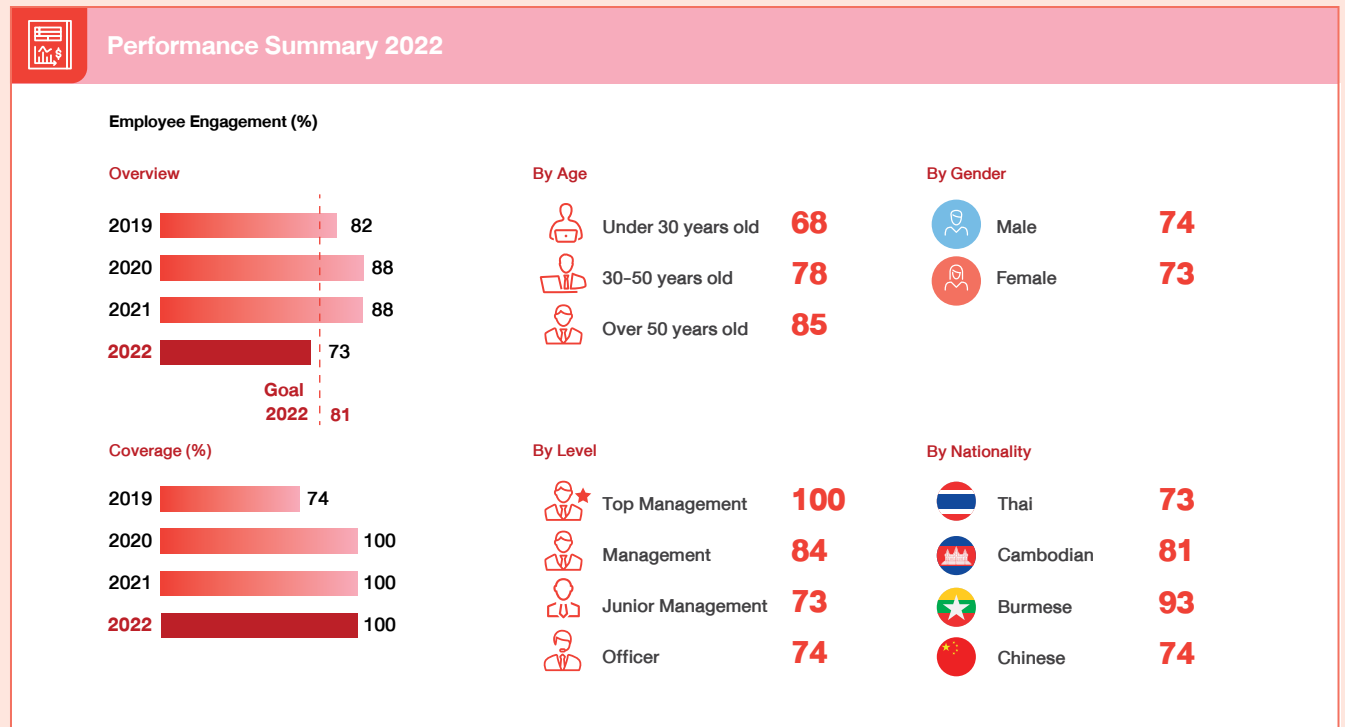
### Average amount spent per FTE on training and development. (Baht)



### Human Capital Return on Investment (equal)



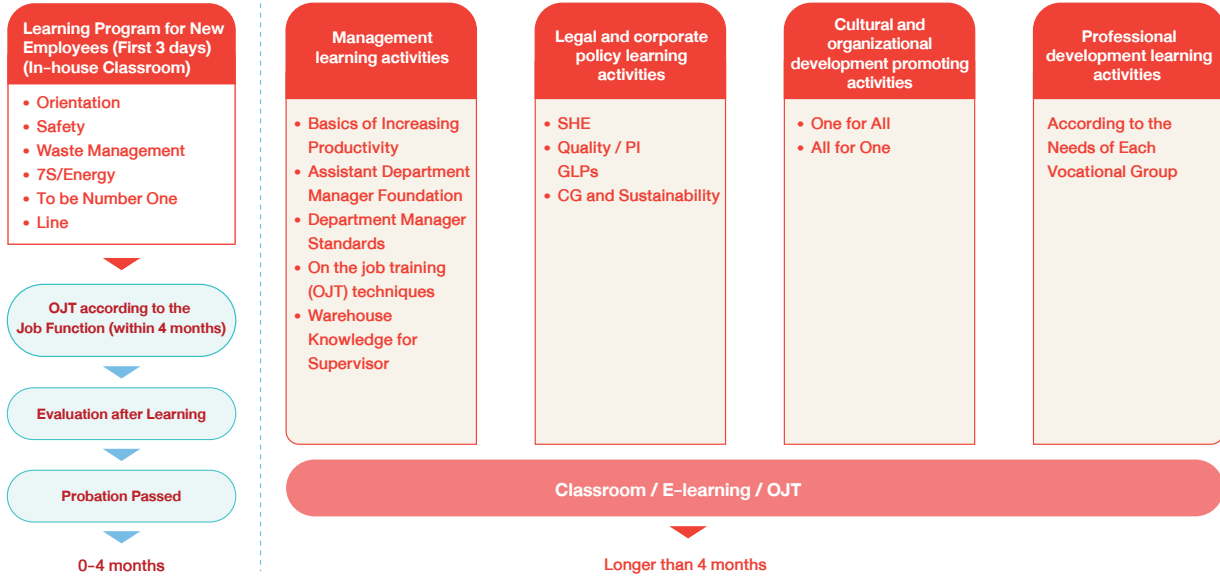






## Personnel Development Pathway

### Development Path for personnel in distribution centers



### Development Path for personnel in the office

|   | New Employee Curriculum                            | Job Family Curriculum                                     | Readiness for All Level Curriculum | PC Up Curriculum  | Leadership Development Curriculum | Talent Pool Curriculum                            | CPLI   |
|---|--|---|------------------------------------|---|-----------------------------------|---|--|
| AVP Up  | On-Boarding Program: Standard Curriculum<br>↑<br>↓ | Training Roadmap by Job Family for all function<br>↑<br>↓ | • Individual Development           | • New Leader On-Boarding Program (for promotion to AVP from GM)             | • Leadership for Executive        | Selected Target Group                             | Selected Target Group                        |
| GM  |  |   | • Individual Development           | • New Leader On-Boarding Program (for promotion to GM from Department)      | • Leadership for Management level | • Talent Development for GM or Equivalent         | • Senior Leaders Development Program: SLP    |
| Department  |  |   | • Advanced Management (3A)         | • New Leader On-Boarding Program (for promotion to Department from Section) | • Spiritual Intelligence          | • Talent Development for Department or Equivalent | • Leaders Development Program: LDP           |
| Section   |  |   | • Management Foundation (4A)       | • New Leader On-Boarding Program (for promotion to Section from Officer)    | • Mindfulness                     | • Talent Development for Section or Equivalent    | • Potential Leaders Development Program: PLP |
| Officer/ Employee   |  |   | • Leadership Foundation (5A)       |   | • Awakening                       |   | • Future Leaders Development Program: FLP    |
| Law, Organizational Policy, and Sustainability Curriculum |  |   |                                    |   |                                   |   |  |



## Professional Skills Development and New Working Methods Promotion

The Company encourages executives and employees at all levels to realize new working methods through a variety of training programs and establish an improvement encouraging learning

atmosphere to enhance work output. In 2022, significant actions were taken as follows:



### Productivity Improvement Program (Continuously)

The Company has continuously implemented technology to increase operational efficiency and develop the capacity of executives and employees at all levels. The approach aim centers on delivering value to customers and reducing organizational management cost through instilling concepts, attitudes and learning processes via Action Learning. Employees participating in the project have received practical experience in analysis, discovery of opportunities for work improvement, synthesis, ideas exchange, and Cross Functional Team work to enhance work efficiency and construct an Autonomous work improvement culture specified under the measure "4 Additions 1 Control" and reduce, stop, quit non-value creating operations.



#### Impacts and Benefits



Number of participants by **13,243** persons



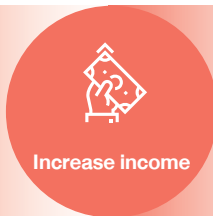
Increase revenue by **263** million Baht per year



Cost reduction by **460** million Baht per year



Reduce work time by **2,478,000** work hours per year



Senior management upholds responsibility for advice and techniques provisions in addition to project progress and results monitoring in order to achieve learning outcomes and joint engagement in developing the project.



### Leadership Development Program for Digital-Age Sales Managers in Response to O2O and 7Delivery Strategies

The Company continually aims to improve 7-Eleven store employee service skills with goals for employees to become "own sales managers" through training with technology tools to fulfil digital era's customer needs. This includes products delivery services via 7Delivery. This approach corresponds to O2O and 7Delivery strategies via "own sales managers" training which consists of fundamental skills as follows:



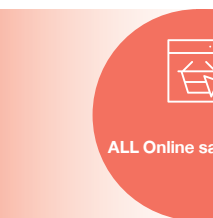
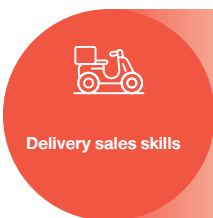
#### Impacts and Benefits



Number of participants **192,962** Persons



Generating sales from O2O channels averaging **39,663** million Baht per year (Including sales from 7Delivery, ALL Online and @24Shopping)



## Talent Management

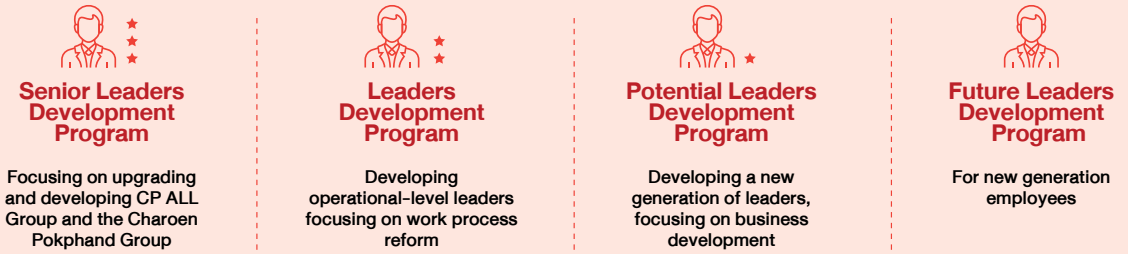
The development of high-capacity employees is a crucial factor which continuously propels organizational business operations. The Company provides a capacity assessment process utilizing a variety of tools inclusive of psychological tools and 360-degree assessment

via immediate co-workers as supporting information in forming an Individual Development Plan (IDP). This plan entails designing development projects for specific groups through the 70:20:10 learning and development model to create strengths for career growth.

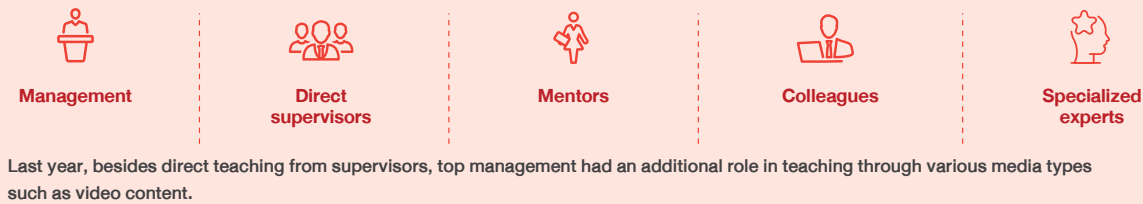


### Learn by hands-on practice

Syllabus content for developing the Talent Pool group and the CP Leadership Institute (CPLI) divides into the following 4 category levels:



### Learn and develop from surroundings with people from different roles



### Learning and development through training processes

The Company supports both intra-organizational and inter-organizational learning in addition to improving learning models to enable Virtual Training inclusive of online self-study systems.



## Personnel Readiness Development for Transition to Digital Platform Era



### Employee Development Project for Digital Mindset & Digital Literacy (Continuously)

The Company continually develops employee digital literacy capabilities through elevating digital skills development to the intermediate level with the "Digital Foundation" course for office employees and the "Impress customers with the O2O service charm" course. These are for both store manager level and FC level employees, providing digital skills essential for business operations. Employees in the data analytics group receive training to raise digital skills to an advanced level via the "Data Analytics Upskilling for Business Strategy" course and acquire Advanced Excel skills for data preparation, data analysis utilizing statistics and create visualization. This approach facilitates the Company to become a Data Driven Organization and the development of work processes improvement skills via automation through the "Work Process Improvement with Power App & Power Automate" course, a course which provides employees with ideas and skills for work improvement utilizing technological tools through hands-on learning (Action Learning).



### Impacts and Benefits



**Number of participants**  
**12,035 Persons**



**100% passed assessments**



**Number of digital prototype projects**  
**43 projects**



**Number of prototype projects implemented**  
**43 projects**



## Sustainable Human Capital Development

To maintain stable and sustainable business growth, the Company requires organization-wide development through educating employees at all levels to prepare for challenges offering risks and opportunities. In 2022, the Company has performed following key projects:



### Cyber Security Awareness Project (%)



**100%** of employees have participated in the training



**100%** of employees have successfully passed knowledge assessments



### Personal data protection awareness project (continuously)

Employees at all levels within the Company as well as employees of suppliers, Store Business Partners and Sub Area stores are encouraged to build awareness of personal data protection. The Company provides online learning channels which consists of operational guidelines courses and associated risks courses relevant to personal data protection. The course includes an assessment of knowledge regarding personal data protection practices.



**100%** of employees have participated in the training



**100%** of employees have successfully passed knowledge assessments



### Human Rights Awareness within the business sector project (continuously)

The Company has continuously emphasized respecting human rights and equality within the Company. In 2022, the Company implemented online learning with knowledge assessments regarding human rights practices within the business sector.



**100%** of employees have participated in the training



**100%** of employees have successfully passed knowledge assessments



### Holistic Health & Well Being Project

The Company encourages employees at all levels within the organization to practice awareness and place importance towards Holistic Life development, inclusive of attitudes to promote organizational work-life balance with focus on physical and mental well-being through the CP ALL Holistic Development Model conceptual framework. This framework motivates employee development in terms of holistic life balance awareness and implementation which consists of physical health, mental health, social relations, spiritual growth, financial planning and career building. In 2022, the Company has implemented trials for an overall well-being project (PI Cross Functional), which consists of activities and courses such as the Rebalance Your Life course, Job Creation course, Career Building course, and the Financial Well-being course. The mentioned approach which

provides knowledge and enhances employee's life management skills across various dimensions in a holistically more balanced manner bolsters morale and work motivation. In addition, the Company is cognizant of the importance of advance preparation and care for employees prior to their retirement. Courses tailor-made for each employee age group provide relevant and necessary knowledge. Employees are instilled with a preparatory attitude prior to retirement from the Company and thus would be well equipped to happily adapt to post-corporate life.





## Type of Performance Appraisal

The Company has determined performance evaluation criteria, both quantitative and qualitative, which are effective, systematic and conform to the same standard. In order to assess organizational success as a whole within the same direction, management style of employees at all levels are enhanced to achieve organizational goals, provide communication channels, provide feedback among each other in a 360 degree intra-team and inter-team manner. This approach assists employees in developing themselves for continuous improved achievements under the ALL Perform (SAP Success Factors) system. In 2022, employees were assessed annually through various forms as follows:

| Appraisal Type                         | % of Evaluated Employees |
|--|--------------------------|
| Management by objectives               | 96%                      |
| Multidimensional performance appraisal | 60%                      |
| Formal comparative ranking             | 71%                      |

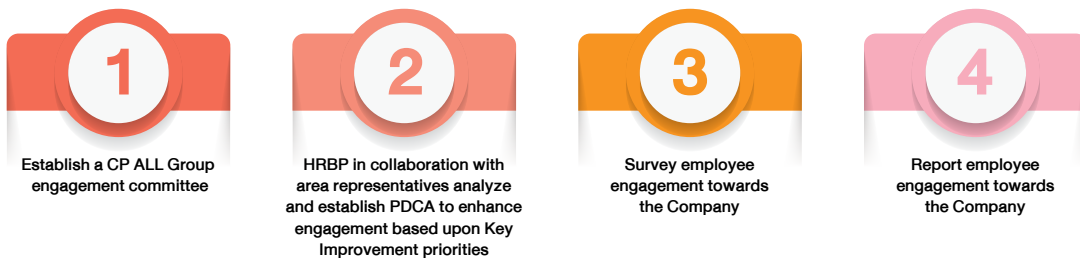
In 2022, the Company improved employee performance assessment efficiency to satisfy standards of the entire CP ALL group under the ALL Perform Plus system through integrating various forms of assessment into the same system.

## Employee Engagement Assessment

The Company raises awareness and responds to employee expectations. Through surveys of employees' sentiment and perspectives towards the Company's operations from 6 questions which reflect employee behavior in 3 aspects. 1) SAY: speak positively about the Company 2) STAY: behavior and determination to continue working with the organization, or high reluctance to leave the organization 3) STRIVE: behavior of employees who are fully committed to work or performing above and beyond normal work duties.

The Company continuously surveys employee expectations. In 2022, employee engagement surveys were conducted with the system, Kincentric eX-Pulse Platform, from the Company, Kincentric (Thailand) Ltd. The results were compared at different time periods for current and up-to-date data for analysis, to formulate strategies and review criteria on improving employee engagement measures and employee participation which helps the organization achieve the set 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

## Employee Retirement Plan Project

Transition assistance programs are provided to facilitate continued employability and the management of career endings resulting from retirement. The mentioned programs include financial benefits and welfare benefits for medical expense provisions, establishment of a retirement club, options for employees to become 7-Eleven store owners or be hired as a Company consultant. In 2022, 7 employees were hired as consultants after retirement.



### Impacts and Benefits



**193** project participants,  
representing **100%** of retirees



Continuous employment of  
**106** persons, representing  
**54.92%** of retirees.





## Sustainability Performance Data 2022: Environment

| GRI Standard          | Required Data                                 | Unit                   | 2019                | 2020                 | 2021                 | 2022                 |
|-----------------------|---|------------------------|---------------------|----------------------|----------------------|----------------------|
| <b>302-1 (e) 2016</b> | <b>Total energy consumption</b>               | GJ                     | <b>9,149,268.02</b> | <b>12,355,033.26</b> | <b>12,071,157.64</b> | <b>13,379,991.59</b> |
|                       | <b>Total non-renewable energy</b>             | GJ                     | <b>544,162.86</b>   | <b>619,592.84</b>    | <b>604,641.25</b>    | <b>749,386.56</b>    |
|                       | <b>Stationary combustion</b>                  | GJ                     | <b>414,339.03</b>   | <b>487,881.85</b>    | <b>475,090.43</b>    | <b>491,169.23</b>    |
|                       | • Fuel oil                                    | GJ                     | 0                   | 0                    | 0                    | 0                    |
|                       | • Diesel                                      | GJ                     | 7,980.44            | 12,144.97            | 14,859.53            | 23,390.43            |
|                       | • Gasoline                                    | GJ                     | 0                   | 0                    | 0                    | 11.33                |
|                       | • Liquefied petroleum gas                     | GJ                     | 348,141.34          | 412,204.24           | 398,890.92           | 403,799.36           |
|                       | • Natural gas                                 | GJ                     | 58,217.25           | 63,532.65            | 61,339.98            | 63,968.11            |
|                       | <b>Mobile combustion</b>                      | GJ                     | <b>129,823.82</b>   | <b>131,710.99</b>    | <b>129,550.82</b>    | <b>258,217.33</b>    |
|                       | • Diesel                                      | GJ                     | 114,460.20          | 117,073.99           | 115,181.47           | 191,475.81           |
|                       | • Gasoline                                    | GJ                     | 15,363.62           | 14,636.19            | 10,804.60            | 62,694.48            |
|                       | • Liquefied petroleum gas                     | GJ                     | 0                   | 0                    | 3,563.22             | 4,044.88             |
|                       | • Natural gas                                 | GJ                     | 0.0032              | 0.82                 | 1.53                 | 2.15                 |
| <b>302-1 (b) 2016</b> | <b>Total renewable energy</b>                 | GJ                     | <b>15,102.14</b>    | <b>16,195.78</b>     | <b>13,442.01</b>     | <b>47,897.78</b>     |
|                       | • Electricity from the sun                    | GJ                     | N/A                 | N/A                  | N/A                  | 31,798.80            |
|                       | • Solar cell                                  | GJ                     | 2,798.50            | 1,796.64             | 1,796.60             | 2,079.65             |
|                       | • Geothermal                                  | GJ                     | 12,303.64           | 14,399.14            | 11,645.41            | 14,019.32            |
| <b>302-1 (c) 2016</b> | <b>Total electricity purchased externally</b> | GJ                     | <b>8,590,003.02</b> | <b>11,719,244.63</b> | <b>11,453,074.38</b> | <b>12,582,707.26</b> |
|                       | • National electricity grid                   | GJ                     | 8,578,506.85        | 11,631,273.12        | 11,283,895.36        | 12,145,997.39        |
|                       | • Solar cell                                  | GJ                     | 11,496.18           | 87,971.51            | 169,179.02           | 436,709.86           |
| <b>302-3 (a) 2016</b> | <b>Energy intensity per revenue unit</b>      | GJ per million Baht    | <b>16.02</b>        | <b>22.60</b>         | <b>20.55</b>         | <b>15.69</b>         |
| <b>303-3 (a) 2018</b> | <b>Total water withdrawal</b>                 | Million m <sup>3</sup> | <b>9.35</b>         | <b>16.68</b>         | <b>15.86</b>         | <b>18.79</b>         |
|                       | • Groundwater                                 | Million m <sup>3</sup> | 1.35                | 1.48                 | 1.39                 | 1.40                 |
|                       | • Third-Party Water                           | Million m <sup>3</sup> | 8.00                | 15.20                | 14.47                | 17.39                |
|                       | - Surface municipal water                     | Million m <sup>3</sup> | N/A                 | 15.06                | 14.26                | 17.23                |
|                       | - Groundwater municipal water                 | Million m <sup>3</sup> | N/A                 | 0.14                 | 0.21                 | 0.16                 |

| GRI Standard          | Required Data  | Unit                            | 2019         | 2020         | 2021         | 2022             |
|-----------------------|--|---------------------------------|--------------|--------------|--------------|------------------|
| <b>303-3 (b) 2018</b> | <b>Total water withdrawal from water stress area</b> | Million m <sup>3</sup>          | <b>3.67</b>  | <b>4.87</b>  | <b>4.58</b>  | <b>8.52</b>      |
|                       | • Groundwater  | Million m <sup>3</sup>          | 1.29         | 1.32         | 1.23         | 1.27             |
|                       | • Third-Party Water                                  | Million m <sup>3</sup>          | 2.38         | 3.55         | 3.35         | 7.24             |
|                       | - Surface municipal water                            | Million m <sup>3</sup>          | N/A          | 3.48         | 3.23         | 7.14             |
|                       | - Groundwater municipal water                        | Million m <sup>3</sup>          | N/A          | 0.07         | 0.12         | 0.10             |
| <b>303-3 (b) 2018</b> | <b>Total freshwater withdrawal</b>                   | Million m <sup>3</sup>          | <b>9.35</b>  | <b>16.66</b> | <b>15.83</b> | <b>18.79</b>     |
|                       | • Freshwater (≤1,000 mg/L Total Dissolved Solids)    | Million m <sup>3</sup>          | 9.35         | 16.66        | 15.83        | 18.79            |
|                       | <b>Reused and recycled water</b>                     | Million m <sup>3</sup>          | <b>0.51</b>  | <b>0.75</b>  | <b>0.41</b>  | <b>0.39</b>      |
|                       | <b>Water withdrawal intensity per revenue unit</b>   | m <sup>3</sup> per million Baht | <b>16.38</b> | <b>30.52</b> | <b>27.00</b> | <b>22.04</b>     |
| <b>303-4(b) 2018</b>  | <b>Treated wastewater (TDS ≤1,000 mg/L)</b>          | Million m <sup>3</sup>          | <b>N/A</b>   | <b>N/A</b>   | <b>10.42</b> | <b>11.41</b>     |
|                       |  | mg/L                            | N/A          | N/A          | 5.83         | 0.57             |
|                       | • COD  | kg                              | N/A          | N/A          | 60,793.06    | 6,546.79         |
|                       |  | mg/L                            | N/A          | N/A          | 2.17         | 0.03             |
|                       | • BOD  | kg                              | N/A          | N/A          | 22,578.32    | 356.91           |
|                       |  | mg/L                            | N/A          | N/A          | 16.24        | 7.62             |
|                       | • Total dissolved solids (TDS)                       | kg                              | N/A          | N/A          | 169,244.54   | 86,887.51        |
| <b>303-4(b) 2018</b>  | <b>Treated wastewater (TDS &gt; 1,000 mg/L)</b>      | Million m <sup>3</sup>          | <b>N/A</b>   | <b>N/A</b>   | <b>N/A</b>   | <b>11,569.00</b> |
|                       |  | mg/L                            | N/A          | N/A          | N/A          | 0                |
|                       | • COD  | kg                              | N/A          | N/A          | N/A          | 0                |
|                       |  | mg/L                            | N/A          | N/A          | N/A          | 0                |
|                       | • BOD  | kg                              | N/A          | N/A          | N/A          | 0                |
|                       |  | mg/L                            | N/A          | N/A          | N/A          | 0                |
|                       | • Total dissolved solids (TDS)                       | kg                              | N/A          | N/A          | N/A          | 0                |

| GRI Standard   | Required Data                                       | Unit                   | 2019         | 2020         | 2021         | 2022         |
|----------------|---|------------------------|--------------|--------------|--------------|--------------|
| 303-4(b) 2018  | Treated wastewater send 3rd party (TDS≤ 1,000 mg/L) | Million m <sup>3</sup> | N/A          | N/A          | N/A          | 0.25         |
|                | • COD   | mg/L                   | N/A          | N/A          | N/A          | 50.76        |
|                |   | kg                     | N/A          | N/A          | N/A          | 12,622.52    |
|                | • BOD   | mg/L                   | N/A          | N/A          | N/A          | 10.13        |
|                |   | kg                     | N/A          | N/A          | N/A          | 2,519.93     |
|                | • Total dissolved solids (TDS)                      | mg/L                   | N/A          | N/A          | N/A          | 577.20       |
| kg             |   | N/A                    | N/A          | N/A          | 143,541.21   |              |
| 303-4(b) 2018  | Treated wastewater send 3rd party (TDS> 1,000 mg/L) | Million m <sup>3</sup> | N/A          | N/A          | N/A          | 0.36         |
|                | • COD   | mg/L                   | N/A          | N/A          | N/A          | 422.85       |
|                |   | kg                     | N/A          | N/A          | N/A          | 153,905.29   |
|                | • BOD   | mg/L                   | N/A          | N/A          | N/A          | 42.12        |
|                |   | kg                     | N/A          | N/A          | N/A          | 15,330.82    |
|                | • Total dissolved solids (TDS)                      | mg/L                   | N/A          | N/A          | N/A          | 1,211.18     |
| kg             |   | N/A                    | N/A          | N/A          | 440,835.69   |              |
| 305-2 (a) 2016 | Total GHG emissions                                 | tCO <sub>2</sub> e     | 1,431,281.28 | 1,808,509.72 | 1,778,726.26 | 1,936,757.61 |
| 305-1 (a) 2016 | Direct (Scope 1) GHG emissions                      | tCO <sub>2</sub> e     | 214,860.15   | 236,045.11   | 324,357.53   | 435,377.38   |
|                | • Fugitive Emissions                                | tCO <sub>2</sub> e     | 176,066.41   | 194,989.93   | 277,558.52   | 384,212.73   |
|                | • Methane from wastewater treatment                 | tCO <sub>2</sub> e     | 3,724.42     | 819.66       | 1,230.88     | 556.81       |
|                | • Stationary combustion                             | tCO <sub>2</sub> e     | 25,468.24    | 30,428.86    | 29,598.88    | 30,645.31    |
|                | • Mobile combustion                                 | tCO <sub>2</sub> e     | 9,021.92     | 9,253.95     | 14,834.57    | 18,575.28    |
| 305-1 (c)2016  | • Biogenic combustion                               | tCO <sub>2</sub> e     | 579.15       | 552.71       | 1,134.68     | 1,387.26     |



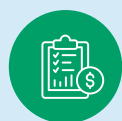
| GRI Standard          | Required Data   | Unit                                | 2019                | 2020                | 2021                 | 2022                 |
|-----------------------|---|-------------------------------------|---------------------|---------------------|----------------------|----------------------|
| <b>305-2 (a) 2016</b> | <b>Indirect (Scope 2) GHG emissions</b>   | tCO <sub>2</sub> e                  | <b>1,216,421.13</b> | <b>1,572,464.61</b> | <b>1,454,368.73</b>  | <b>1,501,380.23</b>  |
|                       | • Electricity purchased   | tCO <sub>2</sub> e                  | 1,216,421.13        | 1,572,464.61        | 1,454,368.73         | 1,501,380.23         |
|                       | <b>GHG reduction from alternative energy consumption</b>  | tCO <sub>2</sub> e                  | <b>2,491.45</b>     | <b>11,851.72</b>    | <b>31,149.16</b>     | <b>53,982.19</b>     |
| <b>305-4 (a) 2016</b> | <b>Direct and indirect (Scope 1 and Scope 2) per revenue unit</b>   | tCO <sub>2</sub> e per million Baht | <b>2.51</b>         | <b>3.31</b>         | <b>3.03</b>          | <b>2.27</b>          |
| <b>305-3 (a) 2016</b> | <b>Other indirect (Scope 3) GHG emissions</b>   | tCO <sub>2</sub> e                  | <b>208,627.65</b>   | <b>243,098.87</b>   | <b>13,131,498.28</b> | <b>13,191,694.60</b> |
|                       | • Purchase goods and service  | tCO <sub>2</sub> e                  | N/A                 | N/A                 | 12,824,060.79        | 12,525,820.40        |
|                       | • capital goods   | tCO <sub>2</sub> e                  | N/A                 | N/A                 | N/A                  | 47,305.39            |
|                       | • Upstream transportation and distribution  | tCO <sub>2</sub> e                  | 90,128.25           | 141,122.76          | 197,321.23           | 268,798.35           |
|                       | • Waste generated in operations   | tCO <sub>2</sub> e                  | 192,510.20          | 90,956.37           | 99,866.65            | 90,303.47            |
|                       | • Business travel (by planes)   | tCO <sub>2</sub> e                  | 2,588.75            | 793.62              | 141.14               | 2,077.74             |
|                       | • employee travel   | tCO <sub>2</sub> e                  | N/A                 | N/A                 | N/A                  | 153,865.70           |
|                       | • Downstream transportation and distribution  | tCO <sub>2</sub> e                  | N/A                 | N/A                 | N/A                  | 94,192.64            |
|                       | • End-of-life treatment of sold products (Golden banana)  | tCO <sub>2</sub> e                  | 13,528.70           | 10,226.12           | 10,108.25            | 9,330.91             |
|                       | <b>GHG reduction from decreased consumption of single use plastic bag</b>   | tCO <sub>2</sub> e                  | <b>33,222.39</b>    | <b>85,212.55</b>    | <b>265,268.48</b>    | <b>250,615.62</b>    |
|                       | <b>Percentage of the stores that have been designed or renovated for mitigating flood comparing to total store locating in flood risk areas</b> | Percentage                          | <b>N/A</b>          | <b>N/A</b>          | <b>52</b>            | <b>52</b>            |
| <b>306-3 (a) 2020</b> | <b>Total waste generated</b>  | Tonnes                              | <b>174,461.64</b>   | <b>182,442.19</b>   | <b>219,409.69</b>    | <b>207,701.67</b>    |
| <b>306-4 (a) 2020</b> | <b>Total waste diverted from disposal</b>   | Tonnes                              | <b>126,259.35</b>   | <b>125,688.45</b>   | <b>159,023.78</b>    | <b>153,194.14</b>    |
| <b>306-4 (b) 2020</b> | <b>Hazardous waste</b>  | Tonnes                              | <b>18.35</b>        | <b>59.40</b>        | <b>48.26</b>         | <b>205.18</b>        |
|                       | • Recycling   | Tonnes                              | 17.89               | 45.83               | 24.81                | 186.31               |
|                       | • Energy recovery (used for mixed fuel)   | Tonnes                              | 0.46                | 13.57               | 23.45                | 18.86                |

| GRI Standard          | Required Data   | Unit       | 2019              | 2020              | 2021              | 2022              |
|-----------------------|---|------------|-------------------|-------------------|-------------------|-------------------|
| <b>306-4 (c) 2020</b> | <b>Non-hazardous waste</b>  | Tonnes     | <b>126,241.00</b> | <b>125,629.04</b> | <b>158,975.52</b> | <b>152,988.97</b> |
|                       | • Reused  | Tonnes     | N/A               | 90.28             | 82.33             | 367.64            |
|                       | • Recycling   | Tonnes     | 119,780.06        | 117,194.78        | 149,385.17        | 139,798.98        |
|                       | • Composting  | Tonnes     | 6,460.94          | 6,613.28          | 7,254.84          | 10,058.43         |
|                       | • Energy recovery (used for mixed fuel)   | Tonnes     | N/A               | 1,730.71          | 1,963.33          | 2,667.67          |
|                       | • Others (animal husbandry)   | Tonnes     | 0                 | 0                 | 289.86            | 96.25             |
| <b>306-5 (a) 2020</b> | <b>Total waste directed to disposal</b>   | Tonnes     | <b>48,202.29</b>  | <b>56,753.74</b>  | <b>60,385.91</b>  | <b>54,507.52</b>  |
| <b>306-5 (b) 2020</b> | <b>Hazardous waste</b>  | Tonnes     | <b>25.84</b>      | <b>12.74</b>      | <b>83.28</b>      | <b>214.04</b>     |
|                       | • Incineration  | Tonnes     | 20.20             | 7.29              | 74.89             | 14.25             |
|                       | • Landfill  | Tonnes     | 5.64              | 5.45              | 8.39              | 199.80            |
| <b>306-5 (c) 2020</b> | <b>Non-hazardous waste</b>  | Tonnes     | <b>48,176.45</b>  | <b>56,741.00</b>  | <b>60,302.64</b>  | <b>54,293.48</b>  |
|                       | • Incineration  | Tonnes     | 1,778.93          | 0                 | 5.41              | 36.91             |
|                       | • Landfill  | Tonnes     | 46,397.52         | 56,741.00         | 60,297.23         | 54,256.57         |
|                       | <b>Percentage of total waste diverted from disposal per total waste generated</b> | Percentage | <b>72</b>         | <b>68.89</b>      | <b>72.47</b>      | <b>73.75</b>      |
| <b>306-3 (a) 2020</b> | <b>Total food waste</b>   | Tonnes     | <b>58,864</b>     | <b>65,347.90</b>  | <b>66,983.07</b>  | <b>64,410.08</b>  |
|                       | • Fruits and vegetables   | Tonnes     | N/A               | 7,764             | 19,899.06         | 21,304.13         |
|                       | • Meats and seafood   | Tonnes     | N/A               | 6,408             | 3,766.27          | 4,534.33          |
|                       | • Dairy   | Tonnes     | N/A               | 2,381             | 2,315.32          | 3,582.20          |
|                       | • Ready to eat (RTE)  | Tonnes     | N/A               | 22,106            | 18,041.47         | 16,959.04         |
|                       | • Beverage  | Tonnes     | N/A               | 1,794.25          | 1,265.83          | 1,503.45          |
|                       | • Process food  | Tonnes     | N/A               | 1,076.70          | 655.59            | 1,962.90          |
|                       | • Bakery  | Tonnes     | N/A               | 15,235.46         | 12,593.43         | 14,252.95         |
|                       | • Others  | Tonnes     | N/A               | 8,582.51          | 8,446.11          | 311.08            |

| GRI Standard   | Required Data                                | Unit   | 2019          | 2020             | 2021             | 2022             |
|--|--|--------|---------------|------------------|------------------|------------------|
| <b>306-4 (a) 2020</b>  | <b>Food waste utilization</b>                | Tonnes | <b>17,943</b> | <b>18,033.87</b> | <b>12,611.83</b> | <b>16,260.86</b> |
|  | • Delivered for further consumption (Reduce) | Tonnes | N/A           | 0                | 0                | 0                |
|  | • be used as animal feed (Reuse)             | Tonnes | N/A           | 17,476.17        | 12,014.58        | 14,926.75        |
|  | • reuse making fertilizer, biogas (Recycle)  | Tonnes | N/A           | 59.91            | 508.76           | 1,321.16         |
|  | • used to produce energy (Energy Recovery)   | Tonnes | N/A           | 497.80           | 88.49            | 12.94            |
| <b>306-5 (a) 2020</b>  | <b>Total food waste directed to disposal</b> | Tonnes | <b>40,921</b> | <b>47,314.02</b> | <b>54,371.24</b> | <b>48,149.21</b> |
|  | • Landfill                                   | Tonnes | N/A           | 47,314.02        | 54,371.24        | 48,149.21        |
|  | <b>Food waste prevention</b>                 | Tonnes | <b>N/A</b>    | <b>N/A</b>       | <b>21,314.71</b> | <b>31,230.11</b> |
|  | • Order optimization                         | Tonnes | N/A           | N/A              | 5,079.31         | 7,293.17         |
|  | • Material for new product                   | Tonnes | N/A           | N/A              | 1,969.00         | 9,848.36         |
|  | • Animal feed                                | Tonnes | N/A           | N/A              | 14,225.00        | 13,740.13        |
|  | • continue consumption (Reduce)              | Tonnes | 0             | 0                | 41.40            | 348.45           |
| 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 within the organization is the sum of all consumed nonrenewable energy, renewable energy and electricity purchased externally
- 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 direct GHG emissions covers GHG emissions from wastewater system, mobile combustion, biofuel combustion, stationary combustion and fugitive emissions
- GHG emissions bases year has been changed to 2020 aligning with sustainability target phase 2.
- 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)
- Other GHG covers goods and service purchase (plastic packaging), logistics and distribution upstream, management of wastewater from operations, business travel (by planes), employees commute (private personnel), processing of sold products (electronic equipment), end-of-life treatment of sold products (plastic packaging)
- after the COVID situation has been resolved as usual make business operations return to normal causing the amount of energy consumed by mobile combustion and other indirect greenhouse gas emissions
- GHG reduced from renewable energy usage, covering solar-generated and geothermal electricity
- GHG emissions reduced from plastic packaging usage, calculated from decreased usage of plastic bag at 7-Eleven multiplies 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
- The amount of hazardous and non-hazardous waste is reported according to the framework of GRI Standard version 2020. In 2019 – 2020, there is increase in goods and asset write-off of CP ALL PLC, with recalculation 2018
- Total waste data is covered food waste
- The amount of hazardous waste to landfill in 2022 has increased due to a fire at Makro Public Company Limited's Mahachai warehouse.
- Data boundary of volume and character of wastewater is covered food manufacturing factory located in Lat Krabang, Lat Lum Kaeo, and Chon Buri areas



## Sustainability Performance Data 2022: Human Resources

| GRI standard | Required Data          | Unit    | 2019   |        |        | 2020   |        |         | 2021   |        |         | 2022   |         |         |
|--------------|------------------------|---------|--------|--------|--------|--------|--------|---------|--------|--------|---------|--------|---------|---------|
|              |                        |         | Male   | Female | Total  | Male   | Female | Total   | Male   | Female | Total   | Male   | Female  | Total   |
| <b>2</b>     | <b>Workforce</b>       |         |        |        |        |        |        |         |        |        |         |        |         |         |
| 2-7          | Total Employee         | Persons | 30,670 | 62,641 | 93,311 | 34,585 | 67,642 | 102,227 | 54,820 | 99,613 | 154,433 | 59,367 | 108,034 | 167,401 |
|              |                        | FTE     | N/A    | N/A    | N/A    | N/A    | N/A    | N/A     | 51,558 | 90,465 | 142,023 | 57,057 | 99,797  | 156,854 |
| 2-7a         | By Based Location      |         |        |        |        |        |        |         |        |        |         |        |         |         |
|              | • Thailand             | Persons | N/A    | N/A    | N/A    | N/A    | N/A    | N/A     | N/A    | N/A    | N/A     | 57,493 | 106,117 | 163,610 |
|              |                        | FTE     | N/A    | N/A    | N/A    | N/A    | N/A    | N/A     | N/A    | N/A    | N/A     | 54,792 | 97,482  | 152,274 |
|              | • Cambodia             | Persons | N/A    | N/A    | N/A    | N/A    | N/A    | N/A     | N/A    | N/A    | N/A     | 629    | 623     | 1,252   |
|              |                        | FTE     | N/A    | N/A    | N/A    | N/A    | N/A    | N/A     | N/A    | N/A    | N/A     | 762    | 757     | 1,519   |
|              | • Malaysia             | Persons | N/A    | N/A    | N/A    | N/A    | N/A    | N/A     | N/A    | N/A    | N/A     | 1      | 0       | 1       |
|              |                        | FTE     | N/A    | N/A    | N/A    | N/A    | N/A    | N/A     | N/A    | N/A    | N/A     | 1      | 0       | 1       |
|              | • Other                | Persons | N/A    | N/A    | N/A    | N/A    | N/A    | N/A     | N/A    | N/A    | N/A     | 1,244  | 1,294   | 2,538   |
|              |                        | FTE     | N/A    | N/A    | N/A    | N/A    | N/A    | N/A     | N/A    | N/A    | N/A     | 1,501  | 1,558   | 3,059   |
| 2-7b         | By Employment Contract |         |        |        |        |        |        |         |        |        |         |        |         |         |
|              | • Permanent Employee   | Persons | 30,670 | 62,641 | 93,311 | 34,585 | 67,642 | 102,227 | 54,820 | 99,613 | 154,433 | 58,561 | 107,086 | 165,647 |
|              |                        | FTE     | N/A    | N/A    | N/A    | N/A    | N/A    | N/A     | N/A    | N/A    | N/A     | 56,253 | 98,859  | 155,112 |
|              | • Temporary Employee   | Persons | N/A    | N/A    | N/A    | N/A    | N/A    | N/A     | N/A    | N/A    | N/A     | 806    | 948     | 1,754   |
|              |                        | FTE     | N/A    | N/A    | N/A    | N/A    | N/A    | N/A     | N/A    | N/A    | N/A     | 803    | 938     | 1,741   |
| 405-1        | Diversity of employees |         |        |        |        |        |        |         |        |        |         |        |         |         |
|              | By Management Level    |         |        |        |        |        |        |         |        |        |         |        |         |         |
|              | • Top Management       | Persons | 41     | 21     | 62     | 32     | 24     | 56      | 95     | 57     | 152     | 96     | 56      | 152     |
|              | • Management           | Persons | 937    | 1,218  | 2,155  | 1,259  | 1,591  | 2,850   | 1,614  | 1,946  | 3,560   | 1,656  | 2,173   | 3,829   |
|              | • Junior Management    | Persons |        |        |        |        |        |         | 2,897  | 4,456  | 7,353   | 3,218  | 5,018   | 8,236   |
|              | • Officer              | Persons | 29,692 | 61,402 | 91,094 | 33,294 | 66,027 | 99,321  | 50,214 | 93,154 | 143,368 | 54,397 | 100,787 | 155,184 |
|              | By Nationality         |         |        |        |        |        |        |         |        |        |         |        |         |         |
|              | • Thai                 | Persons | N/A    | N/A    | N/A    | N/A    | N/A    | N/A     | 53,304 | 98,069 | 151,373 | 57,490 | 106,119 | 163,609 |
|              | • Cambodian            | Persons | N/A    | N/A    | N/A    | N/A    | N/A    | N/A     | N/A    | N/A    | 730     | 629    | 623     | 1,252   |
|              | • Burmese              | Persons | N/A    | N/A    | N/A    | N/A    | N/A    | N/A     | N/A    | N/A    | 2,227   | 1,171  | 1,282   | 2,453   |
|              | • Indian               | Persons | N/A    | N/A    | N/A    | N/A    | N/A    | N/A     | N/A    | N/A    | 2       | 35     | 3       | 38      |
|              | • Austrian             | Persons | N/A    | N/A    | N/A    | N/A    | N/A    | N/A     | N/A    | N/A    | 0       | 2      | 1       | 3       |
|              | • Korean               | Persons | N/A    | N/A    | N/A    | N/A    | N/A    | N/A     | N/A    | N/A    | 5       | 1      | 0       | 1       |
|              | • Other                | Persons | N/A    | N/A    | N/A    | N/A    | N/A    | N/A     | N/A    | N/A    | 96      | 39     | 6       | 45      |

| GRI standard             | Required Data        | Unit    | 2019   |        |        | 2020   |        |        | 2021   |        |        | 2022   |         |        |
|--------------------------|----------------------|---------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|---------|--------|
|                          |                      |         | Male   | Female | Total  | Male   | Female | Total  | Male   | Female | Total  | Male   | Female  | Total  |
| By Age                   |                      |         |        |        |        |        |        |        |        |        |        |        |         |        |
| • Under 30 years old     | Persons              | 16,875  | 35,700 | 52,575 | 18,218 | 37,306 | 55,524 | 30,024 | 54,906 | 84,930 | 33,149 | 60,148 | 93,297  |        |
|                          | FTE                  | N/A     | N/A    | N/A    | N/A    | N/A    | N/A    | N/A    | N/A    | N/A    | 31,655 | 54,984 | 86,639  |        |
| • 30-50 years old        | Persons              | 13,224  | 25,907 | 39,131 | 15,717 | 29,203 | 44,920 | 23,680 | 42,953 | 66,633 | 24,932 | 45,799 | 70,731  |        |
|                          | FTE                  | N/A     | N/A    | N/A    | N/A    | N/A    | N/A    | N/A    | N/A    | N/A    | 24,138 | 42,750 | 66,888  |        |
| • Over 50 years old      | Persons              | 571     | 1,034  | 1,605  | 650    | 1,133  | 1,783  | 1,116  | 1,754  | 2,870  | 1,286  | 2,087  | 3,373   |        |
|                          | FTE                  | N/A     | N/A    | N/A    | N/A    | N/A    | N/A    | N/A    | N/A    | N/A    | 1,264  | 2,063  | 3,327   |        |
| By Religion              |                      |         |        |        |        |        |        |        |        |        |        |        |         |        |
| • Buddhist               | Persons              | N/A     | N/A    | 87,989 | N/A    | N/A    | 96,180 | 33,566 | 63,637 | 97,203 | 38,349 | 72,836 | 111,185 |        |
|                          | FTE                  | N/A     | N/A    | N/A    | N/A    | N/A    | N/A    | N/A    | N/A    | N/A    | 36,199 | 65,224 | 101,422 |        |
| • Christian              | Persons              | N/A     | N/A    | 532    | N/A    | N/A    | 599    | 278    | 356    | 634    | 298    | 403    | 701     |        |
|                          | FTE                  | N/A     | N/A    | N/A    | N/A    | N/A    | N/A    | N/A    | N/A    | N/A    | 279    | 362    | 641     |        |
| • Islamic                | Persons              | N/A     | N/A    | 4,725  | N/A    | N/A    | 4,882  | 1,505  | 3,348  | 4,853  | 1,933  | 4,466  | 6,399   |        |
|                          | FTE                  | N/A     | N/A    | N/A    | N/A    | N/A    | N/A    | N/A    | N/A    | N/A    | 1,823  | 3,950  | 5,773   |        |
| • Hindu                  | Persons              | N/A     | N/A    | N/A    | N/A    | N/A    | N/A    | 5      | 3      | 8      | 6      | 3      | 9       |        |
|                          | FTE                  | N/A     | N/A    | N/A    | N/A    | N/A    | N/A    | N/A    | N/A    | N/A    | 6      | 3      | 9       |        |
| • Other                  | Persons              | N/A     | N/A    | N/A    | N/A    | N/A    | N/A    | 22     | 40     | 62     | 14     | 21     | 35      |        |
|                          | FTE                  | N/A     | N/A    | N/A    | N/A    | N/A    | N/A    | N/A    | N/A    | N/A    | 13     | 18     | 30      |        |
| • Not disclosed          | Persons              | N/A     | N/A    | 65     | N/A    | N/A    | 566    | 19,444 | 32,229 | 51,673 | 18,767 | 30,305 | 49,072  |        |
|                          | FTE                  | N/A     | N/A    | N/A    | N/A    | N/A    | N/A    | N/A    | N/A    | N/A    | 18,737 | 30,241 | 48,978  |        |
| <b>2-8a</b>              | <b>Workers</b>       | Persons | 17,489 | 12,094 | 29,583 | 32,325 | 56,928 | 89,253 | 19,563 | 32,146 | 51,709 | 2,467  | 1,361   | 3,828  |
| 401-1 New Employee Hires |                      |         |        |        |        |        |        |        |        |        |        |        |         |        |
|                          | Number of new hires  | Persons | 16,827 | 30,911 | 47,738 | 13,767 | 26,586 | 40,353 | 33,670 | 58,673 | 92,343 | 36,230 | 63,223  | 99,453 |
|                          | New hire rate        | %       | 38.84  |        |        | 21.07  |        |        | 59.79  |        |        | 59.41  |         |        |
| By Age                   |                      |         |        |        |        |        |        |        |        |        |        |        |         |        |
|                          | • Under 30 years old | Persons | 38,852 |        |        | 33,119 |        |        | 27,102 | 45,360 | 72,462 | 30,217 | 50,945  | 81,162 |
|                          | • 30-50 years old    | Persons | 8,772  |        |        | 7,134  |        |        | 6,510  | 13,155 | 19,665 | 5,924  | 12,166  | 18,090 |
|                          | • Over 50 years old  | Persons | 114    |        |        | 100    |        |        | 58     | 158    | 216    | 89     | 112     | 201    |
| By Nationality           |                      |         |        |        |        |        |        |        |        |        |        |        |         |        |
|                          | • Thai               | Persons | N/A    | N/A    | N/A    | N/A    | N/A    | N/A    | 32,843 | 58,054 | 90,897 | 35,511 | 62,537  | 98,048 |
|                          | • Cambodian          | Persons | N/A    | N/A    | N/A    | N/A    | N/A    | N/A    | 60     | 68     | 128    | 438    | 373     | 811    |
|                          | • Burmese            | Persons | N/A    | N/A    | N/A    | N/A    | N/A    | N/A    | 752    | 548    | 1,300  | 236    | 307     | 543    |
|                          | • Indian             | Persons | N/A    | N/A    | N/A    | N/A    | N/A    | N/A    | 1      | 0      | 1      | 30     | 3       | 33     |
|                          | • Austrian           | Persons | N/A    | N/A    | N/A    | N/A    | N/A    | N/A    | 0      | 0      | 0      | 1      | 0       | 1      |



| GRI standard | Required Data                            | Unit    | 2019   |        |        | 2020   |        |        | 2021   |        |        | 2022   |        |        |
|--------------|--|---------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
|              |  |         | Male   | Female | Total  | Male   | Female | Total  | Male   | Female | Total  | Male   | Female | Total  |
|              | • Korean                                 | Persons | N/A    | N/A    | N/A    | N/A    | N/A    | N/A    | 2      | 0      | 2      | 1      | 0      | 1      |
|              | • Other                                  | Persons | N/A    | N/A    | N/A    | N/A    | N/A    | N/A    | 12     | 3      | 15     | 13     | 3      | 16     |
| 401-1        | Turnover                                 |         |        |        |        |        |        |        |        |        |        |        |        |        |
|              | Total number of resigned employees       | Persons | 14,902 | 24,019 | 38,921 | 12,022 | 23,086 | 35,108 | 28,774 | 52,148 | 80,922 | 36,743 | 61,456 | 98,199 |
|              | Turnover Rate                            | %       | 31.67  |        |        | 18.34  |        |        | 52.40  |        |        | 58.66  |        |        |
|              | By Age                                   |         |        |        |        |        |        |        |        |        |        |        |        |        |
|              | • Under 30 years old                     | Persons | N/A    | N/A    | 30,012 | N/A    | N/A    | 26,996 | 22,826 | 40,197 | 63,023 | 28,849 | 46,631 | 75,480 |
|              | • 30-50 years old                        | Persons | N/A    | N/A    | 8,753  | N/A    | N/A    | 7,871  | 5,827  | 11,730 | 17,557 | 7,687  | 14,525 | 22,212 |
|              | • Over 50 years old                      | Persons | N/A    | N/A    | 156    | N/A    | N/A    | 241    | 121    | 221    | 342    | 207    | 300    | 507    |
|              | By Nationality                           |         |        |        |        |        |        |        |        |        |        |        |        |        |
|              | • Thai                                   | Persons | N/A    | N/A    | N/A    | N/A    | N/A    | N/A    | 28,437 | 51,804 | 80,241 | 36,349 | 61,112 | 97,461 |
|              | • Cambodian                              | Persons | N/A    | N/A    | N/A    | N/A    | N/A    | N/A    | 131    | 157    | 288    | 177    | 168    | 345    |
|              | • Burmese                                | Persons | N/A    | N/A    | N/A    | N/A    | N/A    | N/A    | 205    | 186    | 391    | 206    | 174    | 380    |
|              | • Indian                                 | Persons | N/A    | N/A    | N/A    | N/A    | N/A    | N/A    | 0      | 0      | 0      | 3      | 0      | 3      |
|              | • Austrian                               | Persons | N/A    | N/A    | N/A    | N/A    | N/A    | N/A    | 1      | 0      | 1      | 0      | 0      | 0      |
|              | • Korean                                 | Persons | N/A    | N/A    | N/A    | N/A    | N/A    | N/A    | 0      | 0      | 0      | 0      | 0      | 0      |
|              | • Other                                  | Persons | N/A    | N/A    | N/A    | N/A    | N/A    | N/A    | 0      | 1      | 1      | 8      | 2      | 10     |
| 401-1        | Voluntary Turnover                       |         |        |        |        |        |        |        |        |        |        |        |        |        |
|              | Number of voluntarily resigned employees | Persons | N/A    | N/A    | N/A    | N/A    | N/A    | N/A    | 26,340 | 48,587 | 74,927 | 31,669 | 55,312 | 86,981 |
|              | Voluntary resignation rate               | %       | 38.08  |        |        | 32.90  |        |        | 48.52  |        |        | 51.96  |        |        |
|              | By Age                                   |         |        |        |        |        |        |        |        |        |        |        |        |        |
|              | • Under 30 years old                     | Persons | N/A    | N/A    | N/A    | N/A    | N/A    | N/A    | 20,950 | 37,589 | 58,539 | 25,060 | 42,439 | 67,499 |
|              | • 30-50 years old                        | Persons | N/A    | N/A    | N/A    | N/A    | N/A    | N/A    | 5,317  | 10,849 | 16,166 | 6,452  | 12,670 | 19,122 |
|              | • Over 50 years old                      | Persons | N/A    | N/A    | N/A    | N/A    | N/A    | N/A    | 73     | 149    | 222    | 157    | 203    | 360    |
|              | By Nationality                           |         |        |        |        |        |        |        |        |        |        |        |        |        |
|              | • Thai                                   | Persons | N/A    | N/A    | N/A    | N/A    | N/A    | N/A    | 26,005 | 48,243 | 74,248 | 31,277 | 54,969 | 86,246 |
|              | • Cambodian                              | Persons | N/A    | N/A    | N/A    | N/A    | N/A    | N/A    | 130    | 157    | 287    | 177    | 168    | 345    |
|              | • Burmese                                | Persons | N/A    | N/A    | N/A    | N/A    | N/A    | N/A    | 204    | 186    | 390    | 204    | 173    | 377    |
|              | • Indian                                 | Persons | N/A    | N/A    | N/A    | N/A    | N/A    | N/A    | 0      | 0      | 0      | 3      | 0      | 3      |
|              | • Austrian                               | Persons | N/A    | N/A    | N/A    | N/A    | N/A    | N/A    | 1      | 0      | 1      | 0      | 0      | 0      |
|              | • Korean                                 | Persons | N/A    | N/A    | N/A    | N/A    | N/A    | N/A    | 0      | 0      | 0      | 0      | 0      | 0      |
|              | • Other                                  | Persons | N/A    | N/A    | N/A    | N/A    | N/A    | N/A    | 0      | 1      | 1      | 8      | 2      | 10     |

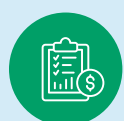
| GRI standard                     | Required Data   | Unit              | 2019  |        |       | 2020  |        |       | 2021  |        |       | 2022   |         |         |
|----------------------------------|---|-------------------|-------|--------|-------|-------|--------|-------|-------|--------|-------|--------|---------|---------|
|                                  |   |                   | Male  | Female | Total | Male  | Female | Total | Male  | Female | Total | Male   | Female  | Total   |
| 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   | N/A   | N/A    | N/A   | 50,705 | 107,073 | 157,778 |
| 401-3b                           | • Number of employees taking parental leave   | Persons           | N/A   | N/A    | 2,959 | N/A   | N/A    | 3,592 | 556   | 4,598  | 5,154 | 785    | 4,546   | 5,331   |
| 401-3c                           | • Number of employees returned to work after parental leave   | Persons           | N/A   | N/A    | 2,615 | N/A   | N/A    | 3,225 | 518   | 4,374  | 4,892 | 773    | 3,977   | 4,750   |
| 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   | N/A    | N/A   | N/A   | 2,485  | 2,485 | 597    | 3,368   | 3,965   |
| 401-3e                           | • Retention rate of employees taking parental leave   | %                 | 88.37 |        |       | 89.78 |        |       | 10.05 | 84.87  | 94.92 | 14.50  | 74.60   | 89.10   |
| Collective Bargaining Agreements |   |                   |       |        |       |       |        |       |       |        |       |        |         |         |
|                                  | • Employee Representative under welfare committee   | %                 | 100   |        |       | 100   |        |       | 100   |        |       | 100    |         |         |
| 404-1                            | Training and education  |                   |       |        |       |       |        |       |       |        |       |        |         |         |
|                                  | • Average hours of training   | Hours/Person/year | 20.51 | 23.84  | 22.18 | 17.35 | 20.47  | 18.91 | 18.25 | 21.96  | 20.11 | 30.03  | 30.29   | 30.20   |
|                                  | • Average hours of training   | Hours/FTE         | N/A   | N/A    | N/A   | N/A   | N/A    | N/A   | N/A   | N/A    | N/A   | 31.25  | 32.79   | 32.23   |
| By Age                           |   |                   |       |        |       |       |        |       |       |        |       |        |         |         |
|                                  | • Under 30 years old  | Hours/Person/year | N/A   | N/A    | N/A   | N/A   | N/A    | N/A   | N/A   | N/A    | N/A   | 29.29  | 29.99   | 29.74   |
|                                  |   | Hours/FTE         | N/A   | N/A    | N/A   | N/A   | N/A    | N/A   | N/A   | N/A    | N/A   | 30.68  | 32.81   | 32.03   |
|                                  | • 30-50 years old   | Hours/Person/year | N/A   | N/A    | N/A   | N/A   | N/A    | N/A   | N/A   | N/A    | N/A   | 33.33  | 33.97   | 33.71   |
|                                  |   | Hours/FTE         | N/A   | N/A    | N/A   | N/A   | N/A    | N/A   | N/A   | N/A    | N/A   | 34.35  | 39.71   | 39.24   |
|                                  | • Over 50 years old   | Hours/Person/year | N/A   | N/A    | N/A   | N/A   | N/A    | N/A   | N/A   | N/A    | N/A   | 35.37  | 35.27   | 35.31   |
|                                  |   | Hours/FTE         | N/A   | N/A    | N/A   | N/A   | N/A    | N/A   | N/A   | N/A    | N/A   | 35.99  | 35.67   | 35.79   |

| GRI standard                                | Required Data       | Unit | 2019 |        |       | 2020 |        |       | 2021 |        |       | 2022  |        |       |
|---|---------------------|------|------|--------|-------|------|--------|-------|------|--------|-------|-------|--------|-------|
|   |                     |      | Male | Female | Total | Male | Female | Total | Male | Female | Total | Male  | Female | Total |
| By Nationality                              |                     |      |      |        |       |      |        |       |      |        |       |       |        |       |
| • Thai                                      | Hours/ Person/ year | N/A  | N/A  | N/A    | N/A   | N/A  | N/A    | N/A   | N/A  | N/A    | N/A   | 30.60 | 30.56  | 30.57 |
|   | Hours/ FTE          | N/A  | N/A  | N/A    | N/A   | N/A  | N/A    | N/A   | N/A  | N/A    | N/A   | 32.03 | 33.19  | 32.77 |
| • Cambodian                                 | Hours/ Person/ year | N/A  | N/A  | N/A    | N/A   | N/A  | N/A    | N/A   | N/A  | N/A    | N/A   | 11.15 | 11.09  | 11.12 |
|   | Hours/ FTE          | N/A  | N/A  | N/A    | N/A   | N/A  | N/A    | N/A   | N/A  | N/A    | N/A   | 9.78  | 10.05  | 9.92  |
| • Burmese                                   | Hours/ Person/ year | N/A  | N/A  | N/A    | N/A   | N/A  | N/A    | N/A   | N/A  | N/A    | N/A   | 10.98 | 11.64  | 11.33 |
|   | Hours/ FTE          | N/A  | N/A  | N/A    | N/A   | N/A  | N/A    | N/A   | N/A  | N/A    | N/A   | 9.64  | 10.55  | 10.11 |
| • Indian                                    | Hours/ Person/ year | N/A  | N/A  | N/A    | N/A   | N/A  | N/A    | N/A   | N/A  | N/A    | N/A   | 4.13  | 9.00   | 4.51  |
|   | Hours/ FTE          | N/A  | N/A  | N/A    | N/A   | N/A  | N/A    | N/A   | N/A  | N/A    | N/A   | 4.13  | 9.00   | 4.51  |
| • Austrian                                  | Hours/ Person/ year | N/A  | N/A  | N/A    | N/A   | N/A  | N/A    | N/A   | N/A  | N/A    | N/A   | 68.50 | 3.50   | 46.83 |
|   | Hours/ FTE          | N/A  | N/A  | N/A    | N/A   | N/A  | N/A    | N/A   | N/A  | N/A    | N/A   | 68.50 | 3.50   | 46.83 |
| • Korean                                    | Hours/ Person/ year | N/A  | N/A  | N/A    | N/A   | N/A  | N/A    | N/A   | N/A  | N/A    | N/A   | 9.00  | 0.00   | 9.00  |
|   | Hours/ FTE          | N/A  | N/A  | N/A    | N/A   | N/A  | N/A    | N/A   | N/A  | N/A    | N/A   | 9.00  | 0.00   | 9.00  |
| • Other                                     | Hours/ Person/ year | N/A  | N/A  | N/A    | N/A   | N/A  | N/A    | N/A   | N/A  | N/A    | N/A   | 25.67 | 0.00   | 25.67 |
|   | Hours/ FTE          | N/A  | N/A  | N/A    | N/A   | N/A  | N/A    | N/A   | N/A  | N/A    | N/A   | 25.67 | 0.00   | 25.67 |
| By function                                 |                     |      |      |        |       |      |        |       |      |        |       |       |        |       |
| • Operations (production department, sales) | Hours/ Person/ year | N/A  | N/A  | N/A    | N/A   | N/A  | N/A    | N/A   | N/A  | N/A    | N/A   | 27.35 | 26.83  | 26.93 |
|   | Hours/ FTE          | N/A  | N/A  | N/A    | N/A   | N/A  | N/A    | N/A   | N/A  | N/A    | N/A   | 28.44 | 28.18  | 28.22 |
| • Transport and distribution                | Hours/ Person/ year | N/A  | N/A  | N/A    | N/A   | N/A  | N/A    | N/A   | N/A  | N/A    | N/A   | 8.05  | 6.81   | 7.57  |
|   | Hours/ FTE          | N/A  | N/A  | N/A    | N/A   | N/A  | N/A    | N/A   | N/A  | N/A    | N/A   | 8.08  | 7.02   | 7.69  |
| • Office                                    | Hours/ Person/ year | N/A  | N/A  | N/A    | N/A   | N/A  | N/A    | N/A   | N/A  | N/A    | N/A   | 87.54 | 76.70  | 80.36 |
|   | Hours/ FTE          | N/A  | N/A  | N/A    | N/A   | N/A  | N/A    | N/A   | N/A  | N/A    | N/A   | 87.86 | 77.49  | 80.95 |

| 405-2 Ratio of average salary and remuneration of female to male |      |      |
|--|------|------|
| By Level   | 2021 | 2022 |
| • Executive (base salary only)                                   | 0.96 | 0.94 |
| • Executive (base salary+ other cash incentives)                 | 1.10 | 0.96 |
| • Management (base salary only)                                  | 0.99 | 0.92 |
| • Management (base salary + other cash incentives)               | 0.99 | 0.90 |
| • Non-management (base salary + other cash incentives)           | 0.97 | 0.97 |

Remark :

- N/A = Not Available
- In 2022, 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.



## Sustainability Performance Data 2022: Occupational Safety, Health and Working Environment

| GRI Standard        | Required Data   | Unit                             | 2019        |             | 2020        |             | 2021        |             | 2022        |             |
|---------------------|---|----------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
|                     |   |                                  | Male        | Female      | Male        | Female      | Male        | Female      | Male        | Female      |
| <b>Employee</b>     |   |                                  |             |             |             |             |             |             |             |             |
| 403-9 (a)<br>(2018) | • The number of fatalities as a result of work-related injury                 | Persons                          | 0           |             | 2           |             | 5           |             | 0           |             |
|                     |   |                                  | 0           | 0           | 2           | 0           | 2           | 3           | 0           | 0           |
|                     | • Fatalities rate   | Cases/<br>1,000,000work<br>hours | 0           |             | 0.008       |             | 0.013       |             | 0           |             |
|                     |   |                                  | 0           | 0           | 0.02        | 0           | 0.013       | 0.013       | 0           | 0           |
|                     | • The number of high-consequence work-related injuries (excluding fatalities) | Persons                          | 0           |             | 1           |             | 3           |             | 2           |             |
|                     |   |                                  | 0           | 0           | 0           | 1           | 2           | 1           | 1           | 1           |
|                     | • High-consequence work-related injuries rate (excluding fatalities)          | Cases/<br>1,000,000work<br>hours | 0           |             | 0.004       |             | 0.01        |             | 0.01        |             |
|                     |   |                                  | 0           | 0           | 0           | 0.01        | 0.01        | 0.004       | 0.01        | 0.004       |
|                     | • The number of recordable work-related injuries                              | Persons                          | 272         |             | 539         |             | 771         |             | 720         |             |
|                     |   |                                  | 170         | 102         | 252         | 287         | 351         | 420         | 366         | 354         |
|                     | • Recordable work-related injuries rate                                       | Cases/<br>1,000,000work<br>hours | 1.22        |             | 2.14        |             | 2.00        |             | 1.93        |             |
|                     |   |                                  | 2.27        | 0.69        | 3.02        | 1.99        | 2.23        | 1.84        | 2.70        | 1.49        |
|                     | • Lost-Time Injuries Frequency Rate (LTIFR)                                   | Cases/<br>1,000,000work<br>hours | 0.71        |             | 1.66        |             | 1.69        |             | 1.65        |             |
|                     |   |                                  | 1.28        | 0.43        | 2.21        | 1.38        | 1.80        | 1.62        | 2.22        | 1.29        |
|                     | • The number of hours worked  | Hours                            | 222,630,585 |             | 251,718,321 |             | 386,155,115 |             | 372,331,111 |             |
|                     |   |                                  | 74,829,447  | 147,801,138 | 83,430,837  | 168,287,484 | 157,467,972 | 228,687,144 | 135,490,551 | 236,840,560 |





Remark:

1) Types of accident-related injuries cases of high-consequence work-related injuries of employees and contractor in 2022 include:

- Employees, 2 cases, disability type (loss of organs, limbs)
- Contractor, 1 case, type of disability (loss of organs, limbs)

2) In 2022, 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 CPRAM Co., Ltd. reports covering all areas.

3) In 2022, the scope of contractor data reporting was expanded as follows:

- CP ALL Plc. report data of contractors hauling good within the distribution center
- 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 employees, shop staff for rent and transportation contractor.
- CPRAM Co., Ltd. report data of contractor selling food in the factory, nurse and supplier.

4) The formula for calculating safety data for the year 2022 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 over the reporting period X 1,000,000 hours worked / 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 2022: Health and Well-Being

| GRI standard                 | Categories   | Unit           | 2019        | 2020        | 2021        | 2022         |
|------------------------------|--|----------------|-------------|-------------|-------------|--------------|
| <b>Health and Well-Being</b> |  |                |             |             |             |              |
| G4 - FP6                     | <b>Percentage of total sales volume of consumer products, that are lowered in saturated fats, trans fats, sodium, sugars and added sugars</b>                                |                | <b>3.12</b> | <b>1.32</b> | <b>2.33</b> | <b>28.00</b> |
|                              | • Ready to eat   | Percentage (%) | 3.12        | 0.15        | 1.88        | 22.58        |
|                              | • Packaged Beverage (exc. Alcoholic)   |                | 0.00        | 1.16        | 0.46        | 4.13         |
|                              | • Process food   |                | 0.00        | 0.00        | 0.00        | 1.30         |
| G4 - FP7                     | <b>Percentage of total sales volume of consumer products, that contain nutrition ingredients like fiber, vitamins, minerals, photochemicals or functional food additives</b> |                | <b>0.00</b> | <b>6.93</b> | <b>1.09</b> | <b>3.73</b>  |
|                              | • Ready to eat   | Percentage (%) | 0.00        | 1.01        | 1.05        | 1.77         |
|                              | • Packaged Beverage (exc. Alcoholic)   |                | 0.00        | 5.92        | 0.05        | 1.93         |
|                              | • Process food   |                | 0.00        | 0.00        | 0.00        | 0.04         |
|                              | <b>Percentage of total sales volume of consumer products that are renovated/reformulated</b>   |                | <b>5.66</b> | <b>7.55</b> | <b>0.75</b> | <b>0.21</b>  |
|                              | • Ready to eat   | Percentage (%) | 3.80        | 2.21        | 0.75        | 0.21         |
|                              | • Packaged Beverage (exc. Alcoholic)   |                | 1.86        | 5.33        | 0.00        | 0.00         |
|                              | • Process food   |                | 0.00        | 0.00        | 0.00        | 0.00         |

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) B.E.2541



## GRI Content Index

| GRI Standard/<br>Other Source                   | Disclosures                   | Chapter   | Page/<br>Website   | Omission   |   |             | External<br>Assurance |
|---|-------------------------------|---|--|--|---|-------------|-----------------------|
|   |                               |   |  | Requirement<br>(S) Omitted   | Reason  | Explanation |                       |
| <b>General Standard Disclosure</b>              |                               |   |  |  |   |             |                       |
| <b>GRI 2: General Disclosures 2021</b>          |                               |   |  |  |   |             |                       |
| <b>Organization and its reporting practices</b> |                               |   |  |  |   |             |                       |
|   | 2-1                           | Organization details  | Collaborative Value Chain for Everyone's Happiness                   | 12   | 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   |   |             |                       |
|   | 2-2                           | Entities included in the organization's sustainability reporting            | Emphasis on All Material Issues for Sustainability in All Dimensions | 32-37  |   |             |                       |
|   |                               |   | Annual Report  | 197-360  |   |             |                       |
|   | 2-3                           | Reporting period, frequency and contact point                               | Collaborative Value Chain for Everyone's Happiness                   | 16   |   |             |                       |
|   |                               |   | Emphasis on All Material Issues for Sustainability in All Dimensions | 32   |   |             |                       |
|   | 2-4                           | Restatements of information   | Annual Report  | There was no significant change from the previous reporting period |   |             |                       |
|   | 2-5                           | External assurance  | About This Report  | 32-37  |   |             |                       |
|   |                               |   | Appendix   | 228-241  |   |             |                       |
|   | <b>Activities and workers</b> |   |  |  |   |             |                       |
|   | 2-6                           | Activities, value chain and other business relationships                    | Collaborative Value Chain for Everyone's Happiness                   | 13   | Not permitted for the disclosure or that a GRI Sector Standard reference number is not available. |             |                       |
|   |                               |   | Annual Report  | 73   |   |             |                       |
|   | 2-7                           | Employees   | Collaborative Value Chain for Everyone's Happiness                   | 12   |   |             |                       |
|   |                               |   | Appendix   | 234  |   |             |                       |
|   | 2-8                           | Workers who are not employees   | Appendix   | 234  |   |             |                       |
|   | <b>Governance</b>             |   |  |  |   |             |                       |
|   | 2-9                           | Governance structure and composition  | Corporate Governance and Anti-Corruption                             | 124-125  | Not permitted for the disclosure or that a GRI Sector Standard reference number is not available. |             |                       |
|   | 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<br>133   |   |             |                       |
|   | 2-12                          | Role of the highest governance body in overseeing the management of impacts | Corporate Governance and Anti-Corruption                             | 124-125  |   |             |                       |
| Annual Report                                   |                               |   | 129-133  |  |   |             |                       |

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|   |             |   |  | Requirement<br>(S) Omitted | Reason  | Explanation |                       |
|   | 2-13        | Delegation of responsibility for managing impacts               | Annual Report                                    | 132                        | Not permitted for the disclosure or that a GRI Sector Standard reference number is not available. |             |                       |
|   | 2-14        | Role of the highest governance body in sustainability reporting | Corporate Governance and Anti-Corruption         | 124-125                    |   |             |                       |
|   |             | Annual Report   | 137-139  |                            |   |             |                       |
|   | 2-15        | Conflicts of interest   | Annual Report                                    | 169-170                    |   |             |                       |
|   | 2-16        | Communication of critical concerns                              | Corporate Governance and Anti-Corruption         | 124-125                    |   |             |                       |
|   | 2-17        | Collective knowledge of the highest governance body             | Corporate Governance and Anti-Corruption         | 124-125                    |   |             |                       |
|   | 2-18        | Evaluation of the performance of the highest governance body    | Annual Report                                    | 162-165                    |   |             |                       |
|   | 2-19        | Remuneration policies   | Annual Report                                    | 166-168                    |   |             |                       |
|   | 2-20        | Process to determine remuneration                               | Annual Report                                    | 149-150                    |   |             |                       |
|   | 2-21        | Annual total compensation ratio                                 | Annual Report                                    | 166-168                    |   |             |                       |
| <b>Strategy, policies and practices</b> |             |   |  |                            |   |             |                       |
|   | 2-22        | Statement on sustainable development strategy                   | Message from Chairman                            | 2-5                        | Not permitted for the disclosure or that a GRI Sector Standard reference number is not available. |             |                       |
|   | 2-23        | Policy commitments  | Corporate Governance and Anti-Corruption         | 120-135                    |   |             |                       |
|   | 2-24        | Embedding policy commitments                                    | Message from Chairman                            | 2-5                        |   |             |                       |
|   | 2-25        | Processes to remediate negative impacts                         | Corporate Governance and Anti-Corruption         | 127                        |   |             |                       |
|   | 2-26        | Mechanisms for seeking advice and raising concerns              | Corporate Governance and Anti-Corruption         | 127                        |   |             |                       |
|   | 2-27        | Compliance with laws and regulations                            | Corporate Governance and Anti-Corruption         | 123                        |   |             |                       |
|   | 2-28        | Membership associations   | Stakeholder Engagement                           | 197-198                    |   |             |                       |
| <b>Stakeholder engagement</b>           |             |   |  |                            |   |             |                       |
|   | 2-29        | Approach to stakeholder engagement                              | Stakeholder Engagement                           | 196-207                    | Not permitted for the disclosure or that a GRI Sector Standard reference number is not available. |             |                       |
|   | 2-30        | Collective bargaining agreements                                | Stakeholder Engagement                           | 196-207                    |   |             |                       |
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|  |  |  |  | Requirement<br>(S) Omitted | Reason | Explanation |                       |
| <b>Material topics</b>                       |  |  |  |                            |        |             |                       |
| GRI 3: Material Topics 2021                  | 3-1  | Process to determine material topics       | Emphasis on All Material Issues for Sustainability in All Dimensions | 32-37                      |        |             |                       |
|  | 3-2  | List of material topics                    | Emphasis on All Material Issues for Sustainability in All Dimensions | 32-37                      |        |             |                       |
| <b>Climate Resilience</b>                    |  |  |  |                            |        |             |                       |
| <b>Management Approach 2021</b>              |  |  |  |                            |        |             |                       |
| GRI 3: Material Topics 2021                  | 3-3  | Management of material topics              | Climate Resilience   | 40-45                      |        |             |                       |
| <b>Emissions</b>                             |  |  |  |                            |        |             |                       |
| GRI 305: Emissions 2016                      | 305-1  | Direct (Scope 1) GHG emissions             | Climate Resilience   | 42                         |        |             |                       |
|  |  |  | Appendix   | 230                        |        |             | ✗                     |
|  | 305-2  | Energy indirect (Scope 2) GHG emissions    | Climate Resilience   | 42-44                      |        |             |                       |
|  |  |  | Appendix   | 231                        |        |             | ✗                     |
|  | 305-3  | Other indirect (Scope 3) GHG emissions     | Climate Resilience   | 42, 45                     |        |             |                       |
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| 305-4  | GHG emissions intensity                                    | Climate Resilience                         | 44   |                            |        |             |                       |
|  |  | Appendix                                   | 231  |                            |        | ✗           |                       |
| 305-5  | Reduction of GHG emissions                                 | Climate Resilience                         | 44   |                            |        |             |                       |
| <b>Efficient use of resources and Energy</b> |  |  |  |                            |        |             |                       |
| <b>Management Approach 2021</b>              |  |  |  |                            |        |             |                       |
| GRI 3: Material Topics 2021                  | 3-3  | Management of material topics              | Efficient use of resources and Energy                                | 52-55                      |        |             |                       |
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| GRI 302: Energy 2016                         | 302-1  | Energy consumption within the organization | Efficient use of resources and Energy                                | 56-60                      |        |             |                       |
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|  | 302-4  | Reduction of energy consumption            | Energy Efficiency  | 44                         |        |             |                       |
| 302-5  | Reductions in energy requirements of products and services | Energy Efficiency                          | 50   |                            |        |             |                       |

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|  |                            |  |   | Requirement<br>(S) Omitted | Reason | Explanation |                       |
| <b>Water and effluents</b>                           |                            |  |   |                            |        |             |                       |
| GRI 303: Water<br>and Effluents<br>2018              | 303-1                      | Interactions with water as a shared resource           | Efficient use of resources and Energy         | 61                         |        |             |                       |
|  | 303-2                      | Management of water discharge-related impacts          | Efficient use of resources and Energy         | 61-63                      |        |             |                       |
|  | 303-3                      | Water withdrawal                                       | Efficient use of resources and Energy         | 55                         |        |             |                       |
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|  | 303-4                      | Water discharge  | Efficient use of resources and Energy         | 55                         |        |             |                       |
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| 303-5  | Water consumption          | Efficient use of resources and Energy                  | 55  |                            |        |             |                       |
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| <b>Sustainable Packaging Management</b>              |                            |  |   |                            |        |             |                       |
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| GRI 3: Material Topics 2021                          | 3-3                        | Management of material topics                          | Sustainable Packaging Management              | 64-67                      |        |             |                       |
| <b>Materials</b>                                     |                            |  |   |                            |        |             |                       |
| GRI 301: Materials 2016                              | 301-1                      | Materials used by weight or volume                     | Sustainable Packaging Management              | 66-67                      |        |             |                       |
|  | 301-2                      | Recycled input materials used                          | Sustainable Packaging Management              | 66-67                      |        |             |                       |
|  | 301-3                      | Reclaimed products and their packaging materials       | Sustainable Packaging Management              | 55                         |        |             |                       |
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| <b>Management Approach 2021</b>                      |                            |  |   |                            |        |             |                       |
| GRI 3: Material Topics 2021                          | 3-3                        | Management of material topics                          | Sustainable Waste and Surplus Food Management | 80-84                      |        |             |                       |
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|  | 306-2                      | Management of significant waste-related impacts        | Sustainable Waste and Surplus Food Management | 82                         |        |             |                       |
|  | 306-3                      | Waste generated  | Sustainable Waste and Surplus Food Management | 83-84                      |        |             |                       |
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|  | 306-4                      | Waste diverted from disposal                           | Sustainable Waste and Surplus Food Management | 83-84                      |        |             |                       |
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|  |             |   |  | Requirement<br>(S) Omitted | Reason | Explanation |                       |
| <b>Social Impact &amp; Economic Contribution</b>     |             |   |  |                            |        |             |                       |
| <b>Management Approach 2021</b>                      |             |   |  |                            |        |             |                       |
| GRI 3: Material Topics 2021                          | 3-3         | Management of material topics   | Social Impact & Economic Contribution    | 94-97                      |        |             |                       |
| <b>Procurement practices</b>                         |             |   |  |                            |        |             |                       |
| GRI 204: Procurement Practices 2016                  | 204-1       | Proportion of spending on local suppliers   | Social Impact & Economic Contribution    | 97                         |        |             |                       |
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| GRI 413: Local Communities 2016                      | 413-1       | Operations with local community engagement, impact assessments, and development programs  | Social Impact & Economic Contribution    | 96                         |        |             |                       |
|  | 413-2       | Operations with significant actual and potential negative impacts on local communities  | Social Impact & Economic Contribution    | 96                         |        |             |                       |
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| GRI 3: Material Topics 2021                          | 3-3         | Management of material topics   | Good Health & Well-being                 | 108-111                    |        |             |                       |
| <b>Marketing and labeling</b>                        |             |   |  |                            |        |             |                       |
| GRI 417: Marketing and Labeling 2016                 | 417-1       | Requirements for product and service information and labeling   | Good Health & Well-being                 | 114                        |        |             |                       |
|  | 417-2       | Incidents of non-compliance concerning product and service information and labeling   | Good Health & Well-being                 | 114                        |        |             |                       |
|  | 417-3       | Incidents of non-compliance concerning marketing communications   | Good Health & Well-being                 | 114                        |        |             |                       |
| <b>GRI Sector Disclosure: Food Processing Sector</b> |             |   |  |                            |        |             |                       |
| 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                 | 111                        |        |             |                       |
|  |             |   | Appendix                                 | 241                        |        |             | ✘                     |
|  | 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                 | 111                        |        |             |                       |
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| <b>Management Approach 2021</b>                      |             |   |  |                            |        |             |                       |
| GRI 3: Material Topics 2021                          | 3-3         | Management of material topics   | Corporate Governance and Anti-Corruption | 120-123                    |        |             |                       |

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|   |             |   |  | Requirement<br>(S) Omitted  | Reason | Explanation |                       |
| <b>Economic performance</b>                   |             |   |  |   |        |             |                       |
| GRI 201:<br>Economic<br>Performance<br>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   |        |             |                       |
| <b>Anti-corruption</b>                        |             |   |  |   |        |             |                       |
| GRI 205:<br>Anti-corruption<br>2016           | 205-1       | Operations assessed for risks related to corruption                             | Corporate Governance and Anti-Corruption | 130   |        |             |                       |
|   | 205-2       | Communication and training about anti-corruption policies and procedures        | Corporate Governance and Anti-Corruption | 126   |        |             |                       |
|   | 205-3       | Confirmed incidents of corruption and actions taken                             | Corporate Governance and Anti-Corruption | 123,127   |        |             |                       |
| <b>Anti-competitive behavior</b>              |             |   |  |   |        |             |                       |
| GRI 206:<br>Anti-competitive<br>Behavior 2016 | 206-1       | Legal actions for anti-competitive behavior, anti-trust, and monopoly practices | Trade-Competition Policy                 | <a href="https://www.cpall.co.th/wp-content/uploads/2021/06/Tax-Policy-2021-EN.pdf">https://www.cpall.co.th/wp-content/uploads/2021/06/Tax-Policy-2021-EN.pdf</a> |        |             |                       |
| <b>Tax</b>                                    |             |   |  |   |        |             |                       |
| GRI 207: Tax<br>2019                          | 207-1       | Approach to tax   | Tax Strategy and Tax Policies            | <a href="https://www.cpall.co.th/wp-content/uploads/2021/06/Tax-Policy-2021-EN.pdf">https://www.cpall.co.th/wp-content/uploads/2021/06/Tax-Policy-2021-EN.pdf</a> |        |             |                       |
|   | 207-2       | Tax governance, control, and risk management                                    | Tax Strategy and Tax Policies            | <a href="https://www.cpall.co.th/wp-content/uploads/2021/06/Tax-Policy-2021-EN.pdf">https://www.cpall.co.th/wp-content/uploads/2021/06/Tax-Policy-2021-EN.pdf</a> |        |             |                       |
|   | 207-3       | Stakeholder engagement and management of concerns related to tax                | Tax Strategy and Tax Policies            | <a href="https://www.cpall.co.th/wp-content/uploads/2021/06/Tax-Policy-2021-EN.pdf">https://www.cpall.co.th/wp-content/uploads/2021/06/Tax-Policy-2021-EN.pdf</a> |        |             |                       |
|   | 207-4       | Country-by-country reporting  | Tax Strategy and Tax Policies            | <a href="https://www.cpall.co.th/wp-content/uploads/2021/06/Tax-Policy-2021-EN.pdf">https://www.cpall.co.th/wp-content/uploads/2021/06/Tax-Policy-2021-EN.pdf</a> |        |             |                       |
| <b>Public policy</b>                          |             |   |  |   |        |             |                       |
| GRI 415: Public<br>Policy 2016                | 415-1       | Political contributions   | Financial Statements                     | <a href="https://www.cpall.co.th/en/investor/financial-info/financial-statements">https://www.cpall.co.th/en/investor/financial-info/financial-statements</a>     |        |             |                       |

| GRI Standard/<br>Other Source  | Disclosures | Chapter  | Page/<br>Website                                 | Omission  |        |             | External<br>Assurance |
|--|-------------|--|--|---|--------|-------------|-----------------------|
|  |             |  |  | Requirement<br>(S) Omitted  | Reason | Explanation |                       |
| <b>Customer privacy</b>  |             |  |  |   |        |             |                       |
| GRI 418:<br>Customer<br>Privacy 2016                                       | 418-1       | Substantiated complaints concerning breaches of customer privacy and losses of customer data                   | Corporate Governance and Anti-Corruption         | 123, 135  |        |             |                       |
| <b>Occupational Health and Safety &amp; Labor Practices</b>                |             |  |  |   |        |             |                       |
| <b>Management Approach 2021</b>  |             |  |  |   |        |             |                       |
| GRI 3: Material Topics 2021  | 3-3         | Management of material topics  | Occupational Health and Safety & Labor Practices | 136-140   |        |             |                       |
| <b>Employment</b>  |             |  |  |   |        |             |                       |
| GRI 401:<br>Employment<br>2016   | 401-3       | Parental leave   | Occupational Health and Safety & Labor Practices | 144   |        |             |                       |
|  |             |  | Appendix   | 237   |        |             |                       |
| <b>Labor/management relations</b>  |             |  |  |   |        |             |                       |
| GRI 402: Labor/<br>Management<br>Relations 2016                            | 402-1       | Minimum notice periods regarding operational changes   | Occupational Health and Safety & Labor Practices | 141-144   |        |             |                       |
| <b>Diversity and equal opportunity</b>                                     |             |  |  |   |        |             |                       |
| GRI 405:<br>Diversity and<br>Equal<br>Opportunity<br>2016                  | 405-1       | Diversity of governance bodies and employees   | Occupational Health and Safety & Labor Practices | 140   |        |             |                       |
|  |             |  | Appendix   | 234-235   |        |             |                       |
|  | 405-2       | Ratio of basic salary and remuneration of women to men   | Appendix   | 239   |        |             |                       |
| <b>Non-discrimination</b>  |             |  |  |   |        |             |                       |
| GRI 406: Non-discrimination 2016   | 406-1       | Incidents of discrimination and corrective actions taken   | Occupational Health and Safety & Labor Practices | 139   |        |             |                       |
| <b>Freedom of association and collective bargaining</b>                    |             |  |  |   |        |             |                       |
| GRI 407:<br>Freedom of<br>Association and<br>Collective<br>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           | <a href="https://www.cpall.co.th/wp-content/uploads/2022/06/Supplier-Code-of-Conduct-en.pdf">https://www.cpall.co.th/wp-content/uploads/2022/06/Supplier-Code-of-Conduct-en.pdf</a> |        |             |                       |
| <b>Child labor</b>   |             |  |  |   |        |             |                       |
| GRI 408: Child Labor 2016  | 408-1       | Operations and suppliers at significant risk for incidents of child labor                                      | Supplier Code of Conduct and Guideline           | <a href="https://www.cpall.co.th/wp-content/uploads/2022/06/Supplier-Code-of-Conduct-en.pdf">https://www.cpall.co.th/wp-content/uploads/2022/06/Supplier-Code-of-Conduct-en.pdf</a> |        |             |                       |
| <b>Forced or compulsory labor</b>  |             |  |  |   |        |             |                       |
| 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           | <a href="https://www.cpall.co.th/wp-content/uploads/2022/06/Supplier-Code-of-Conduct-en.pdf">https://www.cpall.co.th/wp-content/uploads/2022/06/Supplier-Code-of-Conduct-en.pdf</a> |        |             |                       |

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| GRI Standard/<br>Other Source                               | Disclosures | Chapter   | Page/<br>Website                                 | Omission                   |        |             | External<br>Assurance |
|---|-------------|---|--|----------------------------|--------|-------------|-----------------------|
|   |             |   |  | Requirement<br>(S) Omitted | Reason | Explanation |                       |
| <b>Security practices</b>                                   |             |   |  |                            |        |             |                       |
| GRI 410:<br>Security<br>Practices 2016                      | 410-1       | Security personnel trained in human rights policies or procedures   | Occupational Health and Safety & Labor Practices | 151                        |        |             |                       |
| <b>Rights of indigenous peoples</b>                         |             |   |  |                            |        |             |                       |
| GRI 411: Rights<br>of Indigenous<br>Peoples 2016            | 411-1       | Incidents of violations involving rights of indigenous peoples  | Occupational Health and Safety & Labor Practices | 139                        |        |             |                       |
| <b>Occupational health and safety</b>                       |             |   |  |                            |        |             |                       |
| GRI 403:<br>Occupational<br>Health and<br>Safety 2018       | 403-1       | Occupational health and safety management system  | Occupational Health and Safety & Labor Practices | 146-147                    |        |             |                       |
|   | 403-2       | Hazard identification, risk assessment, and incident investigation  | Occupational Health and Safety & Labor Practices | 146                        |        |             |                       |
|   | 403-3       | Occupational health services  | Occupational Health and Safety & Labor Practices | 150-151                    |        |             |                       |
|   | 403-4       | Worker participation, consultation, and communication on occupational health and safety                       | Occupational Health and Safety & Labor Practices | 147                        |        |             |                       |
|   | 403-5       | Worker training on occupational health and safety   | Occupational Health and Safety & Labor Practices | 150-151                    |        |             |                       |
|   | 403-6       | Promotion of worker health  | Occupational Health and Safety & Labor Practices | 149                        |        |             |                       |
|   | 403-7       | Prevention and mitigation of occupational health and safety impacts directly linked by business relationships | Occupational Health and Safety & Labor Practices | 146                        |        |             |                       |
|   | 403-8       | Workers covered by an occupational health and safety management system  | Occupational Health and Safety & Labor Practices | 151                        |        |             |                       |
|   | 403-9       | Work-related injuries   | Appendix   | 239-240                    |        |             | ✘                     |
|   | 403-10      | Work-related ill health   | Appendix   | 240                        |        |             | ✘                     |
| <b>Responsible Supply Chain</b>                             |             |   |  |                            |        |             |                       |
| <b>Management Approach 2021</b>                             |             |   |  |                            |        |             |                       |
| GRI 3: Material<br>Topics 2021                              | 3-3         | Management of material topics   | Responsible Supply Chain                         | 154-157                    |        |             |                       |
| <b>Supplier environmental assessment</b>                    |             |   |  |                            |        |             |                       |
| GRI 308:<br>Supplier<br>Environmental<br>Assessment<br>2016 | 308-1       | New suppliers that were screened using environmental criteria   | Responsible Supply Chain                         | 158                        |        |             |                       |
|   | 308-2       | Negative environmental impacts in the supply chain and actions taken  | Responsible Supply Chain                         | 158-159                    |        |             |                       |

| GRI Standard/<br>Other Source                           | Disclosures | Chapter   | Page/<br>Website                                 | Omission  |        |             | External<br>Assurance |
|---|-------------|---|--|---|--------|-------------|-----------------------|
|   |             |   |  | Requirement<br>(S) Omitted  | Reason | Explanation |                       |
| <b>Supplier social assessment</b>                       |             |   |  |   |        |             |                       |
| GRI 414:<br>Supplier Social<br>Assessment<br>2016       | 414-1       | New suppliers that were screened using social criteria  | Responsible Supply Chain                         | 158   |        |             |                       |
|   | 414-2       | Negative social impacts in the supply chain and actions taken   | Responsible Supply Chain                         | 158-159   |        |             |                       |
| <b>Non-Material topics</b>                              |             |   |  |   |        |             |                       |
| <b>Ecosystem and Biodiversity Protection</b>            |             |   |  |   |        |             |                       |
| <b>Management Approach 2021</b>                         |             |   |  |   |        |             |                       |
|   | 3-3         | Management of material topics   | Ecosystem and Biodiversity Protection            | 166-167   |        |             |                       |
| <b>Biodiversity</b>                                     |             |   |  |   |        |             |                       |
| GRI 304:<br>Biodiversity<br>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              | 167-169   |        |             |                       |
|   | 304-2       | Significant impacts of activities, products and services on biodiversity  | Ecosystem & Biodiversity Protection              | 168-169   |        |             |                       |
|   | 304-3       | Habitats protected or restored  | Ecosystem & Biodiversity Protection              | 167-169   |        |             |                       |
| <b>Education and Lifelong Learning</b>                  |             |   |  |   |        |             |                       |
| <b>Management Approach 2021</b>                         |             |   |  |   |        |             |                       |
|   | 3-3         | Management of material topics   | Education & Lifelong Learning                    | 176-178   |        |             |                       |
| <b>Training and education</b>                           |             |   |  |   |        |             |                       |
| GRI 404:<br>Training and<br>Education 2016              | 404-2       | Programs for upgrading employee skills and transition assistance programs   | Education & Lifelong Learning                    | 184   |        |             |                       |
| <b>Food and Water Security and Access to Well Being</b> |             |   |  |   |        |             |                       |
| <b>Management Approach 2021</b>                         |             |   |  |   |        |             |                       |
|   | 3-3         | Management of material topics   | Food and Water Security and Access to Well Being | 188-190   |        |             |                       |
| <b>Customer health and safety</b>                       |             |   |  |   |        |             |                       |
| GRI 416:<br>Customer Health<br>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 | 189   |        |             |                       |
|   |             |   | Supplier Code of Conduct and Guideline           | <a href="https://www.cpall.co.th/wp-content/uploads/2022/06/Supplier-Code-of-Conduct-en.pdf">https://www.cpall.co.th/wp-content/uploads/2022/06/Supplier-Code-of-Conduct-en.pdf</a> |        |             |                       |
|   | 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 | 190   |        |             |                       |












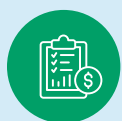
| GRI Standard/<br>Other Source                     | Disclosures | Chapter  | Page/<br>Website                         | Omission  |        |             | External<br>Assurance |
|---|-------------|--|--|---|--------|-------------|-----------------------|
|   |             |  |  | Requirement<br>(S) Omitted  | Reason | Explanation |                       |
| <b>Innovation and Value Creation</b>              |             |  |  |   |        |             |                       |
| <b>Management Approach 2021</b>                   |             |  |  |   |        |             |                       |
|   | 3-3         | Management of material topics  | Innovation and Value Creation            | 208-210   |        |             |                       |
| <b>Indirect economic impacts</b>                  |             |  |  |   |        |             |                       |
| GRI 203: Indirect Economic Impacts 2016           | 203-1       | Infrastructure investments and services supported  | Innovation and Value Creation            | 208-217   |        |             |                       |
|   | 203-2       | Significant indirect economic impacts  | Innovation and Value Creation            | 208-217   |        |             |                       |
| <b>Leadership &amp; Human Capital Development</b> |             |  |  |   |        |             |                       |
| <b>Management Approach 2021</b>                   |             |  |  |   |        |             |                       |
|   | 3-3         | Management of material topics  | Leadership and Human Capital Development | 218-221   |        |             |                       |
| <b>Employment</b>                                 |             |  |  |   |        |             |                       |
| GRI 401: Employment 2016                          | 401-1       | New employee hires and employee turnover   | Appendix                                 | 235-236   |        |             |                       |
|   | 401-2       | Benefits provided to full-time employees that are not provided to temporary or part-time employees | Our Workforce                            | <a href="https://www.cpall.co.th/en/sustain/social-dimension/personnel">https://www.cpall.co.th/en/sustain/social-dimension/personnel</a> |        |             |                       |
| <b>Training and education</b>                     |             |  |  |   |        |             |                       |
| GRI 404: Training and Education 2016              | 404-1       | Average hours of training per year per employee  | Leadership & Human Capital Development   | 220   |        |             |                       |
|   |             |  | Appendix                                 | 237-238   |        |             |                       |
|   | 404-2       | Programs for upgrading employee skills and transition assistance programs                          | Leadership & Human Capital Development   | 221-222   |        |             |                       |
|   | 404-3       | Percentage of employees receiving regular performance and career development reviews               | Leadership & Human Capital Development   | 226   |        |             |                       |



# United Nations Sustainability Development Goals

| Goal  | Description  | Chapter  |
|---|--|--|
|    | End poverty in all its forms everywhere  | <ul style="list-style-type: none"> <li>Social Impact and Economic Contribution</li> <li>Education and Lifelong Learning</li> <li>Innovation and Value Creation</li> </ul>  |
|    | End hunger, achieve food security and improved nutrition and promote sustainable agriculture                         | <ul style="list-style-type: none"> <li>Social Impact and Economic Contribution</li> <li>Good Health &amp; Well-being</li> <li>Food and Water Security &amp; Access to Well-being</li> </ul>  |
|    | Ensure healthy lives and promote well-being for all at all ages  | <ul style="list-style-type: none"> <li>Sustainable Waste and Surplus Food Management</li> <li>Good Health &amp; Well-being</li> <li>Occupational Health and Safety &amp; Labor Practices (Human Rights)</li> <li>Food and Water Security &amp; Access to Well-being</li> <li>Innovation and Value Creation</li> </ul>  |
|  | Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all                 | <ul style="list-style-type: none"> <li>Responsible Supply Chain</li> <li>Education and Lifelong Learning</li> <li>Leadership and Human Capital Development</li> </ul>  |
|  | Achieve gender equality and empower all women and girls  | <ul style="list-style-type: none"> <li>Occupational Health and Safety &amp; Labor Practices (Human Rights)</li> <li>Leadership and Human Capital Development</li> </ul>  |
|  | Ensure availability and sustainable management of water and sanitation for all                                       | <ul style="list-style-type: none"> <li>Efficient use of resources and Energy</li> <li>Sustainable Waste and Surplus Food Management</li> <li>Ecosystem &amp; Biodiversity Protection</li> </ul>  |
|  | Ensure access to affordable, reliable, sustainable and modern energy for all   | <ul style="list-style-type: none"> <li>Efficient use of resources and Energy</li> </ul>  |
|  | Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all | <ul style="list-style-type: none"> <li>Sustainable Packaging Management</li> <li>Social Impact and Economic Contribution</li> <li>Occupational Health and Safety &amp; Labor Practices (Human Rights)</li> <li>Responsible Supply Chain</li> <li>Stakeholders Engagement</li> <li>Innovation and Value Creation</li> <li>Leadership and Human Capital Development</li> </ul> |

| Goal  | Description   | Chapter   |
|---|---|---|
|    | Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation   | -   |
|    | Reduce inequality within and among countries  | <ul style="list-style-type: none"> <li>Social Impact and Economic Contribution</li> <li>Occupational Health and Safety &amp; Labor Practices (Human Rights)</li> </ul>  |
|    | Make cities and human settlements inclusive, safe, resilient and sustainable  | <ul style="list-style-type: none"> <li>Sustainable Waste and Surplus Food Management</li> <li>Social Impact and Economic Contribution</li> <li>Food and Water Security &amp; Access to Well-being</li> </ul>  |
|    | Ensure sustainable consumption and production patterns  | <ul style="list-style-type: none"> <li>Climate Resilience</li> <li>Efficient use of resources and Energy</li> <li>Sustainable Packaging Management</li> <li>Sustainable Waste and Surplus Food Management</li> <li>Good Health &amp; Well-being</li> <li>Occupational Health and Safety &amp; Labor Practices (Human Rights)</li> <li>Responsible Supply Chain</li> <li>Food and Water Security &amp; Access to Well-being</li> </ul> |
|  | Take urgent action to combat climate change and its impacts   | <ul style="list-style-type: none"> <li>Climate Resilience</li> <li>Efficient use of resources and Energy</li> </ul>   |
|  | Conserve and sustainably use the oceans, seas and marine resources for sustainable development  | <ul style="list-style-type: none"> <li>Ecosystem &amp; Biodiversity Protection</li> </ul>   |
|  | Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse                                  | <ul style="list-style-type: none"> <li>Ecosystem &amp; Biodiversity Protection</li> </ul>   |
|  | Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels | <ul style="list-style-type: none"> <li>Occupational Health and Safety &amp; Labor Practices (Human Rights)</li> <li>Corporate Governance and Anti-Corruption</li> <li>Stakeholders Engagement</li> </ul>  |
|  | Strengthen the means of implementation and revitalize the global partnership for sustainable development  | <ul style="list-style-type: none"> <li>Food and Water Security &amp; Access to Well-being</li> </ul>  |



## UNGC Advanced Level

| UNGC Advanced Level Checklist                                | Comment/Reference   |   |
|--|---|---|
| Implementing the Ten Principles into Strategies & Operations | <b>Criterion 1: The COP describes mainstreaming into corporate functions and business units</b>   |   |
|  | Indicate which of the following best practices are described in your COP:   |   |
|  | <ul style="list-style-type: none"> <li>Any relevant policies, procedures, and activities that the company plans to undertake to fulfil this criterion, including goals, timelines, metrics, and responsible staff</li> </ul>  | (P.23-31)   |
|  | <ul style="list-style-type: none"> <li>Place responsibility for execution of sustainability strategy in relevant corporate functions (procurement, government affairs, human resources, legal, etc.) ensuring no function conflicts with company's sustainability commitments and objectives</li> </ul> | (P.24)  |
|  | <ul style="list-style-type: none"> <li>Align strategies, goals and incentive structures of all business units and subsidiaries with corporate sustainability strategy</li> </ul>  | (P.23-31)   |
|  | <ul style="list-style-type: none"> <li>Assign responsibility for corporate sustainability implementation to an individual or group within each business unit and subsidiary</li> </ul>  | (P.24)  |
|  | <ul style="list-style-type: none"> <li>Design corporate sustainability strategy to leverage synergies between and among issue areas and to deal adequately with trade-offs</li> </ul>   | (P.23-31)   |
|  | <ul style="list-style-type: none"> <li>Ensure that different corporate functions coordinate closely to maximize performance and avoid unintended negative impacts</li> </ul>  | (P.24)  |
|  | <ul style="list-style-type: none"> <li>Other established or emerging best practices</li> </ul>  | -   |
|  | <b>Criterion 2: The COP describes value chain implementation</b>  |   |
|  | Indicate which of the following best practices are described in your COP:   |   |
|  | <ul style="list-style-type: none"> <li>Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff</li> </ul>   | (P. 40-51)<br>(P.120-135)<br>(P.136-153)<br>(P.154-165)<br>(P.196-207)<br><a href="https://www.cpall.co.th/wp-content/uploads/2021/06/Sustainable-Development-Policy-and-Goals-2564-2573-en.pdf">https://www.cpall.co.th/wp-content/uploads/2021/06/Sustainable-Development-Policy-and-Goals-2564-2573-en.pdf</a> |
|  | <ul style="list-style-type: none"> <li>Analyze each segment of the value chain carefully, both upstream and downstream, when mapping risks, opportunities and impacts</li> </ul>  | (P.40-51)<br>(P.136-153)<br>(P.154-165)   |
|  | <ul style="list-style-type: none"> <li>Communicate policies and expectations to suppliers and other relevant business partners</li> </ul>   | (P.120-135)<br>(P.154-165)<br>(P.196-207)   |
|  | <ul style="list-style-type: none"> <li>Implement monitoring and assurance mechanisms (e.g. audits/ screenings) for compliance within the company's sphere of influence</li> </ul>   | (P.136-153)<br>(P.154-165)  |
|  | <ul style="list-style-type: none"> <li>Undertake awareness-raising, training and other types of capacity building with suppliers and other business partner</li> </ul>  | (P.120-135)<br>(P.136-153)<br>(P.154-165)   |
|  | <ul style="list-style-type: none"> <li>Other established or emerging best practices</li> </ul>  | -   |



## UNGC Advanced Level Checklist

## Comment/Reference

## Criterion 3: The COP describes robust commitments, strategies or policies in the area of human rights

Indicate which of the following best practices are described in your COP:

|  |  |                          |
|--|--|--------------------------|
| Robust Human Rights Management Policies & Procedures | <ul style="list-style-type: none"> <li>Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff</li> </ul>  | (P.23-31)<br>(P.136-153) |
|  | <ul style="list-style-type: none"> <li>Commitment to comply with all applicable laws and respect internationally recognized human rights, wherever the company operates (e.g., the Universal Declaration of Human Rights, Guiding Principles on Human Rights)</li> </ul> | (P.136-153)              |
|  | <ul style="list-style-type: none"> <li>Integrated or stand-alone statement of policy expressing commitment to respect and support human rights approved at the most senior level of the company</li> </ul>   | (P.23-31)<br>(P.136-153) |
|  | <ul style="list-style-type: none"> <li>Statement of policy stipulating human rights expectations of personnel, business partners and other parties directly linked to operations, products or services</li> </ul>  | (P.136-153)              |
|  | <ul style="list-style-type: none"> <li>Statement of policy publicly available and communicated internally and externally to all personnel, business partners and other relevant parties</li> </ul>   | (P.136-153)              |
|  | <ul style="list-style-type: none"> <li>Other established or emerging best practices</li> </ul>   | -                        |

## Criterion 4: The COP describes effective management systems to integrate the human rights principles

Indicate which of the following best practices are described in your COP:

|   |   |
|---|---|
| <ul style="list-style-type: none"> <li>Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff</li> </ul> | (P.23-31)<br>(P.136-153)  |
| <ul style="list-style-type: none"> <li>Process to ensure that internationally recognized human rights are respected</li> </ul>  | (P.136-153)   |
| <ul style="list-style-type: none"> <li>On-going due diligence process that includes an assessment of actual and potential human rights impacts</li> </ul>   | (P.136-153)   |
| <ul style="list-style-type: none"> <li>The Guiding Principles suggest that the assessment:</li> </ul>   | <a href="https://www.cpall.co.th/wp-content/uploads/2021/06/Human-Rights-Policy-2021-EN.pdf">https://www.cpall.co.th/wp-content/uploads/2021/06/Human-Rights-Policy-2021-EN.pdf</a> |
| <ul style="list-style-type: none"> <li>Internal awareness-raising and training on human rights for management and employees</li> </ul>  | (P.136-153)   |
| <ul style="list-style-type: none"> <li>Operational-level grievance mechanisms for those potentially impacted by the company's activities</li> </ul>   | (P.94-107)<br>(P.120-135)<br>(P.196-207)  |
| <ul style="list-style-type: none"> <li>Allocation of responsibilities and accountability for addressing human rights impacts</li> </ul>   | (P.136-153)   |
| <ul style="list-style-type: none"> <li>Internal decision-making, budget and oversight for effective responses to human rights impacts</li> </ul>  | (P.23-31)   |

| UNGC Advanced Level Checklist   | Comment/Reference          |
|---|----------------------------|
| <ul style="list-style-type: none"> <li>Processes to provide for or cooperate in the remediation of adverse human rights impacts that the company has caused or contributed to</li> </ul>  | (P.136-153)                |
| <ul style="list-style-type: none"> <li>Process and programs in place to support human rights through: core business; strategic philanthropic/social investment; public policy engagement/advocacy; partnerships and/or other forms of collective action</li> </ul>  | (P.136-153)                |
| <ul style="list-style-type: none"> <li>Other established or emerging best practices</li> </ul>  | -                          |
| <p><b>Criterion 5: The COP describes effective monitoring and evaluation mechanisms of human rights integration</b></p>   |                            |
| <p>Indicate which of the following best practices are described in your COP:</p>  |                            |
| <ul style="list-style-type: none"> <li>Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff</li> </ul>   | (P.136-153)                |
| <ul style="list-style-type: none"> <li>System to monitor the effectiveness of human rights policies and implementation with quantitative and qualitative metrics, including in the supply chain</li> </ul>  | (P.136-153)<br>(P.154-165) |
| <ul style="list-style-type: none"> <li>Monitoring drawn from internal and external feedback, including affected stakeholders</li> </ul>   | (P.136-153)                |
| <ul style="list-style-type: none"> <li>Process to deal with incidents the company has caused or contributed to for internal and external stakeholders</li> </ul>  | (P.136-153)                |
| <ul style="list-style-type: none"> <li>Outcomes of integration of the human rights principles</li> </ul>  | (P.136-153)                |
| <p>Suggested GRI Indicators: HR2 Percentage of significant suppliers, contractors, and other business partners that have undergone human rights screening, and actions taken. HR10 Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments.)</p> | (P.136-153)                |
| <p>(a) Be of a form and frequency that reflect an enterprise’s human rights impacts and that are accessible to its intended audiences;</p>  | (P.136-153)                |
| <p>(b) Provide information that is sufficient to evaluate the adequacy of an enterprise’s response to the particular human rights impact involved;</p>  | (P.136-153)                |
| <p>(c) In turn not pose risks to affected stakeholders, personnel or to legitimate requirements of commercial confidentiality.</p>  | (P.136-153)                |
| <ul style="list-style-type: none"> <li>Outcomes of remediation processes of adverse human rights impacts (Suggested GRI Indicator: HR11 Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms.)</li> </ul>   | (P.136-153)                |
| <ul style="list-style-type: none"> <li>Other established or emerging best practices</li> </ul>  | -                          |





## UNGC Advanced Level Checklist

## Comment/Reference

Criterion 6: The COP describes robust commitments, strategies or policies in the area of labour

Indicate which of the following best practices are described in your COP:

|   |  |  |
|---|--|--|
| <b>Robust Labour Management Policies &amp; Procedures</b> | <ul style="list-style-type: none"> <li>Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff</li> </ul>  | (P.136-153)<br><a href="https://www.cpall.co.th/wp-content/uploads/2021/06/Human-Rights-Policy-2021-EN.pdf">https://www.cpall.co.th/wp-content/uploads/2021/06/Human-Rights-Policy-2021-EN.pdf</a> |
|   | <ul style="list-style-type: none"> <li>Reference to principles of relevant international labour standards (ILO Conventions) and other normative international instruments in company policies</li> </ul>   | (P.136-153)<br><a href="https://www.cpall.co.th/en/sustain/social-dimension/human-rights">https://www.cpall.co.th/en/sustain/social-dimension/human-rights</a>                                     |
|   | <ul style="list-style-type: none"> <li>Reflection on the relevance of the labour principles for the company</li> </ul>   | (P.136-153)<br><a href="https://www.cpall.co.th/wp-content/uploads/2021/06/Human-Rights-Policy-2021-EN.pdf">https://www.cpall.co.th/wp-content/uploads/2021/06/Human-Rights-Policy-2021-EN.pdf</a> |
|   | <ul style="list-style-type: none"> <li>Written company policy to obey national labour law, respect principles of the relevant international labour standards in company operations worldwide , and engage in dialogue with representative organization of the workers (international, sectoral, national).</li> </ul>  | (P.136-153)<br><a href="https://www.cpall.co.th/wp-content/uploads/2021/06/Human-Rights-Policy-2021-EN.pdf">https://www.cpall.co.th/wp-content/uploads/2021/06/Human-Rights-Policy-2021-EN.pdf</a> |
|   | <ul style="list-style-type: none"> <li>Inclusion of reference to the principles contained in the relevant international labour standards in contracts with suppliers and other relevant business partners</li> </ul>   | (P.154-165)  |
|   | <ul style="list-style-type: none"> <li>Specific commitments and Human Resources policies, in line with national development priorities or decent work priorities in the country of operation Examples: Inclusion of vulnerable/discriminated groups in the workforce (e.g., women, disabled, migrant, HIV/AIDS, older/younger workers); equal pay for work of equal value; contribution to national strategies to eliminate child/forced labour, etc.</li> </ul> | (P.136-153)  |
|   | <ul style="list-style-type: none"> <li>Participation and leadership in wider efforts by employers' organizations (international and national levels) to jointly address challenges related to labour standards in the countries of operation, possibly in a tripartite approach (business – trade union – government).</li> </ul>  | (P.136-153)  |
|   | <ul style="list-style-type: none"> <li>Structural engagement with a global union, possibly via a Global Framework Agreement</li> </ul>   | (P.136-153)  |
|   | <ul style="list-style-type: none"> <li>Other established or emerging best practices</li> </ul>   | -  |

| UNGC Advanced Level Checklist  | Comment/Reference  |
|--|--|
| <b>Criterion 7: The COP describes effective management systems to integrate the labour principles</b>  |  |
| Indicate which of the following best practices are described in your COP:  |  |
| <ul style="list-style-type: none"> <li>Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff</li> </ul>  | (P.136-153)<br><a href="https://www.cpall.co.th/wp-content/uploads/2021/06/Human-Rights-Policy-2021-EN.pdf">https://www.cpall.co.th/wp-content/uploads/2021/06/Human-Rights-Policy-2021-EN.pdf</a>                             |
| <ul style="list-style-type: none"> <li>Risk and impact assessments in the area of labour</li> </ul>  | (P.136-153)  |
| <ul style="list-style-type: none"> <li>Dialogue mechanism with trade unions to regularly discuss and review company progress in addressing labour standards</li> </ul>   | (P.136-153)  |
| <ul style="list-style-type: none"> <li>Allocation of responsibilities and accountability within the organization</li> </ul>  | (P.136-153)<br><a href="https://www.cpall.co.th/wp-content/uploads/2021/06/Human-Rights-Policy-2021-EN.pdf">https://www.cpall.co.th/wp-content/uploads/2021/06/Human-Rights-Policy-2021-EN.pdf</a>                             |
| <ul style="list-style-type: none"> <li>Internal awareness-raising and training on the labour principles for management and employees</li> </ul>  | (P.136-153)  |
| <ul style="list-style-type: none"> <li>Active engagement with suppliers to address labour-related challenges</li> </ul>  | (P.54-165)   |
| <ul style="list-style-type: none"> <li>Grievance mechanisms, communication channels and other procedures (e.g., whistleblower mechanisms) available for workers to report concerns, make suggestions or seek advice, designed and operated in agreement with the representative organization of workers</li> </ul> | (P.136-153)  |
| <ul style="list-style-type: none"> <li>Other established or emerging best practices</li> </ul>   | -  |
| <b>Criterion 8: The COP describes effective monitoring and evaluation mechanisms of labour principles integration</b>  |  |
| Indicate which of the following best practices are described in your COP:  |  |
| <ul style="list-style-type: none"> <li>Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff</li> </ul>  | (P.23-31)<br>(P.136-153)<br>(P.218-227)<br><a href="https://www.cpall.co.th/wp-content/uploads/2021/06/Human-Rights-Policy-2021-EN.pdf">https://www.cpall.co.th/wp-content/uploads/2021/06/Human-Rights-Policy-2021-EN.pdf</a> |
| <ul style="list-style-type: none"> <li>System to track and measure performance based on standardized performance metrics</li> </ul>  | (P.218-227)  |
| <ul style="list-style-type: none"> <li>Dialogues with the representative organization of workers to regularly review progress made and jointly identify priorities for the future</li> </ul>   | (P.218-227)  |
| <ul style="list-style-type: none"> <li>Audits or other steps to monitor and improve the working conditions of companies in the supply chain, in line with principles of international labour standards</li> </ul>  | (P.154-165)  |
| <ul style="list-style-type: none"> <li>Process to positively engage with the suppliers to address the challenges (i.e., partnership approach instead of corrective approach) through schemes to improve workplace practices</li> </ul>   | (P.154-165)  |
| <ul style="list-style-type: none"> <li>Outcomes of integration of the Labour principles</li> </ul>   | (P.136-153)  |
| <ul style="list-style-type: none"> <li>Other established or emerging best practices</li> </ul>   | -  |



## UNGC Advanced Level Checklist

## Comment/Reference

## Criterion 9: The COP describes robust commitments, strategies or policies in the area of environmental stewardship

Indicate which of the following best practices are described in your COP:

|  |   |   |
|--|---|---|
| <b>Robust Environmental Management Policies &amp; Procedures</b> | <ul style="list-style-type: none"> <li>Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff</li> </ul> | (P.23-31)<br>(P.40-51)<br>(P.52-63)<br>(P.64-79)<br>(P.80-93)<br>(P.166-175)<br><a href="https://www.cpall.co.th/wp-content/uploads/2020/06/05_CPAll-Environmental-Policy_Eng_Edit27.5.62.pdf">https://www.cpall.co.th/wp-content/uploads/2020/06/05_CPAll-Environmental-Policy_Eng_Edit27.5.62.pdf</a> |
|  | <ul style="list-style-type: none"> <li>Reference to relevant international conventions and other international instruments (e.g. Rio Declaration on Environment and Development)</li> </ul>                                   | (P.40-51)   |
|  | <ul style="list-style-type: none"> <li>Reflection on the relevance of environmental stewardship for the company</li> </ul>  | (P.40-51)<br>(P.52-63)<br>(P.64-79)<br>(P.80-93)<br>(P.166-175)   |
|  | <ul style="list-style-type: none"> <li>Written company policy on environmental stewardship</li> </ul>   | (P.40-51)<br>(P.166-175)<br><a href="https://www.cpall.co.th/wp-content/uploads/2020/06/05_CPAll-Environmental-Policy_Eng_Edit27.5.62.pdf">https://www.cpall.co.th/wp-content/uploads/2020/06/05_CPAll-Environmental-Policy_Eng_Edit27.5.62.pdf</a>   |
|  | <ul style="list-style-type: none"> <li>Inclusion of minimum environmental standards in contracts with suppliers and other relevant business partners</li> </ul>   | (P.154-165)   |
|  | <ul style="list-style-type: none"> <li>Specific commitments and goals for specified years</li> </ul>  | (P.23-31)<br>(P.40-51)  |
|  | <ul style="list-style-type: none"> <li>Other established or emerging best practices</li> </ul>  | -   |

## Criterion 10: The COP describes effective management systems to integrate the environmental principles

Indicate which of the following best practices are described in your COP:

|  |   |  |
|--|---|--|
|  | <ul style="list-style-type: none"> <li>Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff</li> </ul> | (P.40-51)<br><a href="https://www.cpall.co.th/wp-content/uploads/2020/06/05_CPAll-Environmental-Policy_Eng_Edit27.5.62.pdf">https://www.cpall.co.th/wp-content/uploads/2020/06/05_CPAll-Environmental-Policy_Eng_Edit27.5.62.pdf</a> |
|  | <ul style="list-style-type: none"> <li>Environmental risk and impact assessments</li> </ul>   | (P.40-51)  |
|  | <ul style="list-style-type: none"> <li>Assessments of lifecycle impact of products, ensuring environmentally sound management policies</li> </ul>   | -  |
|  | <ul style="list-style-type: none"> <li>Allocation of responsibilities and accountability within the organization</li> </ul>   | (P.23-31)  |
|  | <ul style="list-style-type: none"> <li>Internal awareness-raising and training on environmental stewardship for management and employees</li> </ul>   | (P.40-51)<br>(P.218-227)   |
|  | <ul style="list-style-type: none"> <li>Grievance mechanisms, communication channels and other procedures (e.g. whistleblower mechanisms) for reporting concerns or seeking advice regarding environmental impacts</li> </ul>  | (P.94-107)<br>(P.196-207)  |
|  | <ul style="list-style-type: none"> <li>Other established or emerging best practices</li> </ul>  | -  |

| UNGC Advanced Level Checklist   |   | Comment/Reference  |
|---|---|--|
| <b>Criterion 11: The COP describes effective monitoring and evaluation mechanisms for environmental stewardship</b> |   |  |
| Indicate which of the following best practices are described in your COP:   |   |  |
|   | <ul style="list-style-type: none"> <li>Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff</li> </ul> | (P.40-51)<br><a href="https://www.cpall.co.th/wp-content/uploads/2020/06/05_CPAll-Environmental-Policy_Eng_Edit27.5.62.pdf">https://www.cpall.co.th/wp-content/uploads/2020/06/05_CPAll-Environmental-Policy_Eng_Edit27.5.62.pdf</a>   |
|   | <ul style="list-style-type: none"> <li>System to track and measure performance based on standardized performance metrics</li> </ul>   | (P.40-51)<br><a href="https://www.cpall.co.th/wp-content/uploads/2020/06/05_CPAll-Environmental-Policy_Eng_Edit27.5.62.pdf">https://www.cpall.co.th/wp-content/uploads/2020/06/05_CPAll-Environmental-Policy_Eng_Edit27.5.62.pdf</a>   |
|   | <ul style="list-style-type: none"> <li>Leadership review of monitoring and improvement results</li> </ul>   | (P.40-51)  |
|   | <ul style="list-style-type: none"> <li>Process to deal with incidents</li> </ul>  | -  |
|   | <ul style="list-style-type: none"> <li>Audits or other steps to monitor and improve the environmental performance of companies in the supply chain</li> </ul>   | (P.154-165)  |
|   | <ul style="list-style-type: none"> <li>Outcomes of integration of the environmental principles</li> </ul>   | (P.40-51)<br>(P.52-63)<br>(P.64-79)<br>(P.80-93)<br>(P.166-175)  |
|   | <ul style="list-style-type: none"> <li>Other established or emerging best practices</li> </ul>  | -  |
| <b>Criterion 12: The COP describes robust commitments, strategies or policies in the area of anti-corruption</b>    |   |  |
| Indicate which of the following best practices are described in your COP:   |   |  |
| <b>Robust Anti-Corruption Management Policies &amp; Procedures</b>  | <ul style="list-style-type: none"> <li>Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff</li> </ul> | (P.23-31)<br>(P.120-135)<br><a href="https://www.cpall.co.th/wp-content/uploads/2020/11/Anti-Corruption-Procedures-en.pdf">https://www.cpall.co.th/wp-content/uploads/2020/11/Anti-Corruption-Procedures-en.pdf</a>  |
|   | <ul style="list-style-type: none"> <li>Publicly stated formal policy of zero-tolerance of corruption</li> </ul>   | (P.120-135)<br><a href="https://www.cpall.co.th/wp-content/uploads/2020/11/Anti-Corruption-Procedures-en.pdf">https://www.cpall.co.th/wp-content/uploads/2020/11/Anti-Corruption-Procedures-en.pdf</a>   |
|   | <ul style="list-style-type: none"> <li>Commitment to be in compliance with all relevant anti-corruption laws, including the implementation of procedures to know the law and monitor changes</li> </ul>                       | (P.120-135)<br><a href="https://www.cpall.co.th/wp-content/uploads/2020/11/Anti-Corruption-Procedures-en.pdf">https://www.cpall.co.th/wp-content/uploads/2020/11/Anti-Corruption-Procedures-en.pdf</a>   |
|   | <ul style="list-style-type: none"> <li>Statement of support for international and regional legal frameworks, such as the UN Convention against Corruption</li> </ul>  | <a href="https://www.cpall.co.th/en/sustain/economic-dimension/anti-corruption">https://www.cpall.co.th/en/sustain/economic-dimension/anti-corruption</a>  |
|   | <ul style="list-style-type: none"> <li>Detailed policies for high-risk areas of corruption</li> </ul>   | <a href="https://www.cpall.co.th/en/sustain/economic-dimension/anti-corruption">https://www.cpall.co.th/en/sustain/economic-dimension/anti-corruption</a><br><a href="https://www.cpall.co.th/wp-content/uploads/2020/11/Anti-Corruption-Procedures-en.pdf">https://www.cpall.co.th/wp-content/uploads/2020/11/Anti-Corruption-Procedures-en.pdf</a> |
|   | <ul style="list-style-type: none"> <li>Policy on anti-corruption regarding business partners</li> </ul>   | (P.154-165)<br>(P.218-227)<br><a href="https://www.cpall.co.th/en/sustain/economic-dimension/anti-corruption">https://www.cpall.co.th/en/sustain/economic-dimension/anti-corruption</a>  |
|   | <ul style="list-style-type: none"> <li>Other established or emerging best practices</li> </ul>  | -  |



## UNGC Advanced Level Checklist

## Comment/Reference

## Criterion 13: The COP describes effective management systems to integrate the anti-corruption principle

Indicate which of the following best practices are described in your COP:

|   |   |
|---|---|
| <ul style="list-style-type: none"> <li>Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff</li> </ul> | (P.23-31)<br>(P.120-135)<br><a href="https://www.cpall.co.th/wp-content/uploads/2020/11/Anti-Corruption-Procedures-en.pdf">https://www.cpall.co.th/wp-content/uploads/2020/11/Anti-Corruption-Procedures-en.pdf</a> |
| <ul style="list-style-type: none"> <li>Support by the organization's leadership for anti-corruption</li> </ul>  | (P.120-135)   |
| <ul style="list-style-type: none"> <li>Carrying out risk assessment of potential areas of corruption</li> </ul>   | (P.120-135)   |
| <ul style="list-style-type: none"> <li>Human Resources procedures supporting the anti-corruption commitment or policy, including communication to and training for all employees</li> </ul>                                   | (P.120-135)   |
| <ul style="list-style-type: none"> <li>Internal checks and balances to ensure consistency with the anti-corruption commitment</li> </ul>  | (P.120-135)   |
| <ul style="list-style-type: none"> <li>Actions taken to encourage business partners to implement anti-corruption commitments</li> </ul>   | (P.120-135)   |
| <ul style="list-style-type: none"> <li>Management responsibility and accountability for implementation of the anti-corruption commitment or policy</li> </ul>   | <a href="https://www.cpall.co.th/wp-content/uploads/2020/11/Anti-Corruption-Procedures-en.pdf">https://www.cpall.co.th/wp-content/uploads/2020/11/Anti-Corruption-Procedures-en.pdf</a>                             |
| <ul style="list-style-type: none"> <li>Communications (whistleblowing) channels and follow-up mechanisms for reporting concerns or seeking advice</li> </ul>  | (P.120-135)<br><a href="https://www.cpall.co.th/wp-content/uploads/2020/11/Anti-Corruption-Procedures-en.pdf">https://www.cpall.co.th/wp-content/uploads/2020/11/Anti-Corruption-Procedures-en.pdf</a>              |
| <ul style="list-style-type: none"> <li>Internal accounting and auditing procedures related to anticorruption</li> </ul>   | (P.120-135)<br><a href="https://www.cpall.co.th/wp-content/uploads/2020/11/Anti-Corruption-Procedures-en.pdf">https://www.cpall.co.th/wp-content/uploads/2020/11/Anti-Corruption-Procedures-en.pdf</a>              |
| <ul style="list-style-type: none"> <li>Other established or emerging best practices</li> </ul>  | -   |

## Criterion 14: The COP describes effective monitoring and evaluation mechanisms for the integration of anti-corruption

Indicate which of the following best practices are described in your COP:

|   |   |
|---|---|
| <ul style="list-style-type: none"> <li>Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff</li> </ul> | (P.23-31)<br>(P.120-135)<br><a href="https://www.cpall.co.th/wp-content/uploads/2020/11/Anti-Corruption-Procedures-en.pdf">https://www.cpall.co.th/wp-content/uploads/2020/11/Anti-Corruption-Procedures-en.pdf</a> |
| <ul style="list-style-type: none"> <li>Leadership review of monitoring and improvement results</li> </ul>   | (P.120-135)   |
| <ul style="list-style-type: none"> <li>Process to deal with incidents</li> </ul>  | (P.120-135)   |
| <ul style="list-style-type: none"> <li>Public legal cases regarding corruption</li> </ul>   | (P.120-135)   |
| <ul style="list-style-type: none"> <li>Use of independent external assurance of anti-corruption programmes</li> </ul>   | (P.120-135)   |
| <ul style="list-style-type: none"> <li>Outcomes of integration of the anti-corruption principle</li> </ul>  | (P.120-135)   |
| <ul style="list-style-type: none"> <li>Other established or emerging best practices</li> </ul>  | -   |



| UNGC Advanced Level Checklist   | Comment/Reference   |
|---|---|
| <b>Criterion 15: The COP describes core business contributions to UN goals and issues</b>   |   |
| Indicate which of the following best practices are described in your COP:   |   |
| <ul style="list-style-type: none"> <li>Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff</li> </ul>                   | (P.23-31)   |
| <ul style="list-style-type: none"> <li>Align core business strategy with one or more relevant UN goals/issues</li> </ul>  | <a href="https://www.cpall.co.th/en/sustain/cpall-and-the-sustainable-development-goals">https://www.cpall.co.th/en/sustain/cpall-and-the-sustainable-development-goals</a> |
| <ul style="list-style-type: none"> <li>Develop relevant products and services or design business models that contribute to UN goals/issues</li> </ul>   | <a href="https://www.cpall.co.th/en/sustain/cpall-and-the-sustainable-development-goals">https://www.cpall.co.th/en/sustain/cpall-and-the-sustainable-development-goals</a> |
| <ul style="list-style-type: none"> <li>Adopt and modify operating procedures to maximize contribution to UN goals/issues</li> </ul>   | <a href="https://www.cpall.co.th/en/sustain/cpall-and-the-sustainable-development-goals">https://www.cpall.co.th/en/sustain/cpall-and-the-sustainable-development-goals</a> |
| <ul style="list-style-type: none"> <li>Other established or emerging best practices</li> </ul>  | -   |
| <b>Criterion 16: The COP describes strategic social investments and philanthropy</b>  |   |
| Indicate which of the following best practices are described in your COP:   |   |
| <ul style="list-style-type: none"> <li>Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff</li> </ul>                   | (P.23-31)<br>(P.84-107)<br>(P.176-187)  |
| <ul style="list-style-type: none"> <li>Pursue social investments and philanthropic contributions that tie in with the core competencies or operating context of the company as an integrated part of its sustainability strategy</li> </ul>     | (P.23-31)<br>(P.84-107)<br>(P.176-187)  |
| <ul style="list-style-type: none"> <li>Coordinate efforts with other organizations and initiatives to amplify—and not negate or unnecessarily duplicate—the efforts of other contributors</li> </ul>  | (P.84-107)<br>(P.176-187)   |
| <ul style="list-style-type: none"> <li>Take responsibility for the intentional and unintentional effects of funding and have due regard for local customs, traditions, religions, and priorities of pertinent individuals and groups</li> </ul> | (P.84-107)  |
| <ul style="list-style-type: none"> <li>Other established or emerging best practices</li> </ul>  | -   |
| <b>Criterion 17: The COP describes advocacy and public policy engagement</b>  |   |
| Indicate which of the following best practices are described in your COP:   |   |
| <ul style="list-style-type: none"> <li>Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff</li> </ul>                   | (P.23-31)   |
| <ul style="list-style-type: none"> <li>Publicly advocate the importance of action in relation to one or more UN goals/issues</li> </ul>   | (P.40-51)   |
| <ul style="list-style-type: none"> <li>Commit company leaders to participate in key summits, conferences, and other important public policy interactions in relation to one or more UN goals/issues</li> </ul>                                  | <a href="https://www.cpall.co.th/en/sustain/sustainability-framework">https://www.cpall.co.th/en/sustain/sustainability-framework</a>                                       |
| <ul style="list-style-type: none"> <li>Other established or emerging best practices</li> </ul>  | -   |



## UNGC Advanced Level Checklist

## Comment/Reference

## Criterion 18: The COP describes partnerships and collective action

Indicate which of the following best practices are described in your COP:

|   |   |
|---|---|
| <ul style="list-style-type: none"> <li>Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff</li> </ul>   | (P.23-31)<br>(P.94-107)<br>(P.154-165)<br>(P.176-187) |
| <ul style="list-style-type: none"> <li>Develop and implement partnership projects with public or private organizations (UN entities, government, NGOs, or other groups) on core business, social investments and/or advocacy</li> </ul>   | (P.94-103)<br>(P.176-187)<br>(P.196-207)              |
| <ul style="list-style-type: none"> <li>Join industry peers, UN entities and/or other stakeholders in initiatives contributing to solving common challenges and dilemmas at the global and/or local levels with an emphasis on initiatives extending the company's positive impact on its value chain</li> </ul> | (P.154-165)   |
| <ul style="list-style-type: none"> <li>Other established or emerging best practices</li> </ul>  | -   |

## Criterion 19: The COP describes CEO commitment and leadership

Indicate which of the following best practices are described in your COP:

|   |         |
|---|---------|
| <ul style="list-style-type: none"> <li>Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff</li> </ul> | (P.2-5) |
| <ul style="list-style-type: none"> <li>CEO publicly delivers explicit statements and demonstrates personal leadership on sustainability and commitment to the UN Global Compact</li> </ul>                                    | -       |
| <ul style="list-style-type: none"> <li>CEO promotes initiatives to enhance sustainability of the company's sector and leads development of industry standards</li> </ul>  | (P.2-5) |
| <ul style="list-style-type: none"> <li>CEO leads executive management team in development of corporate sustainability strategy, defining goals and overseeing implementation</li> </ul>                                       | (P.2-5) |
| <ul style="list-style-type: none"> <li>Make sustainability criteria and UN Global Compact principles part of goals and incentive schemes for CEO and executive management team</li> </ul>                                     | -       |
| <ul style="list-style-type: none"> <li>Other established or emerging best practices</li> </ul>  | -       |

| UNGC Advanced Level Checklist   | Comment/Reference                   |
|---|-------------------------------------|
| <b>Criterion 20: The COP describes Board adoption and oversight</b>   |                                     |
| Indicate which of the following best practices are described in your COP:   |                                     |
| <ul style="list-style-type: none"> <li>Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff</li> </ul> | (P.120-135)                         |
| <ul style="list-style-type: none"> <li>Board of Directors (or equivalent) assumes responsibility and oversight for long-term corporate sustainability strategy and performance</li> </ul>                                     | (P.23-31)<br>(P.120-135)            |
| <ul style="list-style-type: none"> <li>Board establishes, where permissible, a committee or assigns an individual board member with responsibility for corporate sustainability.</li> </ul>                                   | (P.23-31)                           |
| <ul style="list-style-type: none"> <li>Board (or committee), where permissible, approves formal reporting on corporate sustainability (Communication on Progress)</li> </ul>  | (P.23-31)                           |
| <ul style="list-style-type: none"> <li>Other established or emerging best practices</li> </ul>  | -                                   |
| <b>Criterion 21: The COP describes stakeholder engagement</b>   |                                     |
| Indicate which of the following best practices are described in your COP:   |                                     |
| <ul style="list-style-type: none"> <li>Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff</li> </ul> | (P.23-31)<br>(P.196-207)            |
| <ul style="list-style-type: none"> <li>Publicly recognize responsibility for the company's impacts on internal and external stakeholders</li> </ul>   | (P.2-5)<br>(P.23-31)<br>(P.196-207) |
| <ul style="list-style-type: none"> <li>Define sustainability strategies, goals and policies in consultation with key stakeholders</li> </ul>  | (P.23-31)<br>(P.32-39)              |
| <ul style="list-style-type: none"> <li>Consult stakeholders in dealing with implementation dilemmas and challenges and invite them to take active part in reviewing performance</li> </ul>                                    | (P.196-207)                         |
| <ul style="list-style-type: none"> <li>Establish channels to engage with employees and other stakeholders to hear their ideas and address their concerns, and protect 'whistle-blowers'</li> </ul>                            | (P.196-207)                         |
| <ul style="list-style-type: none"> <li>Other established or emerging best practices</li> </ul>  | -                                   |



# LRQA Independent Assurance Statement

## Relating to CP ALL Public Company Limited's Sustainability Report for the calendar year 2022

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 2022 "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 v3<sup>1</sup>, 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)
  - GRI Food Processing sector disclosures
- Evaluating the reliability of data and information for only the selected indicators listed below: <sup>1</sup>
  - *Environmental:*  
GRI 302-1 Energy consumption within the organization, GRI 302-3 Energy intensity, GRI 303-3 Water withdrawal, 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, Upstream transport & distribution and business travel 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.
  - *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 fibre, vitamins, minerals, phytochemicals or functional food additives and GRI 405-2 gender pay gaps (average and median)

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 reasonable 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 reasonable assurance engagement been performed.

<sup>1</sup> GHG quantification is subject to inherent uncertainty.



### LRQA's approach

LRQA's assurance engagements are carried out in accordance with AA1000 AS 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 process for identifying and determining material issues to confirm that the right issues were included in their report. 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 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 –Chonburi, CP ALL Mahachai Distribution centre; Siam Makro – Ladpraw and On-nuch stores, Bang-na Distribution centre; Lotus – Seri Thai and Nakorn-Chaisri stores and Samkhok 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 safety practices and improvement in all CP ALL operations.
- Reliability: Data management systems are considered to be well defined, while the implementation of these systems varies across CP ALL's operational units.
- Impact: CP ALL has addressed impacts valuation of an agriculture products, food loss & food waste, climate change as well as Human right 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 is the only works undertaken by LRQA for CP ALL and as such does not compromise our independence or impartiality.

Opart Charuratana  
Lead Verifier

Dated: 3 March 2023

On behalf of LRQA (Thailand) Ltd.  
No.9, G Tower Grand Rama 9, FL. 30, Room H14,  
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LRQA reference: BGK0000866

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