

Sustainability Report 2024

PARTNER TO COMMUNITIES, BUILDING A SUSTAINABLE SOCIETY







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CP ALL Plc. and its Subsidiaries



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Definition

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



56-1 one report
(annual report 2024)



Sustainability Report 2024





Message from the Chairman

CP ALL operates the business with a sustainable approach, balancing economic growth with responsible stewardship of society and the environment.

Thailand’s economy in 2024 is projected to experience gradual growth, driven by the tourism sector, government infrastructure investments, and expanding domestic consumption factors that collectively stimulate economic activity and job creation.

The Company closely monitors challenges, trends, and various risk factors that may affect Thailand’s economy, including global economic volatility, geopolitical issues, conflicts between major powers, climate change impacts, extreme weather conditions, and population structural changes. These factors underscore the importance of recognizing both opportunities and risks across economic, social, and environmental dimensions. Under the concept of “Sustainability for All” the Company aligns sustainability initiatives with the United Nations Sustainable Development Goals (SDGs) and Charoen Pokphand Group’s “Three-Benefit Principle.” This approach ensures sustainable business development across all dimensions—environmental, social, governance, and economic.

The Company is committed to champion sustainability through its strategic “2 Reductions, 4 Creations, 1 DNA” framework, with ESG principles serving as the foundational cornerstone of all business operations.

Strategy 2 Reductions—Minimizing Plastic Bag Usage and Energy Consumption.

The Company continues the 7 Go Green policy for 24-hour environmental sustainability, focusing on reducing plastic usage through the Circular Economy concept. Activities include fostering collaboration with customers to reduce plastic bag consumption while optimizing resource efficiency and promoting renewable energy. These efforts aim to achieve carbon neutrality by 2030 and reach net-zero greenhouse gas emissions by 2050.

Strategy 4 Creations—Create Capable People, Create Jobs, Create Careers, and Create Strong Communities.

The Company continues the 7 Go Together policy to promote and create diverse values for society. The strategy can be accomplished by empowering individuals, creating employment opportunities, developing careers, and fostering safe and supportive communities. Through initiatives that promote education, enhance skills, and support SMEs, farmers, and vulnerable groups, the Company serves as a guiding light and a dependable pillar for communities and society, standing by their side with care and resilience.

Strategy 1 DNA Fostering a Consciousness of Doing Good.

In the Governance and Economic Aspects, the Company continues to uphold the 7 Go Right policy, ensuring governance throughout the value chain. The Company respects human rights, upholds good governance, and actively opposes corruption. This commitment is driven through the “24-Hour Goodness DNA”



Mr. Soopakij Chearavanont

Chairman

CP ALL Public Company Limited

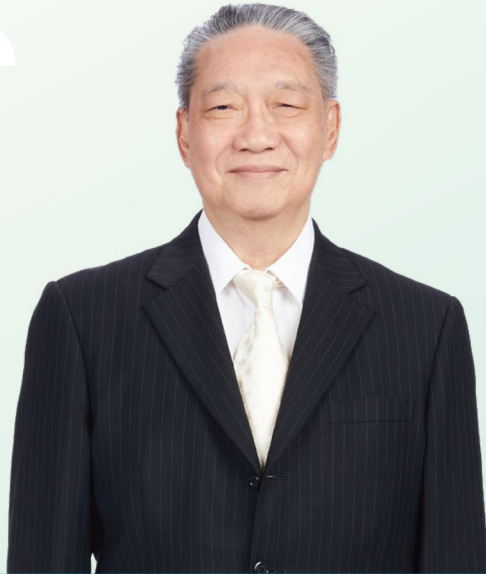
initiative, featuring programs such as “A Hundred Thousand People, A Hundred Thousand Acts of Kindness” and ALL Pride 2024, which promotes diversity and inclusion.

The Company prioritizes comprehensive sustainability assessment through the “Double Materiality Assessment” approach. This evaluation analyzes both financial impacts and stakeholder throughout the value chain, including human rights issues, to ensure a thorough understanding of relevant impacts and risks. The Company has strengthened the management of three emerging risk areas: 1) Preparing to integrate Generative AI in e-commerce to meet consumer demands and enhance operational efficiency, 2) Addressing the challenges of an aging society by elevating food safety standards to ensure consumer health and hygiene, and 3) Developing a roadmap to achieve carbon neutrality across the entire supply chain through reduced greenhouse gas emissions, aligned with the goals of Carbon Neutrality by 2030 and Net Zero Emissions by 2050. In addition, the Company’s journey toward achieving net-zero greenhouse gas emissions will undergo a validation process in accordance with the Science Based Targets initiative (SBTi) guidelines.

On this occasion, I would like to express my gratitude to all employees for their support and unwavering commitment to the Company’s core values. The collective efforts in driving positive change across economic, social, and environmental dimensions have been invaluable. Through setting a strong example for society, each employee plays a crucial role in guiding the Company through every challenge. With continued teamwork and unity, I firmly believe we will achieve sustainable success and fulfill our goals with resilience.



Message from the Chairman of Executive Committee



Mr. Korsak Chairasmisak

Chairman of the Executive Committee
CP ALL Public Company Limited



In 2024, the Company navigated multiple challenges stemming from a volatile global economy and a natural resource crisis triggered by extreme weather conditions, leading to inevitable increase in production costs. Despite these obstacles, our robust strategies and commitment to sustainability enabled us to maintain high standards and achieve remarkable success. This success was recognized through the “Sustainability Excellence” award in the “Highly Commended in Sustainability Awards 2024” category from the Stock Exchange of Thailand, as well as our continued presence in major global sustainability indices. For instances, the Company maintained the membership in the Dow Jones Best-in-Class Emerging Markets Index for the 8th consecutive year (2017-2024) and Dow Jones Best-in-Class World Index for the 7th consecutive year (2018-2024) in the Food & Staples Retailing industry. We also retained our position in the global FTSE4Good Index’s Food Retailers & Wholesalers category for the 7th consecutive year. Further validating our efforts, we received an B rating from the CDP’s climate change management assessment and an A rating from MSCI for ESG performance. These achievements not only validate our commitment to sustainable business development but also motivate us to continue advancing our initiatives.

We are committed to continuously improving our operations to deliver quality products and services, build trust with partners and customers, and enhance our competitiveness for sustainable growth. In terms of the environment, the Company prioritizes plastic waste management, the use of eco-friendly packaging, and promoting participation in environmental conservation, particularly in protecting and restoring ecosystems and biodiversity through increasing green spaces. On the social front, the Company supports and creates diverse values for society by promoting education, developing skills, supporting SMEs, farmers, and vulnerable groups, and serving as a beacon of light and a dependable resource for communities. In governance and economics, the Company respects and promotes universal human rights for all stakeholders while driving the “24-Hour Goodness DNA” initiative.

All these efforts are underpinned by good corporate governance in accordance with the Three-Benefit Principle, the core value of Charoen Pokphand Group benefiting the country, the people, and the organization sustainably.





Fostering Society for Growth

CP ALL nurtures people through quality education, creates jobs for better livelihoods, and supports SMEs and farmers to grow together. Additionally, the Company fosters strong communities, serving as a pillar of support in all aspects, driving society toward sustainable growth.

STOP CORRUPTION!



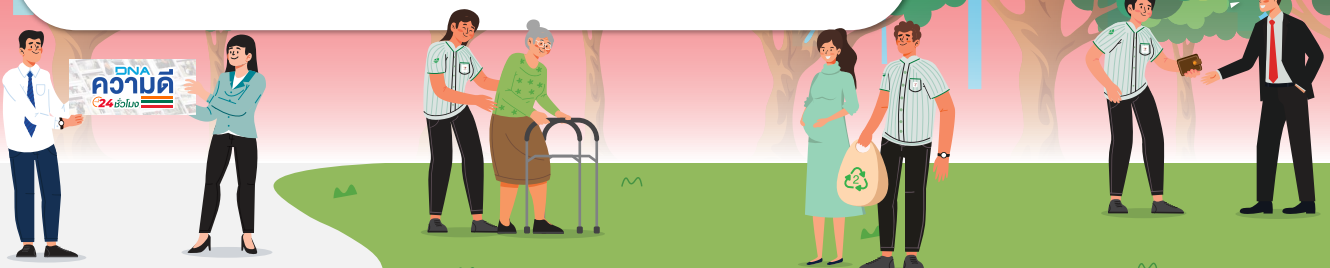
Creating an Environmentally Friendly Society for a Sustainable World Worth Living

CP ALL has always prioritized environmental sustainability through the “7 Go Green” policy, ensuring environmental care in all hours of the day. The initiative focuses on reducing plastic waste sent to landfills and maximizing energy efficiency to create a sustainable and environmentally friendly society.



Driving Change Toward Sustainable Governance

CP ALL is committed to becoming a governance-driven organization, embedding the DNA of goodness at all time. The Company supports diversity, equity, and inclusion (DEI) while extending this ethical DNA to supply chain partners and business allies, working together to create a fair, just, and inclusive society.



Collaborative Value Chain for Everyone's Happiness

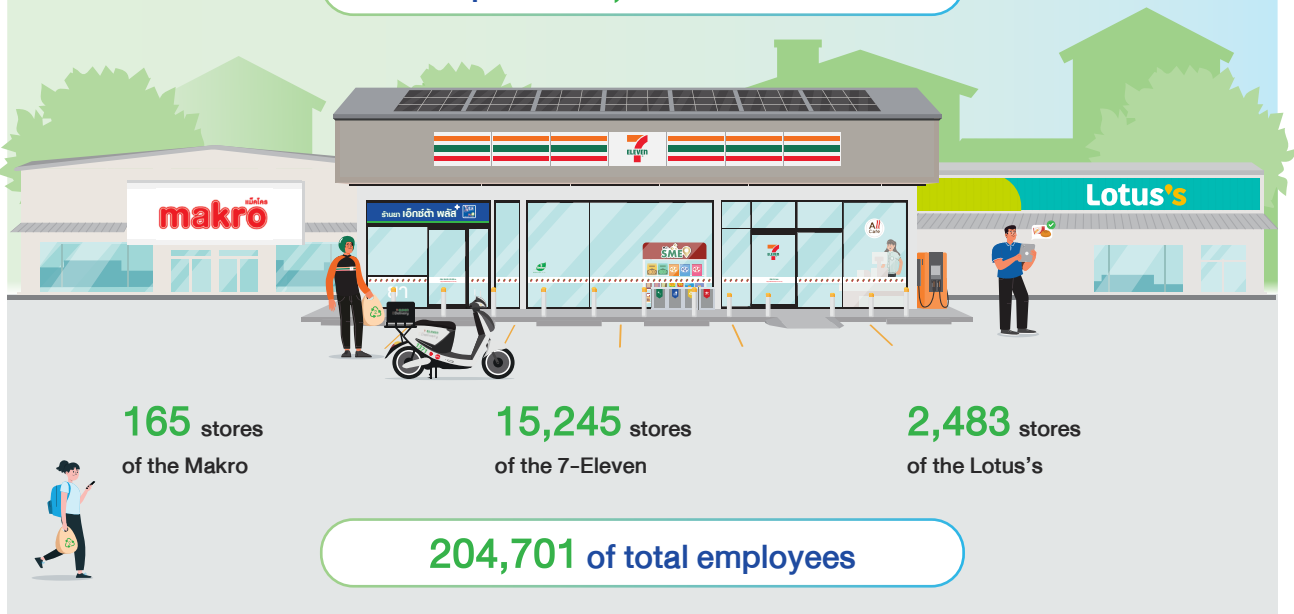


Total Revenues **987,794** million Baht

The revenue proportion

- Convenience stores and other businesses **52%**
- Wholesale and Retail Business **48%**

Net profit **25,346** million Baht

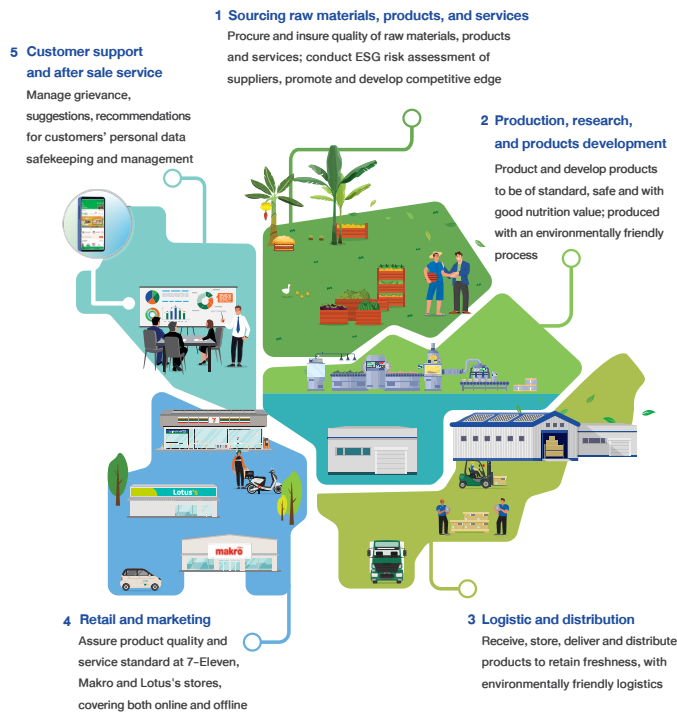


For the past 37 years, CP ALL Public Company Limited and its subsidiaries (“the Company”), as a retail business operator in the category of convenience store, under the 7-Eleven trademark, also offer rights to other active retailers operating in Thailand, as well as offering rights to operate 7-Eleven in Cambodia and Laos People’s Democratic Republic under the main franchise contract, and investment in supporting business for convenience store business. Such businesses include manufacturing and distribution of ready-to-eat meals and bakery, payment service providers for products and services, as well as investment in wholesaling and retailing of consumer goods.

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

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

CP ALL's Value Chain



		Value Chain				
		1	2	3	4	5
		Sourcing raw materials, products, and service	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, Retail and Wholesale Consumer Goods Business and Shopping Center Space Management Business, and related business, as follows:

Retail business Convenience store



7-Eleven and 7-Eleven Delivery

A one-stop convenience store service offering products and services from a local branch or via online store with home delivery options, enables purchases of consumer goods with quality products of many varieties to thoroughly address daily necessities.

For more information: www.7eleven.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



All Café

Never-ending freshness, the finest for every lifestyle.



Kudsan

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





Bellinee's Bake & Brew

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

For more information: www.bellinee.co.th



24Shopping Co., Ltd.

"Blissful shopping with absolute convenience 24 hours a day." 24Shopping is committed to creating a shopping experience fulfilling modern consumers' lifestyle needs through integration of online and offline channels. The wide range of product offerings cater to all necessities with over 80,000 consumer goods, daily essentials and fashion products, available for consumers 24 hours a day.

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



ALL Wellness Co., Ltd.

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



CP Retailink Co., Ltd.

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

For more information: www.cpretailink.co.th

Retail and Wholesale Consumer Goods Business and Shopping Center Space Management Business



CP AXTRA Public Company Limited and its subsidiaries

Striving to Become a Leader in Retail and Wholesale Technology. We are committed to becoming a leader in retail and wholesale technology while enhancing our capabilities in the regional retail and wholesale sector. This includes offering diverse store formats and multiple sales channels through an Omni-Channel approach. Our strategy focuses on fresh food products and the sourcing of distinctive consumer goods to create a competitive advantage. Furthermore, we aim to strengthen our operations through key initiatives, including expanding our store network, improving operational efficiency, leveraging digital technology to drive business growth, remodeling stores, and proactively expanding new branches. These efforts are designed to maximize asset value and enhance overall business performance. CP AXTRA structured its business operations into 2 main categories:

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



Wholesale Business Under the Makro Brand. The wholesale business, operating under the Makro brand, specializes in the distribution of general consumer goods, including fresh food, dry food, and non-food products. The primary customer segments comprise small retail businesses, service industry operators, and food service providers. The food service business focuses on importing, exporting, and

distributing premium food products, while also offering food-related services and logistics solutions. This business operates across seven countries, namely Thailand, Cambodia, Vietnam, Singapore, Hong Kong SAR, Oman, and the United Arab Emirates. The key target customers for the food service business include four- and five-star hotels, fine dining restaurants, high-end restaurants, airline catering businesses, retail stores, and e-commerce companies.

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





Retail Business The retail business encompasses retail operations and shopping center space management, operated under the Lotus's brand in Thailand and Malaysia. In Thailand, Lotus's retail business is supported by a robust domestic supply chain, an efficient distribution network, and a well-established logistics infrastructure. The business leverages the Lotus's brand strength and

proven growth strategies to drive sustainable and profitable expansion. Additionally, Lotus's has developed the SMART Community Center, a hub designed to support modern lifestyles by offering store formats, products, and services tailored to the unique preferences of different communities. This initiative aligns with the brand's commitment to enhancing the customer experience, ensuring they "Feel Good Every Day at Lotus's."

Online Sales and Service Platform Lotus's offers a comprehensive online shopping platform, enabling customers to purchase products from over 200 hypermarket branches. Customers can choose either in-store pickup or next-day home delivery. Furthermore, Lotus's has partnered with leading e-commerce and delivery platforms, including Grab, Lazada, Robinhood, Shopee, and FoodPanda, to provide express delivery services within 1-2 days from the order date.

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



Others

Financial Services



Counter Service Company Limited

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

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



Thai Smart Card Co., Ltd.

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

For more information: www.thaismartcard.co.th

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



CPRAM Company Limited

As a manufacturer and distributor of ready-to-eat food sold at 7-Eleven stores, supermarkets, restaurants and over 20,000 leading stores nationwide, including exports to 18 countries around the world, the CPRAM group offers products and services through the Le Pen, Jade Dragon, VG For Love, Daily Thai, Delicasia, Orampang, Lecherine and Creator brands, etc.

For more information: www.cpram.co.th/en



CP Foodlab Company Limited

Provides research and development, consultation services, product testing and engineering design related to the food industry for serve the Company's business groups and other companies, both domestic and international. The Company also doubles as a center for research and development collaboration among various governmental and private agencies within the food industry.

Education Services



Suksapiwat Co., Ltd

Panyapiwat Institute of Management (SATIT PIM)

As a private secondary school where teaching is conducted in Finnish style active learning combined with technology application, the outstanding teaching approach through utilizing innovation and technology has earned the school the "Apple Distinguished School (ADS)" award for the second consecutive year. It is the first and the only high school in Thailand to receive this award from Apple Inc.

For more information: <https://satit.pim.ac.th/?lang=en>



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/en



Panyapiwat Institute of Management (PIM)

As a Corporate University which emphasizes providing authentic and comprehensive vocational experience for students, theoretical learning models are integrated with practical training within the field of study (Work-based Education) to create quality graduates with Ready-to-Work skills valuable for society to substantiate the organizational sustainability.

For more information: www.pim.ac.th/?lang=en



Panyatara Company Limited and ALL Training Company Limited

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

For more information: <https://panyatara.co.th/>

Information Services

Gosoft (Thailand) Co., Ltd.

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

For more information: www.gosoft.co.th

Marketing Media Services



M.A.M. Heart Company Limited

As an organization which specializes in corporate strategy planning, marketing strategy, marketing communications and the creation and management of customer experiences across various channels and touch points, services including business plan design and promotional activities in various formats are offered. Instances of the mentioned approach encompass designing and producing advertising, public relations, digital media, content creation, marketing, campaign design and events organization, etc., as well as providing professional services. In-depth analysis utilizing modern tools and technology enables sustainable client support and business data analysis through study of customer behavior, target groups, markets, and competitors.

Logistics Management Services



ALL Speedy Company Limited

7-Eleven stores under the trademark SPEED-D, a 24 hours a day every day parcel delivery service provider and agent, provides parcel pick-up and drop-off points and related services within Thailand. Customers can select delivery destination options either as a specified destination or a 7-Eleven store, a means to accommodate customers unavailable to receive a parcel at the address. Customers can be confident of services and can check parcel status at any time, with implemented parcel service standards. SPEED-D is currently available at over 13,000 7-Eleven stores nationwide and is ready to serve customers under the slogan “SPEED-D, pick up and deliver parcels across Thailand, near your home.”

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 2024 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

CP ALL Public Company Limited

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Fax: 0 2679 0580



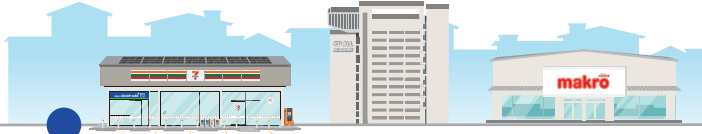
Email: SDstrategyoffice@cpall.co.th



Website: www.cpall.co.th



The Road to Sustainable Development



Over the past 37 years, CP ALL Public Company Limited and its subsidiaries (“the Company”) have been committed to continuous development for convenience and better wellbeing among communities and society. During every step of success, the Company is cognizant of organizational development through excellence and sustainable development, with the key being determination, continuous action, and ideological colleagues who believe in benefits for the country, the people, and the Company through collective and sustainable growth according to the motto “Giving and Sharing”.

1988 – 2014

The Path to Growth: Striving for Excellence and Sustainability in All Aspects.

- Established C.P. Convenience Store Co., Ltd. under the trademark “7-Eleven” (1988).
- Registration renamed to CP Seven Eleven Co., Ltd. and debuted the first branch at Soi Patpong (1989).
- Announced the policy “Towards a quality organization throughout the organization” and established quality organization foundation (1998).
- Announcing the policy “Towards organizational development to achieve excellence” (2002).
- Participated in the assessment and receive the Management Excellence (TQC) award. (2004).
- Established Suksaphiwat Company Limited to provide educational opportunities to youth in society (2004).
- Registration renamed to CP ALL Public Company Limited with the abbreviation of the securities in the trading system as “CP ALL” (2007).
- Announced the policy “Towards an innovative organization” (2009).
- Established environmental conservation strategies “7 Go Green” (2011).
- Acquisition of Siam Makro Public Company Limited (2016).
- Participated in the assessment and received the Management Excellence (TQC) award (2014).

2015 – 2016

Establishing Sustainability Foundation.

- Announcement of the Sustainable Development Policy (2016 - 2020) - Issue 1, along with its Goals and Related Sub-Policies.
- Joined the United Nation Global Compact: UNGC.
- Appointed a working group to oversee sustainability strategy for the Marketing and Distribution Business Group.
- Appointed a Sustainable Development Committee.
- Appointment of the Corporate Governance Committee and Subcommittee.
- Established a sustainability development unit and initiated sustainability reports preparation according to the Global Reporting Framework (GRI).



2019

Advancing ESG Strategies and Recognitions.

- Recognized as an Industry Leader in the DJSI assessment with the highest industry score for the first time.
- Signed a Memorandum of Understanding for the “Low Carbon City Development Project” with UNDP.
- Participated in the CDP Climate Change assessment for the first time, achieving a “B” rating, signifying Management Level status.
- Joined MSCI ESG assessment, earning a “BBB” rating (AAA-CCC) for the first time.
- Received the SET Awards in the “Highly Commended” category for the first time.
- Implemented and certified ISO 45001:2018 for occupational health and safety at the distribution center for the first time.



2017 – 2018

Elevating Sustainability to International Standards: Entering Global and Local Sustainability Index Assessments and Membership.

- Participated in the assessment and was selected for the first time as a member of the DJSI Emerging Markets and DJSI World in the Food & Staples Retailing industry sector.
- Joined the assessment and was selected for the first time as a member of the FTSE4Good Index in the Food Retailers & Wholesalers sector, organized by FTSE Russell.
- Participated in the assessment and was selected as a member of the Thailand Sustainability Investment (THSI) Index.
- Included in the ESG100 securities universe.
- Participated in a program aimed at supporting and promoting SME partners in joining the Private Sector Collective Action Against Corruption (CAC) declaration. Successfully obtained the CAC SME Certification for the first time, with a validity period of 3 years.
- Human rights operations are monitored in accordance with.
- Became a member of the Global Compact Network Thailand (GCNT) to advance sustainable business development.
- Established a policy and guidelines for sustainable procurement.
- Developed a Business Ethics Policy to reinforce corporate integrity and ethical standards.



2020

Sustaining continuous success with a well-defined environmental management strategy.

- Established a Greenhouse Gas Management Unit.
- Appointed a task force for the Tree Planting for Sustainable Communities initiative.
- Selected as a member of the FTSE4Good Index, ranking among the top five highest-scoring companies globally.
- Achieved an “A-” rating in the CDP Climate Change assessment, attaining Leadership Level status.
- Received the first renewal of CAC membership from the Private Sector Collective Action Against Corruption (CAC), valid for 3 years.





2021

Refining the strategic framework and enhancing SME support to drive a sustainable future.

- Reviewed the framework, goals, strategies, and action plan for sustainable development (2021–2030).
- Participated in the Low Carbon and Sustainable Business Index (LCSI) assessment and received an Outstanding Level award for the first time.
- Established the SMEs Committee and the Working Group for SMEs Support through the 7 Support Centers.
- Achieved the highest industry score in the DJSI assessment, earning Industry Leader recognition for the second time.
- Selected as a member of the FTSE4Good Index for the 4th consecutive year, with an above-industry-average score across all dimensions.
- Received the Change Agent Award for the first time as a member of the Private Sector Collective Action Against Corruption (CAC), recognizing efforts to promote ethical, transparent, and integrity-driven business practices among partners for sustainable growth.
- Achieved certification for ISO 27001:2013 (Information Security Management) and ISO/IEC 27701:2019 (Privacy Information Management) for the ALL MEMBER system.

2022

Catalyzing global transformation.

- Announced the second edition of CP ALL Group's Sustainable Development Policy and Goals, setting the vision for 2030.
- Achieved an "A" rating (on a scale from "CCC" to "AAA") for the first time in the MSCI ESG Research assessment.
- Earned an "A" rating in the CDP Climate Change assessment, reaching Leadership Level status.
- Received the highest-level "Excellent" award in the Low Carbon and Sustainable Business (LCSB) assessment for the first time.
- Certified for ISO 27001:2013 (Information Security Management) and ISO/IEC 27701:2019 (Privacy Information Management) for Human Resources Management.
- Established an Advisory Committee and a Task Force to promote health, nutrition, and well-being.



2023

Strengthening Environmental and Sustainability Management Across All Dimensions.

- Developed a strategic plan and roadmap to address climate change adaptation and mitigation.
- Achieved a "AAA" rating in the 2023 SET ESG Rating for the Services sector.
- Certified for ISO 27001:2022 (Information Security Management) and ISO/IEC 27701:2019 (Privacy Information Management) for e-commerce operations under 24Shopping.
- Received the second renewal of CAC membership from the Private Sector Collective Action Against Corruption (CAC), valid from 2023 to 2026.
- Earned an "A-" rating in the CDP Climate Change assessment, attaining Leadership Level status.
- Achieved an "A" rating in the MSCI ESG Research sustainability assessment.

2024

Elevated climate change target setting to align with global standards while enhancing partners' understanding of greenhouse gas accounting.

- Committed to aligning greenhouse gas (GHG) reduction targets with the Science Based Targets initiative (SBTi).
- Conducted training sessions for partners on greenhouse gas accounting.
- Selected as a member of the Dow Jones Best-in-Class Emerging Markets Index for the 8th consecutive year and Dow Jones Best-in-Class World Index for the 7th consecutive year.
- Recognized as a FTSE4Good Index member for the 7th consecutive year.
- Achieved an "A" rating (on a scale from "CCC" to "AAA") for the 3rd consecutive year the MSCI ESG Research assessment.
- Maintained a "AAA" rating in the 2024 SET ESG Rating for the Services sector for the second consecutive year.
- Listed in the ESG100 securities universe for the 7th consecutive year.
- Earned an "B" rating in the CDP Climate Change assessment, Management Level status.
- Received the SET Awards in the "Highly Commended" category for the 5th consecutive year.





Supporting the United Nations Sustainable Development Goals (SDGs) 2024

PEOPLE

Promoting people's quality of life

1 NO POVERTY **178,177** persons
Farmers, Small and Medium Enterprise (SMEs), and small entrepreneurs received support with job and well being

7,745 persons
Vulnerable groups received support with job and well being

90,134 million Baht
Economic value created

2 ZERO HUNGER **4,221,267** persons
Gained access to safe, nutritious, and sufficient foods

3 GOOD HEALTH AND WELL-BEING **291,000** persons
Gained access to quality, safe, and effective healthcare services

4 QUALITY EDUCATION **94,729** persons
Children, youths, and adults received access to education and necessary capacity building

37,523 scholarships
Support scholarship for vocational and tertiary education

1,186 million Baht
Total scholarships sponsored

5 GENDER EQUALITY **60.33%**
Females in all management levels

49.12%
Females in top management levels

30.11 : 29.37
Average hours per FTE of training for female employees and male employees

PROSPERITY

Fostering growth

7 AFFORDABLE AND CLEAN ENERGY **286,259.63** MWh
Renewable energy usage
6.58%

Renewable energy consumption per total energy consumption

8 DECENT WORK AND ECONOMIC GROWTH **44,540** persons
Employment for local within the CP ALL group

1,691 persons
Employment for the vulnerable groups

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE **259** million Baht
Innovation value
46 products of innovative

10 REDUCED INEQUALITIES **7,745** persons
Vulnerable groups received support with job and well being

287 million Baht
Value for employment and support of vulnerable groups

11 SUSTAINABLE CITIES AND COMMUNITIES **1,736** persons
Vulnerable groups, governmental agencies and communities received training for fire drill and emergency evacuation

PLANET

Environmental conservation

6 CLEAN WATER AND SANITATION **8.75** cubic meters
per million Baht
Total water withdrawal intensity

24.56 million cubic meters
Total water withdrawal

12 RESPONSIBLE CONSUMPTION AND PRODUCTION **1,432** tonnes
Reduce virgin plastic usage in packaging production

14,719 tonnes
Reduce the amount of waste created from recycle and reuse
1,830 tonnes
Plastic packaging from recycled material

75.04%
Waste volume capable of reused

13 CLIMATE ACTION **2.12** tCO₂e per million Baht
GHG emissions (Scope 1 & Scope 2) intensity per unit of revenue

89,902.76 tCO₂e
GHG emissions reduction from the utilization of renewable energy

4 products
Certified with the Carbon Footprint Product Label

1 products
Certified with the Carbon Footprint Reduction Label

14 LIFE BELOW WATER **200,000** juvenile crabs Released into sea to increase diversity

15 LIFE ON LAND **202,347** trees
Planted to rehabilitate the ecosystem

PEACE

Promoting accountability, transparency, inclusiveness and anti-corruption

16 PEACE, JUSTICE AND STRONG INSTITUTIONS • 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

17 PARTNERSHIPS FOR THE GOALS 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, W 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 2024 of each goals as follows:

Environmental

7 Go Green

Climate Resilience

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

Goal
Carbon Neutral
Performance
Net emissions
of **2.09** MtCO₂e

Sustainable Packaging Management

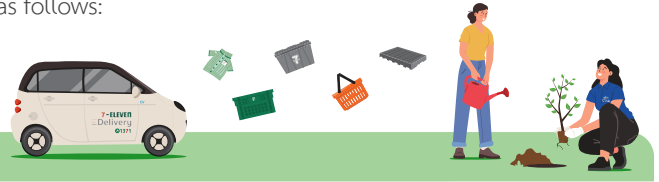
Private Brand utilizing plastic packaging must be reusable, recyclable, or compostable

Goal
100%
Performance
97.17%

Ecosystem & Biodiversity Protection

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

Goal
100%
Performance
100%



Efficient use of resources and Energy

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

Goal
25%
Performance
5.38%

Sustainable Waste and Surplus Food Management

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

Goal
100%
Performance
75.05%

Social

7 Go Together

Social Impact and Economic Contribution

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

Goal
250,000 persons
Performance
730,257 persons

Good Health & Well-being

Increase the number of new health & nutrition products and services

Goal
25%
Performance
26.10%

Stakeholders Engagement

All key stakeholder group engagement level

Goal
80%
Performance
84%

Education and Lifelong Learning

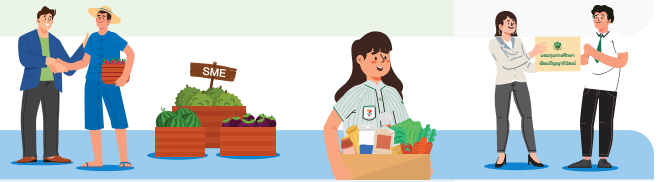
To support children, youth, adults, and vulnerable groups to education-having access to technical and professional skills necessary for their profession

Goal
500,000 persons
Performance
545,534 persons

Food and Water Security & Access to Well-being

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

Goal
5,000,000 persons
Performance
9,063,604 persons



Governance and Economic

7 Go Right

Corporate Governance and Anti-Corruption

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

Goal
Excellence
Performance
Excellence

Human Capital Development

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

Goal
100%
Performance
100%

Responsible Supply Chain

Significant Tier-1 Suppliers must be assessed and receive development and improvement

Goal
100%
Performance
100%

Human Rights and Labor Practices

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

Goal
100%
Performance
100%

Innovation and Value Creation

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

Goal
20%
Performance
11%



2024 CP ALL Proudest Achievements

Recognized as a Member of National and Global Sustainability Indexes

S&P Dow Jones Indices

A Division of **S&P Global**

A Member of Dow Jones Sustainability Indices (DJSI) 2024

in Dow Jones Best-in-Class World Index for the 7th consecutive year, and in Dow Jones Best-in-Class Emerging Markets Index for the 8th consecutive year, in Food & Staples Retailing Industry.



Was ranked in ESG Ratings

(S&P Global Sustainability Awards) with the Top 5% Gold in The Sustainability Yearbook 2024.

MSCI ESG RATINGS



CCC	B	BB	BBB	A	AA	AAA
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A Member of the MSCI All Country World Index and MSCI Emerging Markets

Retail Food & Staples Industry. The company has been rated “A” in the ESG Rating (ranging from CCC to AAA) for the 3rd consecutive year.



FTSE4Good

A Member of the FTSE4Good Emerging Index and FTSE4 Good ASEAN 5 Index

in the Food Retailers & Wholesalers Industry for the 7th Consecutive Year Recognized as a top industry performer with the highest group score. The FTSE4Good Index is compiled by FTSE Russell.



Rated AAA in the 2024 SET ESG Ratings

Recognized as a Sustainable Stock by the Stock Exchange of Thailand (SET) for the 7th consecutive year.



ESG 100 Service in 2024

Recognized as a leading service industry company for excellence in sustainability, integrating environmental, social, and governance (ESG) factors. Selected for the 7th consecutive year by the Thaiptat Institute’s ESG Rating unit.

Recipient of Major National and International Sustainability Awards



SET Awards 2024 in Sustainability Excellence,

under Highly Commended in Sustainability Awards category for the 5th consecutive year. and conducted by The Stock Exchange of Thailand, together with Money & Banking Magazine.

Environmental Dimension



Rated as an **B**
or equivalent to
Management level

in climate change 2024, by CDP, a reputable sustainability assessor whose disclosure standard is globally recognized.



CP ALL received the MEA ENERGY AWARDS for the 7th year

from the Metropolitan Electricity Authority (MEA) in the categories of Office Buildings, Universities, and Schools, achieving both PLATINUM and STANDARD levels. This recognition is part of the program promoting energy efficiency improvements in buildings under the concept of “Efficient Energy Use and Standard Air Quality.”



7-Eleven Thailand received an award from 7-Eleven International LLC (7IN) for the campaign “Refuse a Bag = Plant a Tree”

under the 7 GO Green policy for 24-hour environmental sustainability. The campaign encouraged customers nationwide to plant trees virtually through the 7App, with a goal to plant 1 million trees by 2025. This initiative aims to raise awareness of the importance of giving back to society and the community under the concept “Think Globally, Impact Locally.”

Social Dimension



CPRAM Recognized as an Outstanding Model Organization for Human Rights 2024

Awarded in the Large Business Organization category for the 4th consecutive year by the Ministry of Justice.



CP ALL Distribution Center (DC) and CFDC Surat Thani received the Platinum Level Award for the 1st year in 2024

from the Minister of Labor for participating in the Zero Accident Campaign aimed at reducing workplace accidents to zero.



Panyapiwat Technological College received a certificate of recognition as a network supporter of the Department of

Juvenile Observation and Protection

for the ongoing contributions in education and career development. The initiative aims to build networks, create opportunities, and nurture good citizens, reflecting the collaborative power of various networks that support the Department’s mission.



CP ALL received the Outstanding Organization Supporting Persons with Disabilities Award for the 11th consecutive year in 2024 at the Excellent Level

from the Ministry of Social Development and Human Security (MSDHS) through the Department of Empowerment of Persons with Disabilities.



CP ALL was recognized as one of the 45 Model Organizations for Creating Value for Persons with Disabilities in 2024

by the Committee on Social Development, Youth, Women, Elderly, Persons with Disabilities, and Underprivileged Affairs. The Senate presented the Company with a Certificate of Honor as an “Organization Contributing to Persons with Disabilities” for significant contributions to society, serving as a model organization that prioritizes promoting, supporting, and creating value for persons with disabilities.



CP AXTRA received the Model Organization Award for Promoting Employment and Income Generation for the Elderly in 2024

from the Department of Older Persons, Ministry of Social Development and Human Security. This award highlights the Company’s role as a model organization dedicated to supporting job creation and career opportunities for the elderly in all dimensions.



Gosoft (Thailand) received Gold Awards in the categories of Best Holistic Leadership Development Strategy and Best Graduate Training Programme

at the Employee Experience Awards 2024 Thailand (EXA), organized by Human Resources Online, a leading HR management publication from Singapore. The evaluation criteria focused on the organization’s vision and business goals, the approach to developing employee experience across multiple dimensions, and how these efforts enhance customer service efficiency.



CPRAM (Khon Kaen) received an award at the 4th “Wellness CNB AWARD”

organized by the Nation-Building Institute. This is the highest honor for organizations that promote, support, and develop personnel to achieve comprehensive well-being in all dimensions.



Lotus’s received the Top Employer 2024 in Thailand award for the 2nd consecutive year

from the Top Employers Institute (Netherlands), along with Great Place to Work® certification. These recognitions reflect the position as an employer brand highly regarded both nationally and internationally.



Lotus’s was ranked as one of the Top 50 Companies in Thailand 2024 that young professionals aspire to work for

according to WorkVenture, a leading Thai employer branding consultancy. This achievement reflects the Company’s effective human resource management in meeting the needs of the new generation.

Corporate Governance Dimension



CP ALL rated excellence in corporate governance 2024

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



CP ALL received the “The Most Impactful Corporate” award at the Future Trends Ahead & Awards 2024

This award is presented to organizations that have made a significant positive impact on the business sector. CP ALL was recognized for the adherence to good governance principles, achievements acknowledged both domestically and internationally, contributions to economic growth, focus on supply chain sustainability, and support for business expansion for other organizations.



CP ALL received CAC Change Agent Awards 2024

Recognized for the 4th consecutive year for achieving CAC certification and promoting SME participation in the CAC declaration of intent.

CP ALL received 5 international awards at the 14th Asian Excellence Awards 2024

organized by Corporate Governance Asia, a leading financial publication in Hong Kong and Asia focusing on economic and corporate governance issues.



1. Asia's Best CEO
2. Asia's Best CFO
3. Best Investor Relations Professional
4. Best Investor Relations Company
5. Sustainable Asia Award 2024



Lotus's received two awards at the Retail Asia Awards 2024

for the 4th consecutive year: Domestic Retailer of the Year-Thailand and Hypermarket of the Year-Thailand. These awards reinforce Lotus's leadership as a retailer that continues to win the hearts of customers at an international level.

Gosoft (Thailand) received the “Breakout Digital Performer Award”

a regional Asia-Pacific award presented to companies that excel in applying Artificial Intelligence (AI) for in-depth data analysis related to application performance and anomalies, connectivity, security, and IT infrastructure.



CPRAM received the Industry Award 2024

from the Ministry of Industry. CPRAM (Lamphun) was awarded the Outstanding Logistics and Supply Chain Management Award, while CPRAM (Surat Thani) received the Outstanding Productivity Improvement Award.

Building on Ambition, Strategy for Sustainability

CP ALL Public Company Limited and subsidiaries (“the Company”) strive to enhance organizational sustainability management under a comprehensive sustainability strategy that encompasses three dimensions: economic, social, and environmental. The Company aims to elevate the operational approach to achieve 15 organizational sustainability goals, aligning with the United Nations’ Sustainable Development Goals (SDGs) and the 10 Principles of the United Nations Global Compact (UNGC). Guided by the vision of being a “An organization that provides convenience to the community and well-being and happiness to society” the Company conducts business that respects human rights and fundamental freedoms according to the United Nations Guiding Principles on Business and Human Rights (UNGPs), the International Labour Organization’s (ILO) core labor standards, labor laws of the countries where the Company operates, the ISO 26000 social responsibility standard, the OECD Guidelines for Multinational Enterprises, and the Corporate Governance Code (CG Code) for listed companies. Additionally, the Company implements comprehensive human rights due diligence, ensuring engagement and consultation with stakeholders to gather feedback, suggestions, and complaints. This input is incorporated into the formulation of policies, development of operational frameworks, and promotion of practices aimed at achieving both short-term and long-term organizational objectives.

In 2024, the Company conducted a “Double Materiality Assessment” to evaluate key sustainability issues, considering the impact on stakeholders, including environmental and social impacts (Impact Materiality), as well as risks and opportunities for the Company’s business operations (Financial Materiality). The assessment encompassed human rights issues through workshops with stakeholder representatives such as government agencies, shareholders and investors, thought leaders, communities, and the corporate risk assessment committee to identify and evaluate significant sustainability issues affecting both internal and external operations. The key sustainability issues identified are:

- 1 Climate Resilience
- 2 Efficient use of resources and Energy
- 3 Sustainable packaging management

- 4 Sustainable Waste and Surplus Food Management
- 5 Social Impact and Economic Contribution
- 6 Education and Lifelong Learning
- 7 Good Health & Well-being
- 8 Corporate Governance and Anti-Corruption
- 9 Occupational Health and Safety & Labor Practices (Human Rights)
- 10 Human capital development
- 11 Responsible Supply Chain

The Company establishes policies and business guidelines under the framework of sustainability, based on three key pillars:

1. Environment

Sustainable environment and society

2. Social

Promoting and create diverse values for society

3. Governance and Economic

Manages under a governance framework throughout the entire value chain

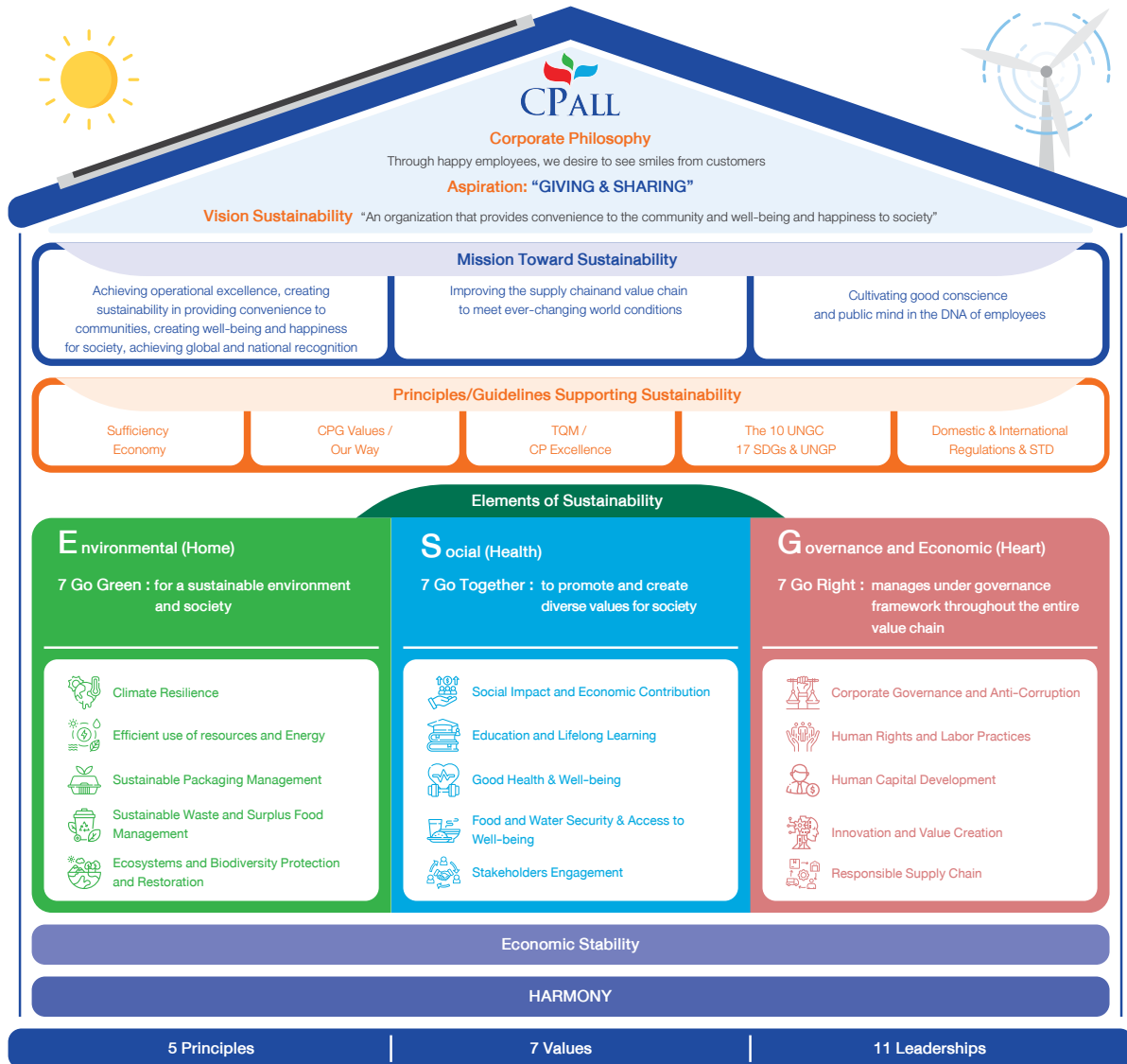
to ensure sustainable growth for the organization and all stakeholders.



For more information

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

Corporate Sustainability Framework and Strategy



Operational Framework under the Long-Term Sustainability Development Plan (2021–2030)

The Company has established a sustainability strategy as part of the organizational strategic plan for 2021–2030, taking into account current situations, global trends, and the Company's business potential. The Company integrates international sustainability practices into the business processes throughout the value chain under the supervision of the Sustainability Development Subcommittee, which continuously monitors and evaluates performance. Additionally, the Company also raises awareness of all aspects of sustainability among executives and employees at all levels through comprehensive participation in sustainability initiatives across the organization. The goal is to achieve the targets set in the long-term sustainability development plan (2021–2030), with the operational framework divided into 3 key pillars.

Environment: Under the 7 Go Green policy for a sustainable environment and society.



Climate Resilience

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



Efficient use of resources and Energy

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

**Sustainable Packaging Management**

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

**Sustainable Waste and Surplus Food Management**

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

**Ecosystems and Biodiversity Protection and Restoration**

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

Society: Under the 7 Go Together policy to promote and create diverse value for society.**Social Impact and Economic Contribution**

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

**Education and Lifelong Learning**

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

**Good Health & Well-being**

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

**Food and Water Security & Access to Well-being**

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

**Stakeholders Engagement**

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

Good Governance and Economy: Under the 7 Go Right policy Manages under a governance framework throughout the entire value chain**Corporate Governance and Anti-Corruption**

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

**Human Rights and Labor Practices**

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

**Human Capital Development**

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

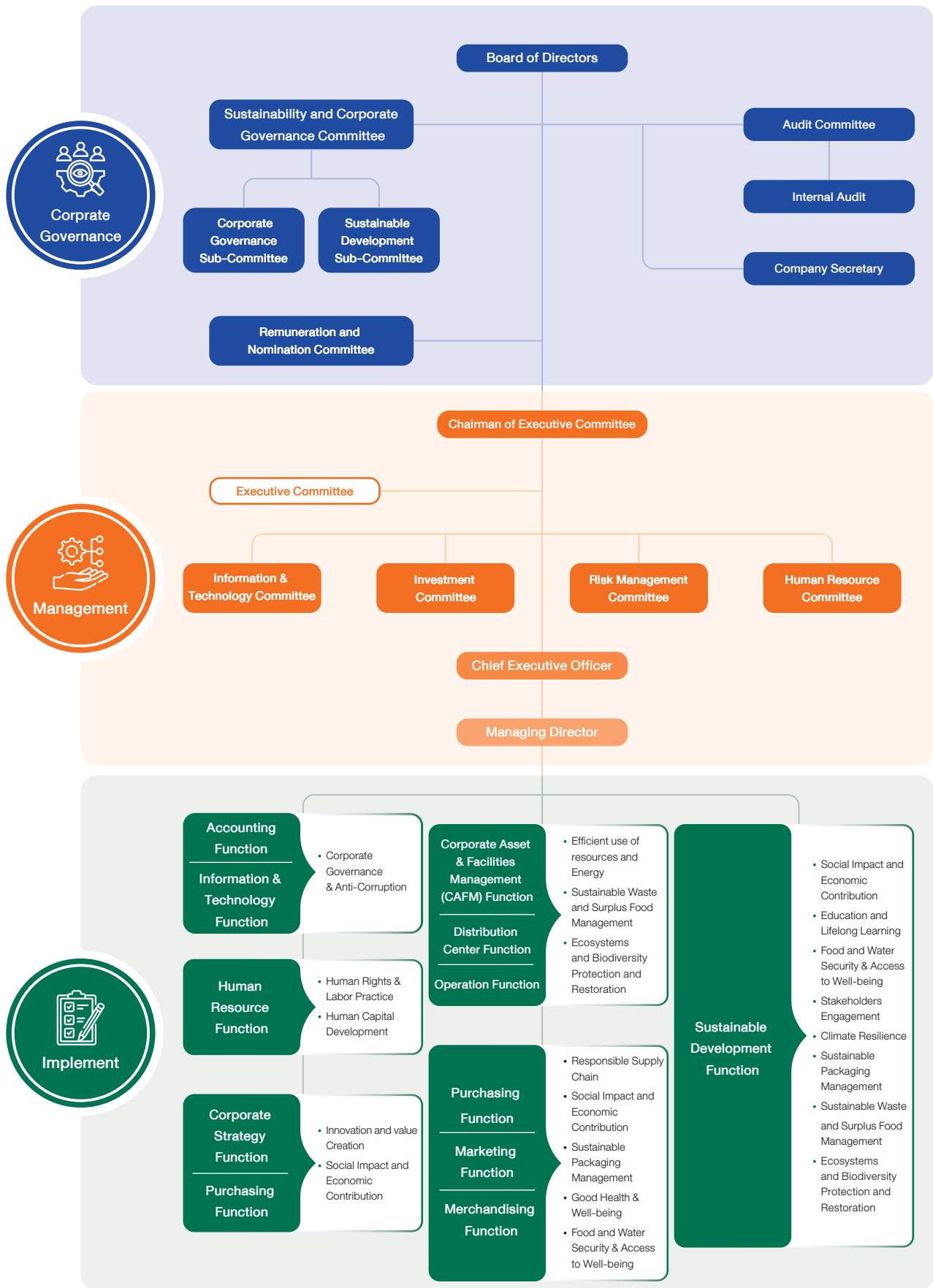
**Innovation and Value Creation**

Become a corporate leader in innovation for product development, services, and work process, promoting largescale positive social and environmental impacts.

**Responsible Supply Chain**

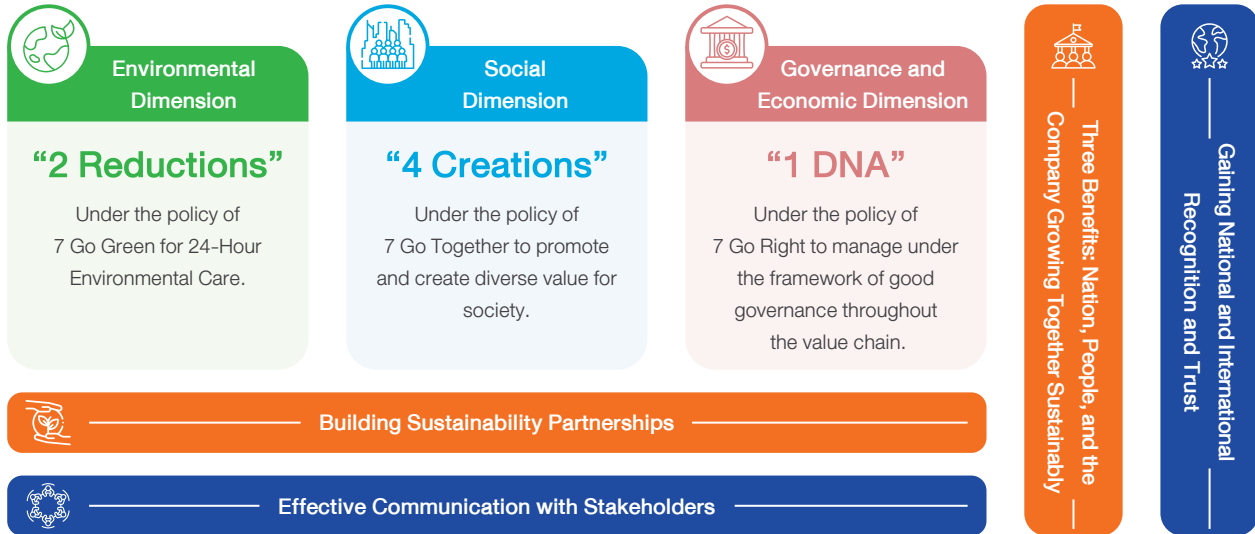
Become a company that actively work with supplier and business partners in responsible sourcing for sustainable development, in tandem with continuous improvement.

CP ALL'S SUSTAINABILITY DEVELOPMENT STRUCTURES



Sustainable Development Goals Strategy

Under the organizational sustainability strategy, the Company focuses on continuously developing and improving operational efficiency while promoting communication with employees, business partners, and relevant stakeholders. In 2024, the Company established the 2024–2025 CP ALL Sustainability Framework under the theme “2 Reductions, 4 Creations, 1 DNA,” maintaining the commitment to being a “Partner to Communities, Building a Sustainable Society.” This strategy is driven by the ESG principles: Environmental, Social, and Governance as the core pillars guiding the Company’s business operations throughout the value chain.




“2 Reductions, 4 Creations, 1 DNA” Strategic Framework

The Company has established the “2 Reductions, 4 Creations, 1 DNA” strategic framework to drive the sustainability goals in a concrete and practical manner. The core concept is to be a “Partner to Communities, Building a Sustainable Society.” This strategy integrates ESG principles Environmental, Social, and Governance encompassing environmental, social, and governance dimensions to achieve the Company’s sustainability goals and strategic development plan. CP ALL considers stakeholders throughout the business value chain, adhering to the commitment of “Giving & Sharing.” In 2024, the Company has implemented strategic projects with significant outcomes as follows:

“2 Reductions” Strategy under the “7 Go Green” Policy

Under the “7 Go Green” policy for 24-Hour Environmental Care, the Company has defined the “2 Reductions” strategy with key approaches to concretely reduce environmental impact “Reducing Plastic and Reducing Energy.” This strategy aims to achieve crucial sustainability targets: Carbon Neutrality by 2030 and Net Zero Greenhouse Gas Emissions by 2050. To achieve these goals, in 2024, the Company has established various strategic plans and projects to drive the “2 Reductions” strategy into tangible outcomes as follows:






Reducing Energy

The Company promotes the efficient use of resources and support the use of renewable energy through the following actions:

Strategic Projects	Key Outcomes
<ul style="list-style-type: none"> Increasing electricity efficiency in 7-Eleven stores, Makro stores, Lotus's stores, CPRAM factories and distribution center. Installing solar rooftops to generate electricity from solar energy. Implementing other renewable energy projects such as solar thermal energy and geothermal heat energy. Using environmentally friendly refrigerants. 	<ul style="list-style-type: none"> Reduction of total Energy consumption by 344,965.06 MWh. Used 286,259.63 MWh of renewable energy, accounting for 6.58%. Reduction of greenhouse gas emissions by 124,706.67 tCO₂e.

“4 Creations” Strategy under the “7 Go Together” Policy


CP ALL recognizes the importance of contributing to sustainable economic and social development. The Company is committed to supporting the economy while promoting education and lifelong learning for youth, which is essentially a key component of the Company’s business operations. Under the “7 Go Together” policy, which focuses on promoting and creating diverse values for society, the Company has established the “4 Creations” strategy with key approaches for creating tangible value for society: “Create Capable People, Create Jobs, Create Careers, and Create Strong Communities” This strategy aims to achieve key sustainability goals, including supporting children, youth, adults, and vulnerable groups in accessing education, gaining essential technical and vocational skills, with a cumulative target of 500,000 individuals, and developing skills and promoting careers to generate income for farmers, SMEs, micro-entrepreneurs, and vulnerable groups, with a cumulative target of 250,000 individuals by 2030. To achieve these goals, the Company has established strategic plans and projects in 2024 to concretely drive the “4 Creations” strategy as follows:



Create Capable People

The Company developing skilled, capable, and ethical individuals by providing access to quality education. The Company focuses on offering opportunities for access to both formal and informal quality education while promoting essential skills and knowledge through the following actions:

Strategic Projects	Key Outcomes
<ul style="list-style-type: none"> The project provides opportunities for access to both formal and informal quality education for youth and underprivileged groups. The project promotes lifelong learning and enhancing informal and community education under the CONNEXT ED project. The project promotes essential skills and knowledge for the future. 	<ul style="list-style-type: none"> Supported 33,191 youth in accessing quality education. (both formal and informal) Provided 37,523 scholarships valued at 1,186 million Baht. Offered internships to 35,860 students. 4,987 students who completed their education work with the Company. Support lifelong learning under the “CONNEXT ED” education initiative, with a total of 610 schools and a funding support value of 104.19 million Baht



Create Jobs

The Company is committed to being an organization that creates jobs, generates income, and improves quality of life. In 2024, the company employed more than 204,701 people, including providing job opportunities for communities and vulnerable groups, totaling over 52,285 individuals.

The Company recognizes farmers' and SME entrepreneurs' vital role in driving the country's economy and has developed the "SME Growing Together" initiative to provide sustainable support and create opportunities for these groups. Through this project, the Company has established a comprehensive business ecosystem that fosters the growth of farmers and SMEs through the following actions:



Create Careers

Strategic Projects

- The 7-Eleven SME Support Center operates continuously under the "3-Give" policy providing access to partner services, enhancing potential through knowledge sharing, and offering sales opportunities helping SMEs grow steadily in the modern trade market.
- Business Matching projects both offline and online through the CP ALL SME Platform.
- Community Market projects offering sales channels both inside and outside the Company, such as ALL SME MARKET PLACE by CP ALL and SME Fair by CP Aextra.

Key Outcomes

- Supported 3,803 farmers with a total support value of 29,415 million Baht.
- Supported 174,374 SME entrepreneurs, community enterprises, and micro-entrepreneurs with a total support value of 60,432 million Baht.

7-Eleven: a partner to communities with over 15,245 branches. 7-Eleven serves as a beacon and dependable resource for communities, making society a better place through various projects, including:



Create Strong Communities

Strategic Projects

- Establishing 24-hour tourist assistance points in key tourist destinations nationwide.
- Installing Automated External Defibrillators (AEDs) and providing emergency response support.
- Organizing fire safety and evacuation training and supporting product sales areas for vulnerable groups.
- The "Love Dogs 24 Hours" (Rak Nong Mar 24 Hours) project, offering free sterilization and rabies vaccination services for dogs.

Key Outcomes

- 307 7-Eleven employees participated as tourist assistance points from 155 branches.
- Provided AED equipment to 30 organizations and assisted with 600 emergency cases.
- Conducted fire safety and evacuation training, supporting product sales areas for 1,736 vulnerable individuals.
- Vaccinated 499 dogs and cats and sterilized 407 dogs.

"1 DNA" Strategy under the "7 Go Right" Policy

Through the "7 Go Right" policy, which focuses on governance-based management, the Company has implemented the "1 DNA" strategy to unite over 204,701 employees and SME partners in advancing the "24-Hour Goodness DNA" initiative. In 2024, the Company developed strategic plans and projects to execute the "1 DNA" strategy as follows:



24-Hour Goodness DNA

Drive the 'DNA of Goodness 24 Hours' initiative while promoting diversity and equality within the organization through the following actions:

Strategic Projects

- "A Hundred Thousand Good Deeds" Project.
- "Harmony Power" Project based on the "Clear Care Share Fun" Principle.
- Reward & Recognition Project.
- Raising awareness and enhancing a work culture based on governance principles.
- An ongoing project to promote and support SME partners in joining the declaration of the Thai Private Sector Collective Action Coalition Against Corruption (CAC).

Key Outcomes

- The Company received an "Excellence" rating (5 stars) for the sixth consecutive year, with a score higher than the industry average in the service sector and companies with a market capitalization of over 10 billion Baht.
- 7-Eleven staff received over 28,545 commendations from customers. (for service, honesty, and assistance)
- 141 employees received awards under the Reward & Recognition Project.
- Supported 13 SME partners in joining and signing the declaration of the Thai Private Sector Collective Action Coalition Against Corruption.

Emphasis on All Material Issues for Sustainability in All Dimensions

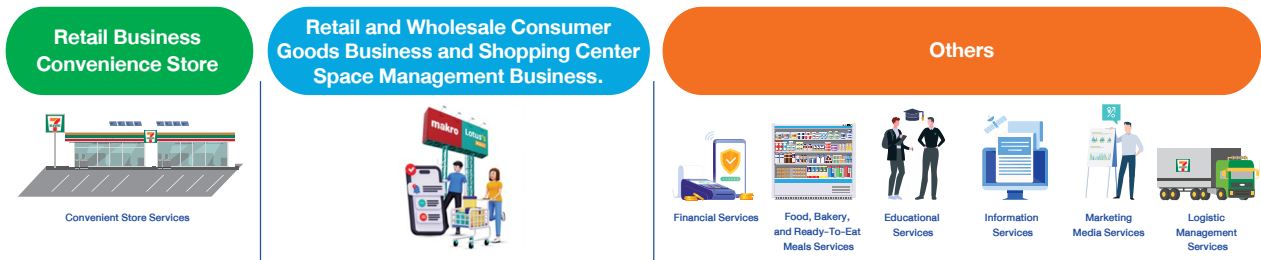
CP ALL Plc. and its subsidiaries (“the Company”) has continuously published its sustainability report for the 9th consecutive year, serving as a communication channel for performance under sustainable development policies and strategic frameworks, informing all stakeholder groups. This is inclusive to the Company’s, environmental, social, and governance and economic dimension.

Published performance cover the period of 1 January to 31 December 2024, encompassing 3 key business units. In 2024, the Company’s net revenue was at 987,794 million Baht. Additional information regarding subsidiaries is disclosed in on page 2 of 2024 56-1 One Report (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 2024, the data set reviewed comprises GRI 2-26, GRI 2-27, GRI 3-1, GRI 301-1, GRI 301-2, GRI 302-1, GRI 302-3, GRI 303-3, GRI 303-4, GRI 303-5, GRI 305-1, GRI 305-2, GRI 305-3 Other indirect (scope 3) GHG emissions (Purchased goods and services, Capital goods, Fuel and energy related activities, Upstream transport & distribution, Waste generated in operations, Business travel, Employee commuting, Downstream transport & distributions, Use of sold products, End-of-life treatment of sold product only and Downstream leased assets), GRI 305-4, GRI 306-3, GRI 306-4, GRI 306-5, GRI 308-1, GRI 308-2, GRI 403-9, GRI 403-10, FPSS FP6, FP7, GRI 405-2, GRI 414-1, GRI 414-2



Defining Report Content

The Company prepares the report by considering the results of the significant impact assessment on all stakeholder groups of the organization, covering both positive and negative impacts, along with key sustainability issues. These issues are analyzed based on internal factors related to business activities and external factors driven by global trends in the same industry, as well as leading global sustainability indices. Examples include the S&P Global Corporate Sustainability Assessment (S&P CSA), MSCI ESG Ratings (Morgan Stanley Capital International), the Sustainability Accounting Standards Board (SASB), compliance with regulations set by the Securities and Exchange Commission (SEC), and the Sustainable Development Goals (SDGs). The assessment also includes the Company's performance in economic, social, and environmental aspects according to the SET ESG Ratings to ensure that the Company's sustainability disclosures comply with the Eight Reporting Principles as follows:

- 1 Accuracy
- 2 Balance
- 3 Clarity
- 4 Comparability
- 5 Completeness
- 6 Sustainability context
- 7 Timeliness
- 8 Verifiability

Double Materiality Assessment Process

The Company has a process and procedure for assessing material topics (Materiality Assessment) by considering the impact on stakeholders (Impact Materiality) and evaluating the risks and opportunities for the Company's business operations (Financial Materiality). This assessment follows the "Double Materiality Assessment" approach to provide stakeholders with decision-making information. The process consists of four main steps as follows:

Identify and assess impacts on an ongoing basis



1. Understand the organization's context

The Company has studied and gained an understanding of business activities at every stage of the value chain to obtain a comprehensive overview of operations and potential impacts. CP ALL has also identified relevant stakeholders, both internal and external, such as employees, customers, suppliers, communities, and shareholders. Subsequently, the Company analyzed the needs and expectations of each stakeholder group, linking material topics in environmental, social, governance, and economic aspects with business activities. This process considers alignment with global trends and relevant human rights issues while analyzing both positive and negative impacts of business activities on each stakeholder group throughout the value chain.

Identify and assess impacts on an ongoing basis

**2. Identify actual and potential impacts**

The Company comprehensively considers the context and impact of material topics, encompassing both actual and potential impacts. This is accomplished through an analysis of stakeholder impacts (Impact Materiality) from social and environmental dimensions, including both positive and negative impacts. The evaluation also considers short-term and long-term impacts and assesses the ability to restore and remedy impacts (Irreversible & Reversible Impact). These material topics are assessed in alignment with the Company's business operations and specific context through interviews and surveys (BHC and Online Questionnaire) with both internal and external stakeholders. In addition, the Company evaluates the risks and opportunities that may affect business operations (Financial Materiality) to identify related risks and opportunities for sustainability. The assessment follows the Double Materiality Assessment approach by considering the Company's social and environmental impacts alongside social and environmental factors that may affect the Company's financial performance.

**3. Assess the significance of the impacts**

The Company considers the material topics identified in Step 2 alongside the nature of CP ALL business operations and organizational context to assess the impact on stakeholders (Impact Materiality). The assessment criteria include the severity of impact (Scale), extent of impact (Scope), ability to remedy or restore (Remediability), and likelihood of occurrence (Likelihood). Additionally, business risks and opportunities (Financial Materiality) are evaluated in conjunction with survey results from stakeholders.

The Company then held a workshop with relevant departments, including the Sustainability Audit Unit, Corporate Sustainability Management Office, Enterprise Risk Assessment Committee, and executives responsible for risk management, such as the Executive Committee and Executive Officers. The purpose was to assess the Impact Rating Scale and the Probability Rating Scale before prioritizing material topics that affect the Company's operations.

Determine material topics for reporting

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

The Company analyzed and reviewed the material topics identified from the workshop in Step 3 to prioritize significant issues for business operations while considering the relevance and alignment with the organizational context.

Additionally, the Company has a process for testing material topics (Material Testing) by engaging food industry experts (Expert Testing) to develop business strategies. The results from this testing are presented to the Sustainability Development Subcommittee, Executive Committee, and the Board of Directors for endorsement. The prioritization process takes into account the influence on stakeholders' assessments and decisions, as well as the importance in terms of economic, social, environmental, and human rights impacts.

Summary of Expert Testing Interview on Sustainability Issues

Experts view that CP ALL is facing multiple challenges and risks related to sustainability. However, at the same time, there are numerous opportunities to create positive impacts and enhance long-term business sustainability. Prioritizing these issues and implementing effective operations will be key factors in ensuring CP ALL success and sustainability in the future.



Packaging waste remains a significant challenge for the retail sector, as most packaging is designed for convenience but often becomes waste after consumer use, leading to environmental impacts. This issue is particularly critical for packaging that carries a company's logo, as it directly affects corporate image. Developing sustainable packaging solutions and encouraging consumer participation in packaging management are essential steps toward addressing this challenge.



The conservation of nature and ecosystems is a fundamental pillar of sustainable development. CP ALL should actively participate in environmental conservation and restoration, support sustainable agriculture, and minimize the Company's impact on biodiversity.



Climate Resilience and Business Adaptation: Consumers are increasingly prioritizing low-carbon products, posing a challenge for businesses to adjust their operations and restructure production processes, potentially leading to higher operational costs. While domestic market impact may be minimal, global markets, exports, and international regulations place significant emphasis on low-carbon products.



An efficient and responsible supply chain is crucial for business sustainability. CP ALL should prioritize selecting partners who conduct business with social and environmental responsibility, promote fair labor practices, and minimize environmental impact at every stage of the supply chain. Additionally, sustainable sourcing in food production plays a vital role in long-term sustainability, both upstream and downstream, from raw material procurement to processing and final product development.



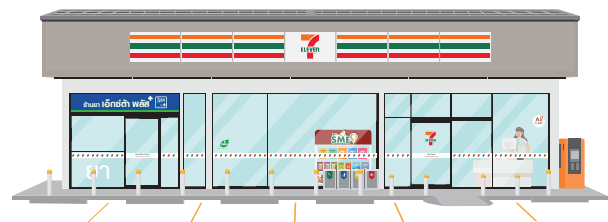
Efficient use of energy and resources is crucial in mitigating environmental impacts and reducing greenhouse gas emissions, a challenge faced globally. CP ALL should emphasize the adoption of clean energy, minimizing natural resource consumption, and implementing effective waste management strategies to enhance sustainability.







Social Impact and Economic Contribution: Small-scale entrepreneurs continue to face challenges in meeting food safety standards. Supporting agricultural processes and production standards for local SMEs and community enterprises is crucial for enabling them to produce high-quality, compliant products. This support will help ensure consumers have access to safe and sustainable food sources.










Skilled personnel are a key driver of business success. Attracting, developing, and retaining high-quality employees is essential. CP ALL should invest in employee capacity-building, foster a positive work environment, and provide opportunities for continuous learning and career growth.



Assessing Impacts of Material Topics

Material topics	Impacts on society/Environment and business value drivers	The potential or actual impact (Negative/ Positive)	Business drive (Risks/ Opportunity)
 1 Climate Resilience	Efficient resource utilization, supported by technology and the Company's circular economy strategy, has reduced energy consumption and greenhouse gas emissions, meeting society's expectations regarding climate change issues. This has increased business opportunities with climate-focused partners, enhanced investor confidence, and fostered collaborations with government sectors, such as innovations to reduce greenhouse gas emissions, low-carbon products, and the use of renewable energy.	+	Opportunity
 2 Efficient use of resources and Energy	Efficient energy management, the development of clean energy technologies, and renewable energy help mitigate the impacts of climate change, increase business opportunities, and build investor confidence. Examples include the use of electric vehicles and improving the efficiency of renewable energy utilization, such as rooftop solar energy. However, inefficient energy management may lead to increased production costs, reduced production capacity and profitability, and potential violations of community rights in accessing clean water resources in areas surrounding the Company's operations.	+	Opportunity
 3 Sustainable Packaging Management	<p>Operating a retail and wholesale business that prioritizes eco-friendly packaging, reducing usage, implementing take-back systems, and promoting efficient recycling contributes to effective plastic waste management within the organization. This approach adds value, lowers production costs, and encourages stakeholder engagement both internally and externally. The adoption of innovations for sustainable waste management such as eco-friendly materials and non-plastic packaging helps reduce negative environmental impacts and improves the efficiency of packaging waste management.</p> <p>The failure to consider recyclable packaging materials and the biodegradability of materials used in packaging could result in a significant amount of plastic waste being left in the environment. This affects ecosystem fertility, compromises human food safety, and causes health-related problems. Moreover, it can increase operational costs and damage the Company's reputation and image. Inconsistent efforts to extend sustainable packaging management projects may lead society, communities, and investors to question the Company's commitment to environmental responsibility.</p>	+ -	Opportunity/Risk
 4 Sustainable Waste and Surplus Food Management	Inefficient management leads to an increase in food waste, such as waste from overproduction of food, food loss during transportation, distribution, and storage, resulting in higher greenhouse gas emissions. This impacts ecosystems and natural resources, affecting the health and well-being of surrounding communities. Additionally, it increases the Company's operational costs related to waste management.	-	Risk

Material topics	Impacts on society/Environment and business value drivers	The potential or actual impact (Negative/Positive)	Business drive (Risks/Opportunity)
 5 Social Impact and Economic Contribution	<p>Operating a socially responsible business supports job creation and enhances community well-being, fostering strong relationships and gaining acceptance in the communities where the Company operates. Moreover, both the public and private sectors emphasize ensuring equal access to products and services for all groups to reduce inequality, improve quality of life, and promote societal well-being.</p> <p>The Company also contributes to society through purchasing products at 7-Eleven, such as donating M-Stamps in place of cash to assist flood victims and supporting donation programs through product purchases in projects such as “Chef Cares.”</p>	+	Opportunity
 6 Good Health & Well-being	<p>Efficient management throughout the entire process from raw material sourcing, production, and distribution while addressing the risks associated with delivering safe, non-hazardous, and traceable products enhances business opportunities. This enables the Company to provide nutritious, safe, and high-quality products, along with services that promote health and well-being for communities and society, such as herbal products, low-sodium options, reduced-sugar, low-fat, and trans fat-free products.</p> <p>Failure to prioritize consumer safety and the lack of an effective traceability process could lead to health-risk products, loss of consumer trust in both the products and the Company, increased costs from damage claims and lawsuits, and harm to the Company’s reputation and image.</p>	+ -	Opportunity/Risk
 7 Corporate Governance and Anti-Corruption	<p>If the Company has an ineffective governance system that lacks transparency and does not uphold integrity, ethics, and human rights, the Company’s business competitiveness will be significantly impacted, as well as reducing stakeholder trust, and diminishing investor interest. Other risks include legal actions for violations such as corruption, discrimination, and labor rights abuses.</p>	-	Risk
 8 Occupational Health and Safety & Labor Practices (Human Rights)	<p>Substandard safety and occupational health management pose serious risks to employees’ lives and property at every stage, from production and transportation to customer service at 7-Eleven stores. The resulting impacts are diverse and affect multiple aspects of the business, such as medical expenses, compensation, and fines. Additionally, this can reduce productivity, increase labor costs, and cause operational liquidity problems.</p> <p>An unsafe working environment affects employee morale, causing insecurity and potentially leading to the resignation of skilled employees, which further impacts the Company’s credibility and reputation. Moreover, it may pose safety risks to customers visiting 7-Eleven stores.</p>	-	Risk
 9 Responsible Supply Chain	<p>Effective supply chain management can reduce risks related to costs, raw material shortages, and inventory, as well as mitigate the risk of human rights violations. It builds trust among business partners regarding the Company’s operations, enhances profitability, and ensures efficient product transportation, which helps minimize negative impacts on the environment and communities. For instance, using electric vehicles for transportation reduces pollution in surrounding communities.</p> <p>Conversely, inefficient supply chain management that disregards human rights can result in business disruptions, substandard product quality, and delays in delivering goods to consumers. This increases production and transportation costs and damages the Company’s reputation and image. Other potential impacts are higher environmental and social costs due to heightened societal and investor expectations.</p>	+ -	Opportunity/Risk

Material topics	Impacts on society/Environment and business value drivers	The potential or actual impact (Negative/ Positive)	Business drive (Risks/ Opportunity)
 10 Human capital development	Economic growth may increasingly rely on specialized labor to meet the diverse demands of consumers. Workers need to be trained to enhance their capability and work efficiency, as well as to learn and understand the technology integrated into work processes. Furthermore, developing human resources to keep pace with global changes may result in higher costs of sourcing labor that meets the needs of the organization.	-	Risk
 11 Education and Lifelong Learning	Providing opportunities in education for society, communities, and vulnerable groups to improve quality of life and facilitate effective access to the labor market. The Company promotes job creation and income generation for communities while contributing to economic development and national stability. Moreover, extending educational opportunities to communities helps enhance the Company's reputation and builds a positive corporate image.	+	Opportunity

2024 Material Topics

Significant Material Topics



Environmental:

- Climate Resilience.
- Efficient use of resources and Energy.
- Sustainable packaging management .
- Sustainable waste and surplus food management.

Social:

- Social Impact and economic contribution.
- Education and Lifelong Learning
- Good Health & well-being.

Governance and Economic:

- Corporate Governance and Anti-Corruption.
- Occupational health and Safety & Labor practices (Human Rights).
- Human capital development.
- Responsible supply chain.

Foundational Material Topics



Environmental:

- Ecosystems and Biodiversity Protection and Restoration.

Social:

- Food and Water Security & Access to Well-being.
- Stakeholders Engagement.

Governance and Economic:

- Innovation and Value Creation.

Material sustainability topics

Topic	GRI Indicator	Scope of stakeholder impacts								
		Internal	External							
		Employees	Business Partner	Suppliers, vendors of goods and services, and creditors	Government sector	Customers	Communities and Society	Opinion leaders	Trademark licensors	Shareholders and investors
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, 303-3, 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					●				
Corporate Governance and Anti-Corruption	2-9, 2-12, 2-23, 2-26, 2-27, 102-12, 205-2, 418-1	●	●	●	●	●				●
Occupational health and Safety & Labor practices (Human Rights)	2-30, 401-1, 401-2, 401-3, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10, 405-1, 405-2, 406-1, 407-1, 410-1, 411-1, 412-1	●	●	●	●	●	●	●	●	●
Human capital development	402-2, 404-3	●	●							
Responsible supply chain	204-1, 308-1, 308-2, 414-1, 414-2		●	●						
Education and Lifelong Learning	404-2	●					●			

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 & Economic
Retail business Convenience store			
CP ALL Public Company Limited	●	●	●
ALL Wellness Co., Ltd.	●	●	●
CP Retaillink Co., Ltd.	●	●	●
24 Shopping Co., Ltd.	●	●	●
Wholesale and Retail businesses Services			
CP Aextra Public Company Limited	●	●	●
Others			
Financial Services			
Counter Service Co., Ltd.	●	●	●
Thai Smart Card Co., Ltd.	●	●	●
Food, Bakery, and Ready-to-Eat Meal Services			
CPRAM Co., Ltd.	●	●	●
CP Food Lab Co., Ltd.	●	●	●
Education Services			
Suksapiwat Co., Ltd.	●	●	●
Panyapiwat Technological College (PAT)	●	●	●
Panyapiwat Institute of Management (PIM)	●	●	●
Panyapiwat Institute of Management (SATIT PIM)	●	●	●
Panyatara Co., Ltd.	●	●	●
ALL Training Co., Ltd.	●	●	●
Information Services			
Gosoft (Thailand) Co., Ltd.	●	●	●
Marketing Media Services			
MAM Heart Co., Ltd.	●	●	●
Logistics Management Services			
ALL Speedy Co., Ltd.		●	●

Notably, all information disclosed in this sustainability report has been verified by an external verifier, selected by the Executive Committee, thus ascertain the verifier is independent of the Company's business operations, is highly quality and capable with regards to verification in accordance with AA1000AS v3, as published in this sustainability report's appendix. Details of the verification can be found in the verification certificate on page 315-316

Climate Resilience

“The world faces a significant challenge due to climate change, with impacts affecting all sectors. CP ALL recognizes the importance of this issue and is committed to being part of the solution. The Company strives to minimize environmental impact at every stage, from upstream to downstream, to achieve truly sustainable growth. Furthermore, CP ALL promotes environmental awareness and fosters awareness and promote consumer involvement in environmental conservation to build a thriving community together.”



Climate Resilience

Supporting the SDGs



SDG12 Ensure sustainable consumption and production patterns

12.2 Achieve the sustainable management and efficient use of natural resources



SDG13 Take urgent action to combat climate change and its impacts

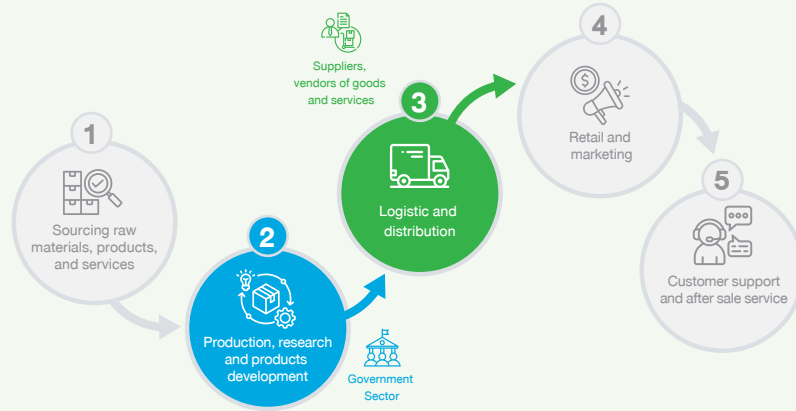
13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries

Risks and Opportunities

The 29th United Nations Climate Change Conference (COP29) in 2024 is being held in Baku, Azerbaijan, focusing on strengthening financial mechanisms for climate change and supporting vulnerable communities. The discussions aim to address environmental, economic, and long-term human livelihood impacts and work toward establishing a New Collective Quantified Goal on Climate Finance (NCQG) to support efforts in reducing greenhouse gas emissions. The key discussion points include: 1) the implementation of the Loss and Damage Fund to support affected communities, particularly in Small Island Developing States (SIDS) and Least Developed Countries (LDCs); 2) strengthening national commitments, with countries expected to submit updated plans by 2025 and advance their Nationally Determined Contributions (NDCs); 3) the allocation of financial operation funds, targeting \$1 billion per year to support renewable energy and climate restoration in developing countries, alongside discussions on financial mechanisms for adaptation and mitigation; 4) the role of various sectors, particularly the private sector, in transitioning to renewable energy and developing innovative financing models. Special sessions are also being held on key topics such as land-use industries, water management, and just transition strategies to ensure a sustainable and equitable approach to climate action; 5) the role of global dynamics, leadership from civil society, the business sector, and local governments in achieving an equitable future with resilience and net-zero carbon emissions. This aims to achieve the Paris Agreement, National Adaptation Plans (NAPs), and Biennial Transparency Reports (BTRs), emphasizing the goal of limiting global surface temperature rise to no more than 1.5 degrees Celsius. The mission is crucial to recognize the need for a 43% reduction in greenhouse gas emissions by 2030 and a 60% reduction by 2035. Climate change poses a threat to human rights in health and livelihoods, access to food, clean water, fresh air, and safe housing, as well as leading to the degradation of ecosystems.

In addition, transition risks related to climate change, such as climate-related regulations and natural disaster response, may impact the business and industrial sectors. The Company recognizes the impact of business activities that contribute to climate change and focuses on implementing projects to reduce greenhouse gas emissions, supporting environmentally friendly operations, and responding to market demand for eco-friendly products and services. Furthermore, the Company prepares for risks and develops sustainability policies.

Significantly Affected Key Stakeholders



Results of the “Double Materiality Matrix”

Sustainable Dimension

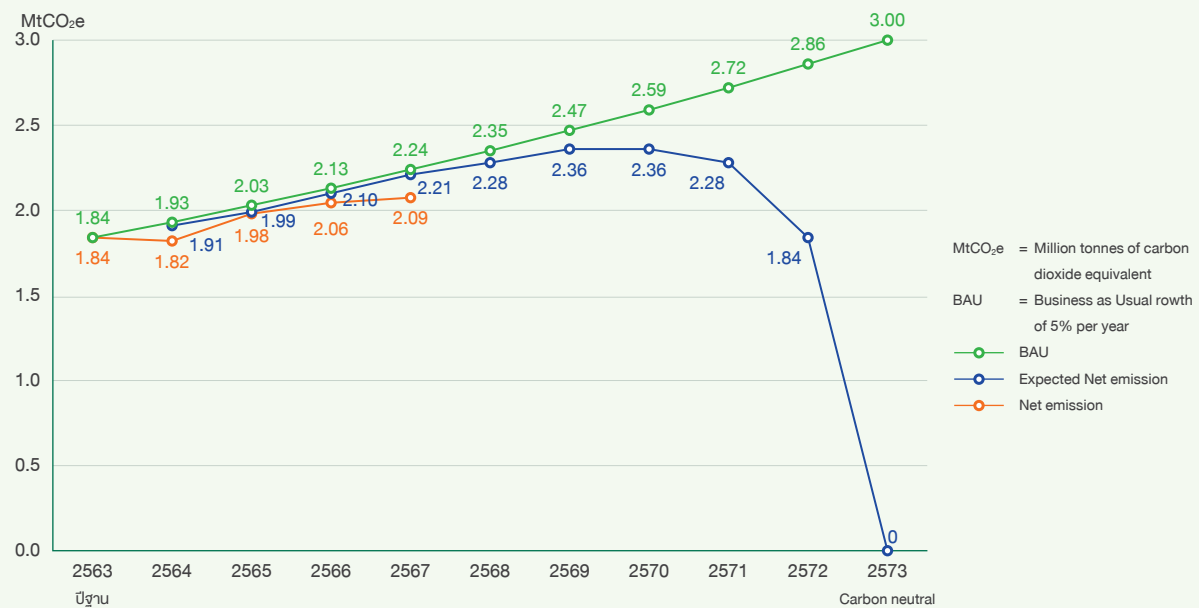
- Environmental Dimension

Impact level for application in business operations

- Critical Material Topics

Progress against Short-term and Long-Term Goals

To achieve Carbon Neutral by 2030 and Net Zero GHG Emissions by 2050. (Unit: MtCO₂e)



Key Performance in 2024



Received an B rating or equivalent Management Level from CDP for climate change



Reduced GHG emissions by 124,706.67 tCO₂e (from greenhouse gas reduction projects)



Absorbed 39,741 tCO₂e through community and social engagement in greenhouse gas reduction awareness programs, such as tree planting projects

Key Progress in 2024



Set a net-zero greenhouse gas emissions target and submitted the target for validation under the Science Based Targets initiative (SBTi). The target is currently under review by SBTi



Communicated the climate change strategic plan and roadmap towards achieving carbon neutrality by 2030 to relevant departments as a guideline for further development



Participated in the CDP climate change program for the 6th consecutive year



Assessed climate change risks following the reporting framework of the Task Force on Climate-Related Financial Disclosures (TCFD)



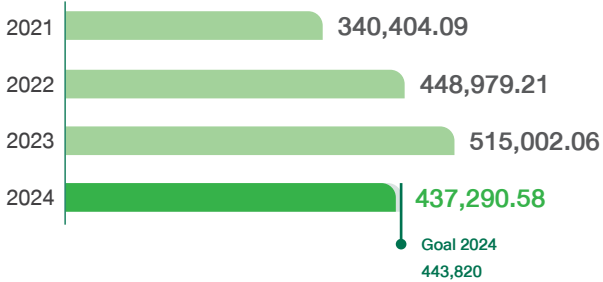
Engaged with suppliers and customers to reduce environmental impacts, such as developing low-carbon products and educating suppliers on greenhouse gas accounting

Performance Summary 2024

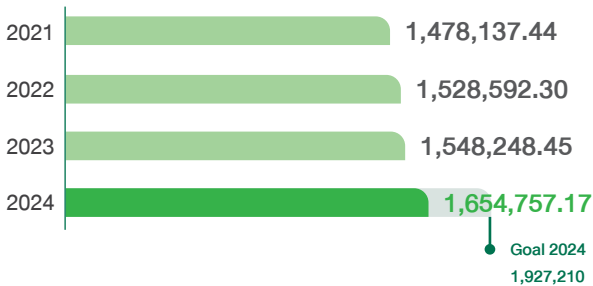
Total GHG Emissions (tCO₂e) by Scope of Operation

CP ALL and Subsidiaries

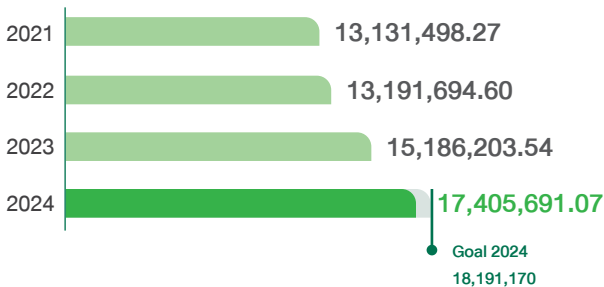
Direct GHG emissions (Scope 1)



Indirect GHG emissions from energy Consumption (Scope 2)

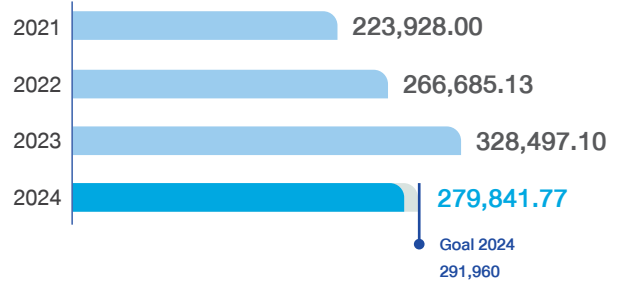


Indirect GHG emissions (Scope 3)

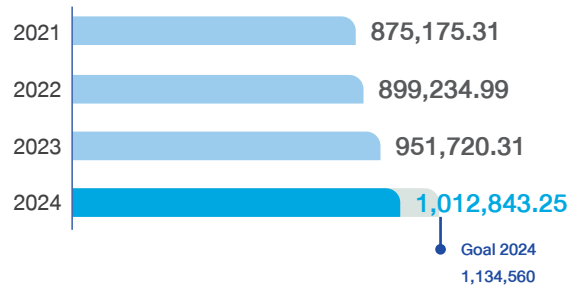


Only CP ALL

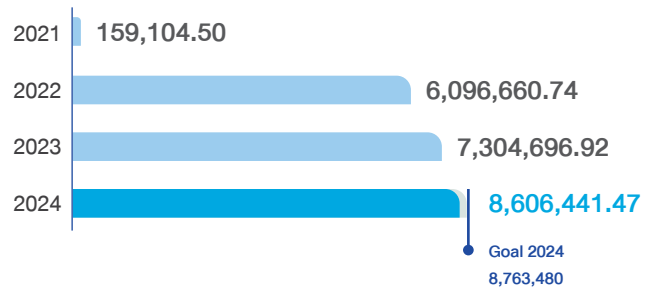
Direct GHG emissions (Scope 1)



Indirect GHG emissions from energy Consumption (Scope 2)



Indirect GHG emissions (Scope 3)

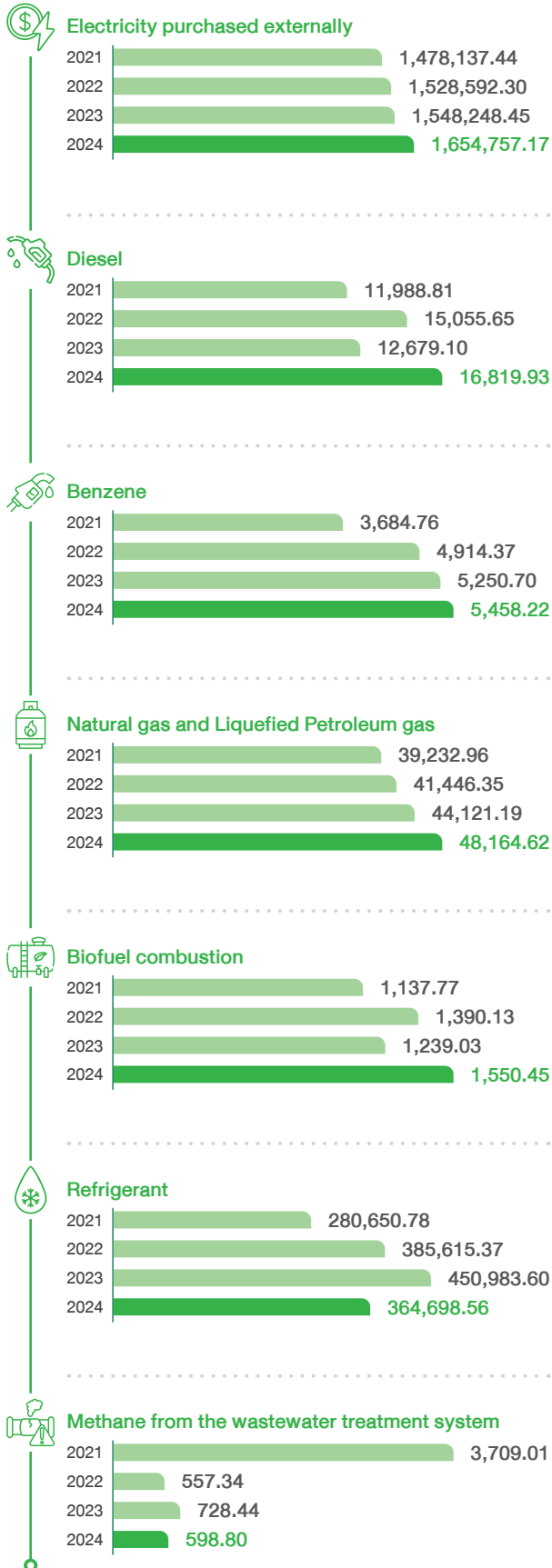




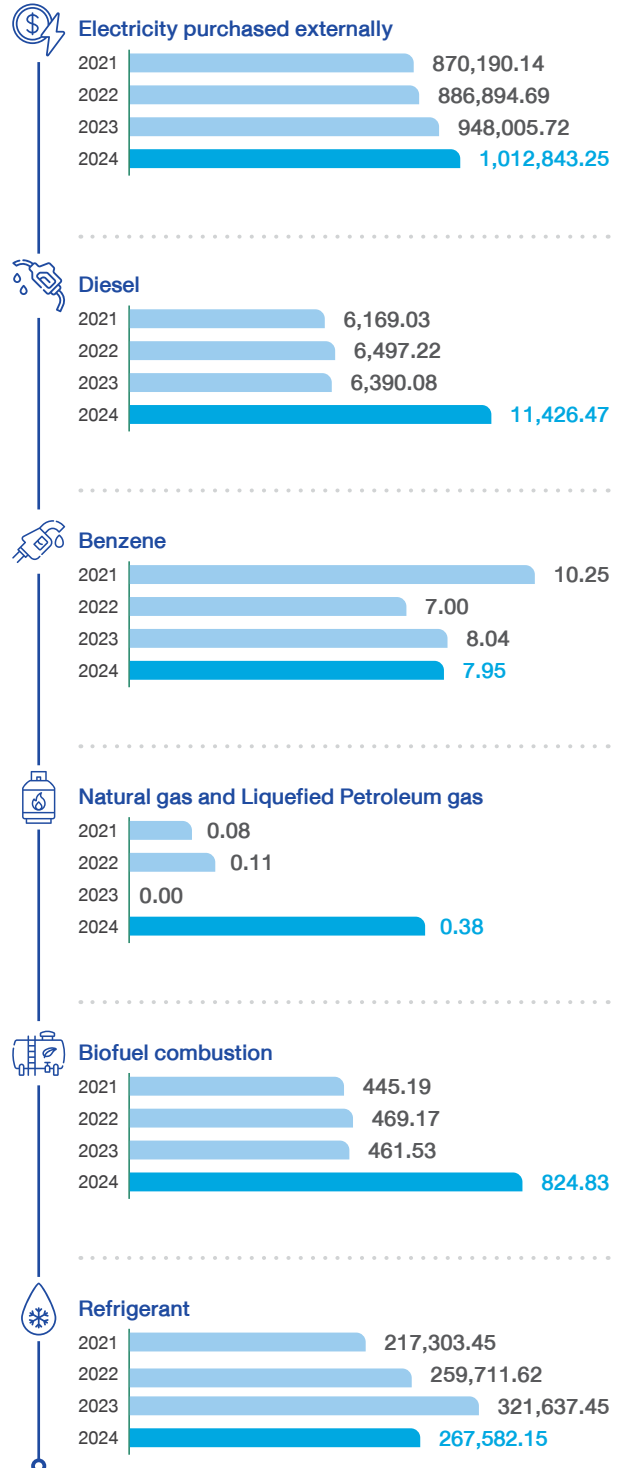
Total GHG Emissions

(tCO₂e) by sources

CP ALL and Subsidiaries

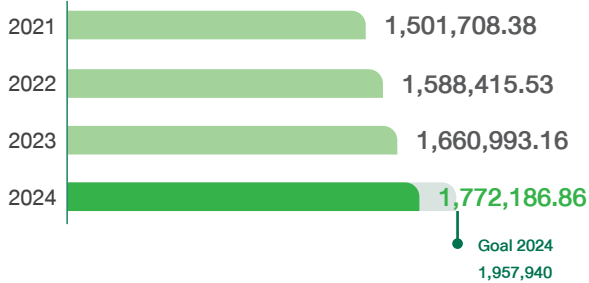


Only CP ALL



Total GHG Emissions (tCO₂e) by per energy purchases GHG emissions (Scope 2)

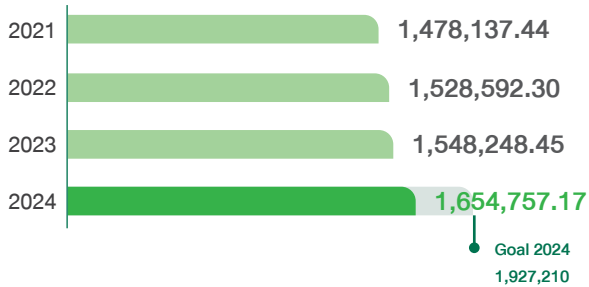
Location-based



Data Coverage (as % of Denominator) percentage of revenue



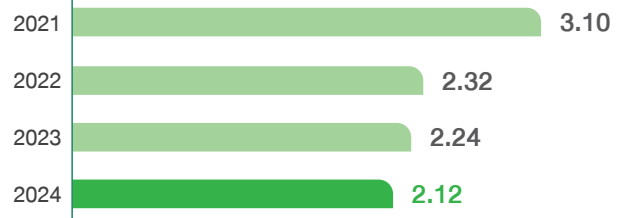
Market-Based



Data Coverage (as % of Denominator) percentage of revenue

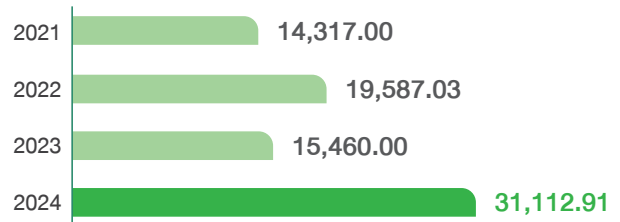


GHG Emissions Intensity (Scope 1 and Scope 2) per Unit of Revenue (tCO₂e per million Baht)

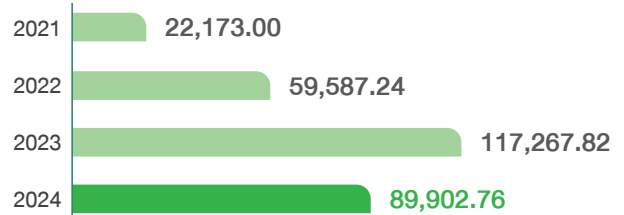


The amount of reduction from implementing a greenhouse gas emission reduction project (tCO₂e)

Energy efficiency improvement

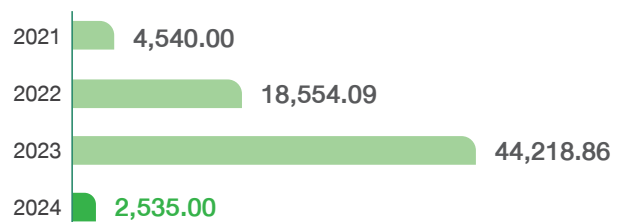


Renewable energy utilization

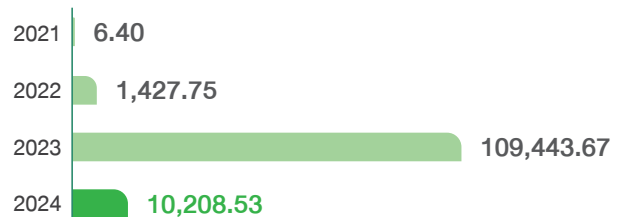


Remark: Utilization of renewable energy comprises of electricity from solar energy, solar thermal energy and geothermal energy.

The use of eco-friendly refrigerants



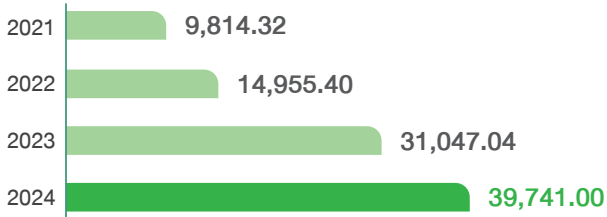
Electric vehicles in logistics



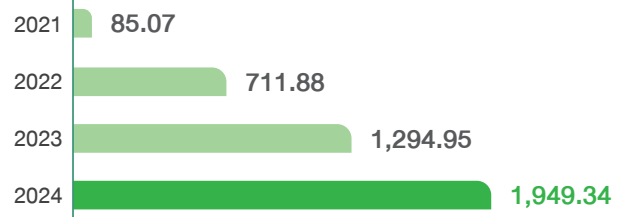
Reduction and absorption of GHG from the Supply Chain

(tCO₂e)

Support society and communities to be aware of reducing GHG emissions (from tree planting projects)



Donating excess surplus food

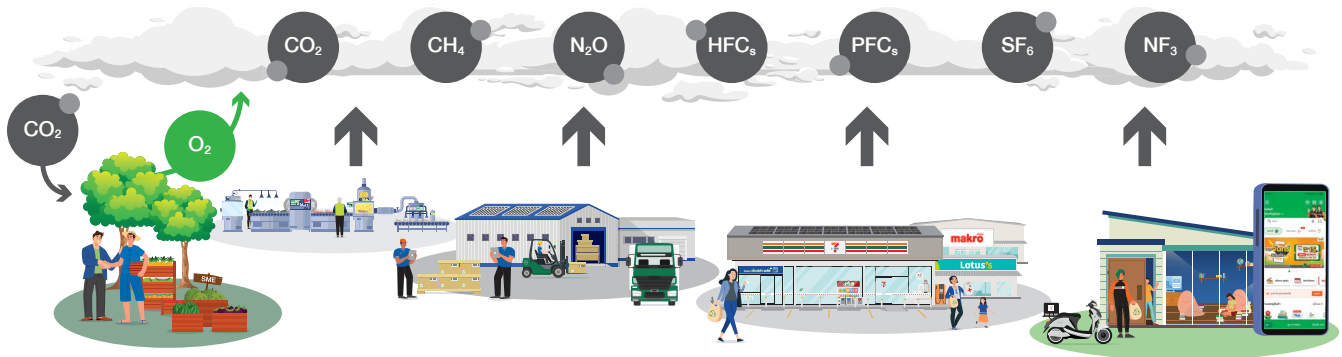


Usage of single-use plastic packaging



Other Indirect GHG Emissions by category

(tCO₂e)



Upstream activities

Purchased Goods and Services	14,757,418.81	84.79%
Capital Goods	46,549.92	0.27%
The acquisition of fuel and energy by the organization	604,982.16	3.48%
Upstream Transportation and Distribution	553,599.02	3.18%
Waste Generated in Operations	105,413.69	0.61%
Business Travel	1,555.97	0.01%
Employee Commuting	657,398.39	3.78%

Downstream activities

Downstream Transportation and Distribution	71,186.88	0.41%
Use of sold products	387,080.77	2.22%
End-of-Life Treatment of Sold Products	12,665.12	0.07%
Downstream Leased Assets	207,840.34	1.19%

Management Approach

The Company is committed to conducting business sustainably and supporting efforts to limit the global temperature increase to no more than 1.5 degrees Celsius through three key measures: 1) Reducing greenhouse gas emissions, such as improving energy efficiency, minimizing energy losses, increasing the proportion of renewable energy use, and adopting environmentally friendly refrigerants. 2) Carbon absorption and credit purchases, such as forest restoration and purchasing carbon credits to offset emissions. 3) Eliminating energy waste/loss, including initiatives to encourage employees to conserve energy. Additionally, the Company prioritizes collaboration with suppliers to transition to environmentally friendly packaging throughout the value chain, promotes reusable products, and encourages consumers to reduce single-use packaging. The Company also supports the participation of all stakeholders in achieving climate change goals. The Company has established a Sustainability Development Subcommittee to oversee climate action and designated specialized teams, such as the Energy Efficiency and Conservation Team, Solar Energy Installation Team, and Eco-Friendly Packaging Development Team, to manage climate-related operations. Under the “7 Go Green” policy, the Company focuses on reducing greenhouse gas emissions from business operations in alignment with the goal of achieving net-zero emissions by 2030 and striving for complete net-zero emissions by 2050. The Company manages greenhouse gas emissions in three categories: Direct Emissions (Scope 1), Indirect Emissions from energy use (Scope 2), and Other Indirect Emissions (Scope 3). Furthermore, the Company has set a net-zero greenhouse gas emission target based on the Science Based Targets initiative (SBTi) and has established a framework and guidelines for responsible climate action across the entire supply chain.

Climate Change Action Framework



Corporate Climate Governance

The Company continuously conducts materiality assessments to analyze issues of stakeholder interest. The assessment results are integrated into the Company's strategic plan, highlighting that climate change is ranked as a highly significant issue. As a result, various management and mitigation activities have been implemented, such as strategic planning, transition planning, long-term target setting, risk assessment, and supply chain management, with reports submitted to the governing body according to the corporate governance structure.

CP ALL evaluates the climate change capabilities of the Board of Directors by considering their experience in climate-related issues. The CP ALL board members possess expertise in climate-related matters due to their experience in overseeing sustainability and climate governance across multiple publicly listed companies as board members. Additionally, they serve as the Chairperson of the Global Compact Network Thailand, which is the national chapter of the United Nations Global Compact in Thailand.



For more information

- ▶ [Explanation of the Committee's oversight of climate-related risks and opportunities](#)
- ▶ [Incentives for climate action](#)



Management System for Lobbying Activities, Trade Association Membership, and Public Policy Engagement on Climate Change

To align with the Company's Climate Change Action Framework, the Company has joined the Thailand Carbon Neutral Network (TCNN) to drive and support sustainable development goals across the private sector, government, and local communities. TCNN was established by the Thailand Greenhouse Gas Management Organization (Public Organization) with a mission to promote greenhouse gas reduction projects and advance toward net-zero greenhouse gas emissions, in line with the Paris Agreement. The network's development objectives are as follows:

- Strengthen collaboration between the public sector, private sector, and local communities to enhance greenhouse gas reduction efficiency, promote sustainable growth, and work towards net-zero greenhouse gas emissions in line with global targets.
- Promote and support organizations in assessing feasibility and setting carbon neutrality goals at the organizational level.
- Encourage activities and projects that reduce greenhouse gas emissions and create value from carbon credits both domestically and internationally.
- Support climate change policies, funding mobilization, and related benefits.
- Establish a platform for knowledge exchange on corporate greenhouse gas management and reduction, aiming for carbon neutrality and net-zero emissions.

Experts and advisors collaborate and provide guidance on corporate climate change management during meetings between network members and the subcommittee to discuss strategies and operational plans. These meetings also include discussions on policy support for greenhouse gas reduction and seeking government support. During these meetings, the Company actively contributes CP ALL perspectives, engages in discussions on various topics, and continues to support association activities.

The Company and executives responsible for sustainability policy oversight regularly monitor the progress of the Thailand Carbon Neutral Network's mission. This ensures awareness of developments, facilitates participation in discussions, and drives climate change management initiatives. Additionally, the Company aligns the policies with national climate strategies.

- Participated as a member of the Public-Private Partnership for Plastic (PPP Plastic) working group to drive the development and utilization of plastic waste as a concrete solution to Thailand's plastic waste problem under the circular economy concept.
- Provided feedback and recommendations for the development of Phase 2 of the Plastic Waste Management Roadmap.
- Signed a Memorandum of Understanding (MoU) for the "Green Coffee Shop" initiative with the Ministry of Natural Resources and Environment to promote awareness, educate the public, and encourage participation in reducing waste and single-use plastics. This initiative serves as a model for reducing single-use plastic under the "7 Go Green" concept by modifying packaging and reinforcing the importance of natural resources and environmental conservation.

Additionally, the Company is a co-founding member of the Global Compact Network Thailand (GCNT), aiming to achieve sustainability goals, including carbon neutrality and net-zero greenhouse gas emissions. The Company, in collaboration with the association, drives the commitment of private sector and civil society organizations while also sharing best practices for achieving carbon neutrality and net-zero emissions.

Climate Risk Management

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

Task Force on Climate-related Financial Disclosure: TCFD



In 2024, the Company has identified critical risks and opportunities, both physical risks and transition risks, associated with climate change. Countermeasures to the mentioned risks include the following:

Physical Risks

Risk	Impact to Value chain								
Flood	Impact to the Business <ul style="list-style-type: none"> Disruption of production processes and customer service at 7-Eleven stores 7-Eleven employees affected by flooding Decrease in revenue due to reduced product sales at 7-Eleven stores by 53.50 Million Baht Loss of sales opportunities due to product shortages from the distribution center The cost of fighting water at the shop has increased from the normal branch shop to 120,000 Baht per branch 	Impact to the Value Chain <ul style="list-style-type: none"> Disruption in the transportation of goods from suppliers to 7-Eleven stores Customers unable to access 7-Eleven stores for shopping Communities surrounding 7-Eleven stores affected by flooding 	<table border="1"> <thead> <tr> <th>Short Term</th> <th>Medium Term</th> <th>Long Term</th> </tr> </thead> <tbody> <tr> <td>Medium</td> <td>High</td> <td>High</td> </tr> </tbody> </table>	Short Term	Medium Term	Long Term	Medium	High	High
Short Term	Medium Term	Long Term							
Medium	High	High							
Mitigation Measures <p>The Company has designed the structure of 7-Eleven stores to withstand flood damage under the “Flood Resistant Store” concept. This includes design considerations such as elevated barriers, specialized flooring and door designs to withstand water pressure, drainage systems, and water pumps. However, in the event of flooding, the Company has established an operational response plan divided into three phases of incident management:</p> <p>Before the Incident (Prevention and Preparedness)</p> <p>Continuously monitor weather conditions from relevant agencies and assess risk scenarios to ensure branch employees are prepared. This includes relocating equipment and inventory to a safe location, preparing flood barriers to prevent water entry into 7-Eleven stores, and arranging facilities for employees in case of a sudden flood event.</p>									

Flood**During the Incident (Emergency Response)**

- If flooding occurs around the 7-Eleven store, monitor for potential water entry, relocate equipment and inventory to a safe area, and report the situation to the Flood Emergency Command Center.
- If water enters the 7-Eleven store, activate water pumps to drain the water and prepare to evacuate employees to a designated safe location.
- If flooding exceeds 30 cm or a flash flood occurs inside the 7-Eleven store, evacuate employees to the designated assembly point, provide first aid for injured employees, and support food, beverages, and temporary shelter for affected employees.

After the Incident (Recovery and Relief Plan)

The Company conducts equipment inspections and restoration of 7-Eleven stores affected by the disaster. Additionally, the Company provides assistance to affected employees, distributes relief kits to disaster victims, and supports the surrounding communities.

Risk**Drought /
Brackish water****Impact to Value chain****Impact to
the Business**

- Decline in production and product quality
- Shortage of agricultural products and raw materials
- Increased maintenance costs due to scaling, amounting to 15.67 million Baht

**Impact to
the Value Chain**

- Decrease in agricultural production and raw materials from suppliers
- Supplier products failing to meet quality and standards
- Consumers may experience gastrointestinal illnesses due to consuming substandard products

**Short
Term**

Low

**Medium
Term**

Low

**Long
Term**

Medium

Mitigation Measures

- Procure water storage tanks to store reserve water for use in the production of drinking water and general water usage in areas affected by water shortages lasting more than one week.
- Purchase water supplies specifically for beverage production in areas affected by water shortages or water quality issues.
- Install a Reverse Osmosis (RO) system in areas with saline water, such as coastal regions or locations using groundwater with high hardness, to treat and improve water quality by reducing salinity and hardness.
- Install an Air Water system to extract moisture from the air and produce high-quality water for use in 7-Eleven stores located in areas with raw water shortages or high relative humidity.
- Provide training and guidance to farmers to prevent shortages of key raw materials used in production. Experts will guide farmers in soil improvement, planting processes, pruning, sorting, proper greenhouse placement, and the application of technology such as sensor-based automated irrigation systems, online data recording, and monitoring production outputs.
- Allocate treated water that meets legal quality standards from the factory's natural water reservoirs to farmers around the factory to prevent shortages of essential raw materials for production.

Transition Risks

Risk

Plastic regulations



Impact to Value chain

Impact to the Business

- **Risk:** Increased costs for sourcing alternative materials by approximately 802 million Baht
- **Opportunity:** Enhancing reputation in plastic waste management and services that promote greenhouse gas reduction

Impact to the Value Chain

- **Opportunity:** Stakeholders trust the Company's plastic waste management
- **Opportunity:** Encouraging suppliers, consumers, and communities to recycle plastic waste

Short Term

Medium

Medium Term

High

Long Term

High

Mitigation Measures

The Company has been implementing the Plastic Waste Management Roadmap from 2018 to 2030, applying the framework of Extended Producer Responsibility (EPR) to reduce plastic pollution and minimize the use of single-use plastic bags. This is achieved through strategic initiatives for sustainable packaging and plastic waste management across the product lifecycle, including: development of innovative production and design technologies based on the Eco-Design concept; adoption of reusable packaging in line with the circular economy; take-back programs for packaging recovery; recycling projects; and consumer awareness campaigns to reduce and eliminate single-use plastics.

Additionally, the Company promotes sustainable plastic waste management among supply chain partners by providing knowledge and supporting the implementation of EPR principles in their operations.

[For more information](#)

► Sustainable Packaging Management Chapter.
Page 69–84

Risk

Regulations and Requirements of the Climate Change Act



Impact to Value chain

Impact to the Business

- **Risk:** Increased operational costs within the organization
- **Risk:** Large enterprises and SMEs may lose competitiveness due to carbon footprint assessments, emissions trading systems, carbon taxation, and investments in renewable energy to mitigate climate change impacts

Impact to the Value Chain

- **Opportunity:** Promote the increased use of renewable energy within the organization
- **Opportunity:** Encourage the adoption of technology to drive business operations across the value chain

Short Term

Low

Medium Term

Medium

Long Term

Medium

Mitigation Measures

The organization has conducted a detailed study of the Climate Change Act, focusing on analyzing its impact on production processes and operations, as well as identifying potential risks. Based on this analysis, an action plan has been developed to mitigate impacts and create business opportunities. The key measures include:

Regulations and Requirements of the Climate Change Act



- Improving production processes by adopting environmentally friendly technologies, such as renewable energy and resource conservation.
- Developing efficient energy and waste management systems.
- Providing training for employees at all levels to raise awareness of climate change and encourage participation in implementing the plan.
- Collaborating with suppliers to jointly reduce greenhouse gas emissions by educating them on greenhouse gas accounting and co-developing energy-saving equipment, as well as promoting the development of low-carbon products.
- Developing environmentally friendly products and services to create business opportunities.



For more information

- ▶ Climate Change Resilience Chapter on pages 36-52
- ▶ the Energy and Resource Efficiency Chapter on pages 53-68

Risk

Marketing



Impact to Value chain

Impact to the Business

- **Risk:** Increased investment costs for developing low-carbon and environmentally friendly products
- **Opportunity:** Creation of new low-carbon product innovations
- **Opportunity:** Expansion into new customer markets
- **Opportunity:** Increased market share, generating revenue and profit that contribute to long-term business growth

Impact to the Value Chain

- **Opportunity:** Stakeholders perceive the Company's brand image positively
- **Opportunity:** Encourage consumers to choose low-carbon and environmentally friendly products

Short Term

Low

Medium Term

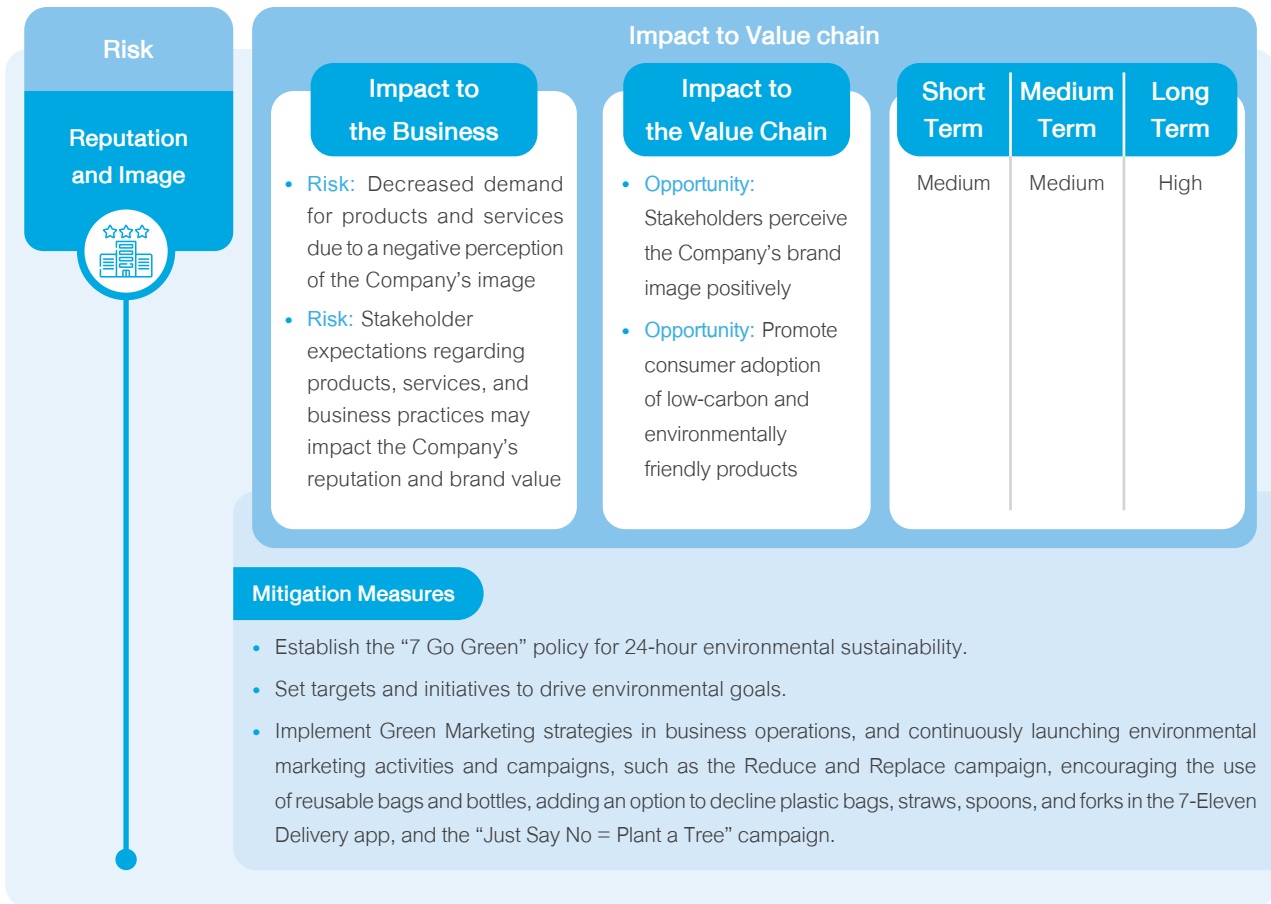
Medium

Long Term

Medium

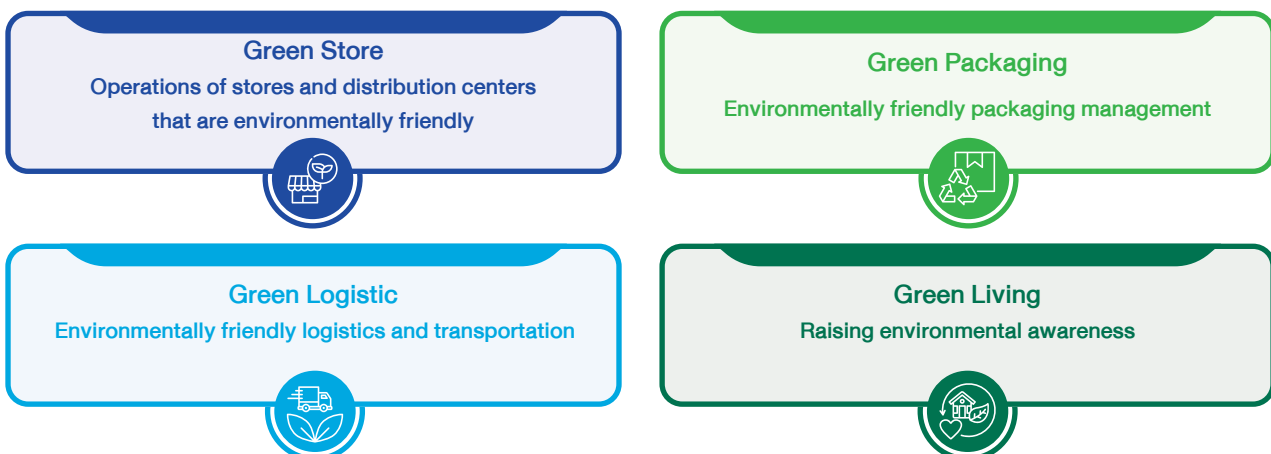
Mitigation Measures

- Developing environmentally friendly products and prioritize reducing greenhouse gas emissions throughout the product lifecycle, from raw material sourcing to production, transportation, usage, and disposal.
- Obtaining carbon footprint certification for products from the Thailand Greenhouse Gas Management Organization (Public Organization: TGO) to raise consumer awareness.



The 7 Go Green policy for 24-hour environmental sustainability

The policy has the aim to enhance environmental sustainability for communities, society, and the nation. This is achieved through various initiatives such as reducing energy consumption, increasing the proportion of renewable energy use, adopting environmentally friendly refrigerants, optimizing transportation and distribution systems, and transitioning to eco-friendly packaging. Additionally, the policy encourages consumer and community collaboration by fostering sustainable consumption habits through behavioral changes, reducing and eliminating plastic usage, and promoting plastic waste segregation. These efforts contribute to reducing greenhouse gas emissions and raising environmental awareness within communities. The policy applies to 7-Eleven stores, Makro distribution centers, Lotus's, and CPRAM manufacturing plants. The Company also maintains transparency in environmental performance reporting to stakeholders through the Climate Change Disclosure Project (CDP), aligning with the Carbon Neutrality Roadmap (2024-2030). In 2024, CP ALL introduced the Sustainability Framework 2024-2025 (CP ALL Sustainability Framework) under the concept of "2 Reductions, 4 Creations, 1 DNA", reinforcing the commitment to being a community-centered organization that fosters sustainable social development. This framework integrates ESG (Environmental, Social, and Governance) principles throughout the business value chain. Under the 7 Go Green policy for 24-hour environmental sustainability, the Company has outlined 4 key eco-friendly initiatives, as follows:





1

Operations of environmentally friendly stores and distribution centers (Green Store)

The Company aims to achieve a balance between conservation and the sustainable use of resources, integrating renewable energy into building design and construction. The Company also enhances the efficiency of electrical systems and equipment to be environmentally friendly, reducing greenhouse gas emissions. This initiative covers 7-Eleven stores, Makro distribution centers, Lotus's, and CPRAM manufacturing plants. In 2024, the Company is implementing strategic projects under 4 key approaches, as follows:



1

Improve energy efficiency

3

Use environmentally friendly refrigerants

2

Increase the proportion of renewable energy use

4

Raise awareness and encourage behavioral changes among employees

Impacts and Benefits

- Reduced energy consumption by 327,352.72 MWh
- Reduced GHG emissions by 115,801.24 tCO₂e

**For more information**▶ [Efficient use of resources and Energy page 53-68](#)

2

Environmentally Friendly Product Transportation (Green Logistic)

The Company is committed to developing green logistics by implementing environmentally friendly transportation management strategies. The focus is on reducing the environmental impact of logistics activities, such as lowering greenhouse gas emissions, reducing energy consumption, and improving transportation efficiency through optimized route planning. In 2024, the Company is implementing strategic projects under 4 key approaches, as follows:



1

Improve energy efficiency

3

Promote green transportation systems

2

Increase the proportion of renewable energy use

4

Use environmentally friendly vehicles

Impacts and Benefits

- Reduced energy consumption by 17,612.34 MWh
- Reduced GHG emissions by 17,957.96 tCO₂e


**For more information**▶ [Efficient use of resources and Energy page 53-68](#)




3

Environmentally friendly packaging management (Green Packaging)


Green packaging is a key concept for the Company, aimed at promoting sustainability and differentiation to meet consumer demand while demonstrating social and environmental responsibility by reducing waste. The Company's packaging management plan covers all stages, including design, usage, distribution to consumers, disposal, and recycling, ensuring that both environmental factors and customer needs are considered. Additionally, the Company promotes natural resource conservation throughout the supply chain. In 2024, the Company is implementing strategic projects under 3 key approaches, as follows:



1 Reduce plastic consumption at source



2 Reduce and replace single-use plastic at consumption point



3 Reduce post-consumer packaging waste

Impacts and Benefits


- Reduction of virgin plastic volumes used in packaging production 2% (1,432 tonnes) reduction from food packaging research and development projects
- 2% (1,830 tonnes) of plastic packaging made from recycled materials
- 38% (23,546 tonnes) reduction from single-use plastic consumption
- GHG emissions reduction from reducing plastic use, totaling 375,473 tCO₂e
- 6% (3,649 tonnes) Take Back for recycled
- 9% (5,885 tonnes) recycled post-consumer packaging

[For more information](#)[► Sustainable Packaging Management page 69–84](#)


4

Creating consciousness for environmental protection (Green Living)


The Company is committed to promoting environmental awareness, recognizing environmental challenges, and working collaboratively to address them. This is achieved through partnerships with customers, communities, NGOs, government agencies, and both international and local organizations. Various projects are implemented to raise environmental awareness within communities, contributing to improved and sustainable livelihoods. In 2024, the Company is implementing strategic projects under 4 key approaches, as follows:




1 Create awareness to shift consumption behaviors



2 Reduce food surplus with Food to Merit project



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



4 Increase green space, protect, and restore ecosystems

Impacts and Benefits

- Waste sorting points nationwide
- Reduce food waste to land fill by 770 tonnes per year,
- Donated over 3.16 million meals of surplus food to 1,849 communities
- Reduced GHG emissions by 1,946 tCO₂e
- The Accumulated number of trees Planted 924,371 trees From the project to reduce impacts on the ecosystem on both land and water

[For more information](#)[► Sustainable Waste and Surplus Food Management page 85–96](#) [► Sustainable Packaging Management page 69–84](#)[► Ecosystem & Biodiversity Protection page 233–246](#)

Development and Sourcing of Low-Carbon Products

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 2024, the Company registered 4 products under the Carbon Footprint Product Label, including: vegetarian basil rice; pork basil rice; spicy bamboo shoot chicken fried rice; and chinese kale fried rice with salted fish. Additionally, 1 product, pork basil rice, was registered under the Carbon Footprint Reduction Label, generating sales of over 425 million Baht.

Community and Social Support for GHG Reduction

CP ALL has launched various initiatives to support communities and society in reducing greenhouse gas emissions, including: The “Love Trees, Care for the Environment” project, which involves measuring carbon sequestration of trees; donating an eco-friendly multipurpose sports field made from recycled plastic waste to Ban Nam Yoi School in Lamphun Province; and organizing beach clean-up activities in the wave barrier area of Khlong Yai District, Trat Province, encouraging community participation in recycling waste collected from the environment.

Impacts and Benefits

- Reduced food waste sent to landfills by 8.7 tonnes per year
- Reduced greenhouse gas emissions by 8.95 tCO₂e

Environmental Awareness and Education Communication Project

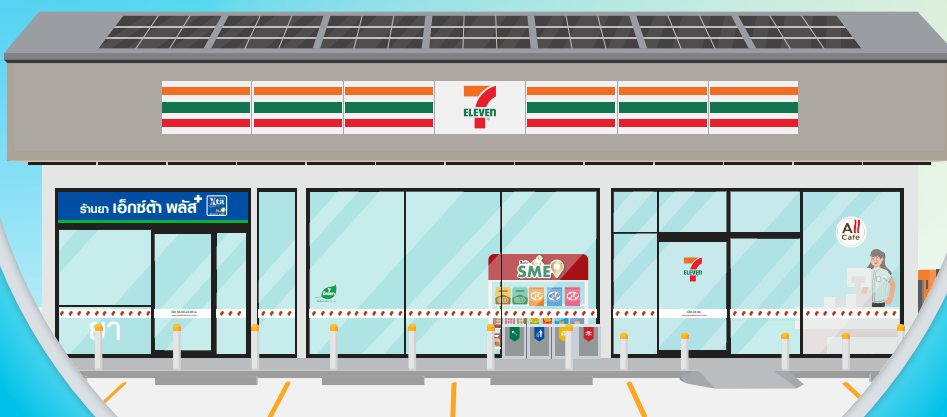
The Company has implemented communication and awareness initiatives on energy conservation, environmental protection, and climate change for executives, office employees, operations staff, logistics personnel, and affiliated companies within CP ALL Group. These initiatives aim to foster environmental consciousness and contribute to sustainable well-being for communities. The program leverages both offline and online communication channels to proactively disseminate environmental knowledge through various media platforms, such as:

- The Company reviews environmental knowledge and conducts ESG Quiz assessments for employees at all levels.
- Climate change risk education is provided for Risk Champions.
- Energy-saving tips for offices and 7-Eleven stores are shared through posters.
- Environmental risk factors are integrated into the Company’s risk management processes.
- Information is communicated through email and the LINE application.
- Employees are encouraged to participate in tree-planting activities both within the Company and in collaboration with external parties.
- Employees are engaged in the 7S initiative, which focuses on environmental conservation and efficient resource utilization.

In 2024, CP ALL provided training to 204,701 employees nationwide to promote understanding of sustainability. Additionally, an assessment of employees’ awareness and understanding of sustainability at all levels found that 100% had knowledge and comprehension of the subject.

Efficient use of resources and Energy

“CP ALL integrates technology and innovation to enhance energy and resource efficiency at every stage of the Company’s business operations. This includes store design, equipment selection, building energy management, and transportation. The Company continuously strives to drive sustainable change across all dimensions.”



Efficient use of resources and Energy

Supporting the SDGs



SDG6 Ensure availability and sustainable management of water and sanitation for all

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

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



SDG7 Ensure access to affordable, reliable, sustainable and modern energy for all

7.2 Increase substantially the share of renewable energy in the global energy mix

7.3 Double the global rate of improvement in energy efficiency



SDG12 Ensure sustainable consumption and production patterns

12.2 Achieve the sustainable management and efficient use of natural resources



SDG13 Take urgent action to combat climate change and its impacts

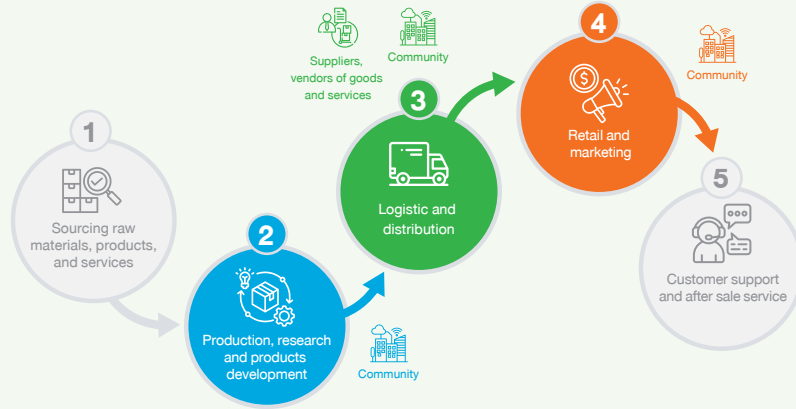
13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries

Risks and Opportunities

The United Nations reports that global natural resource consumption is expected to increase by 60% by 2060 compared to 2020 levels. Additionally, resource scarcity, water shortages, and droughts caused by climate change, along with rising demand for resources and a shift towards environmentally friendly alternative energy, necessitate changes in industrial operations. Industries must transition away from fossil fuel energy, adopt clean and renewable energy sources, enhance resource efficiency, and establish strategies to mitigate climate change impacts, aiming for a zero-carbon-emissions future.

Natural resource insecurity has a significant influence on global markets, driving the adoption of clean energy technologies and enhancing the efficiency of essential natural resources for both livelihood and business operations. This shift pushes the Company to continuously develop energy technologies, increase the proportion of renewable energy usage, improve water efficiency, and conserve water to mitigate the risk of shortages. These efforts aim to minimize environmental and social impacts while upholding fundamental human rights, including access to a good quality of life, health, clean food, and water. Additionally, they help reduce risks affecting production processes and costs while enhancing business resilience to meet rapidly changing demands.

Significantly Affected Key Stakeholders



Results of the “Double Materiality Matrix”

Sustainable Dimension

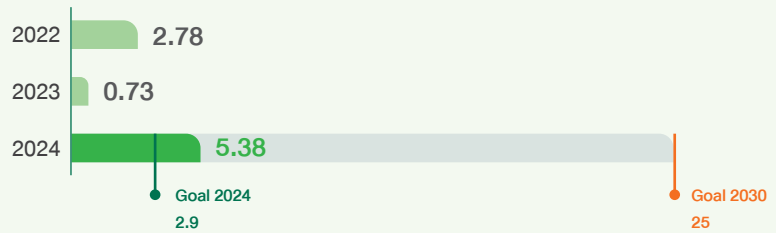
- Environmental dimension

Impact level for application in business operations

- Critical Material Topics

Progress against Short-term and Long-Term Goals

To reduce the total energy consumption compared to business-as-usual.
(Unit: %)



Key Performance in 2024

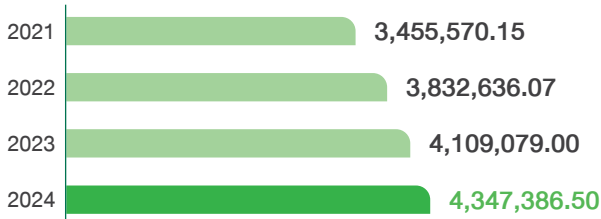
- Reduction in energy consumption: 344,965.06 MWh
- Proportion of renewable energy use compared to total energy consumption: 6.58% (286,259.63 MWh)
- Reduction GHG emissions by 124,706.67 tCO₂e from emission reduction projects
- Water usage intensity per revenue unit: 8.75 cubic meters per million Baht
- Percentage of water reused and recycled compared to total water consumption: 5.94%
- Assessment of ‘Water Stress’ risk areas for the Company and Critical Tier 1 Supplier in agricultural products: 100%

Key Progress in 2024

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

Performance Summary 2024

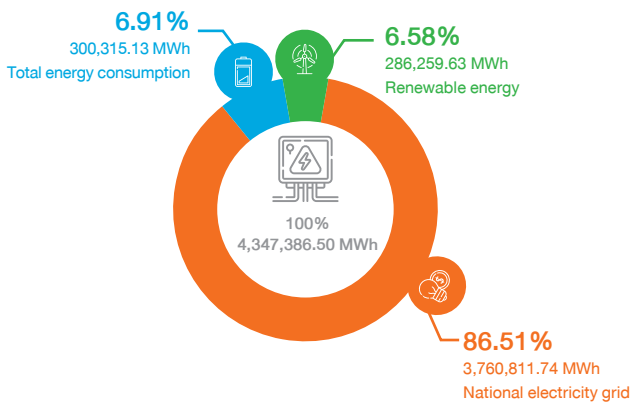
Total Energy Consumption CP ALL and Subsidiaries (Unit: MWh)



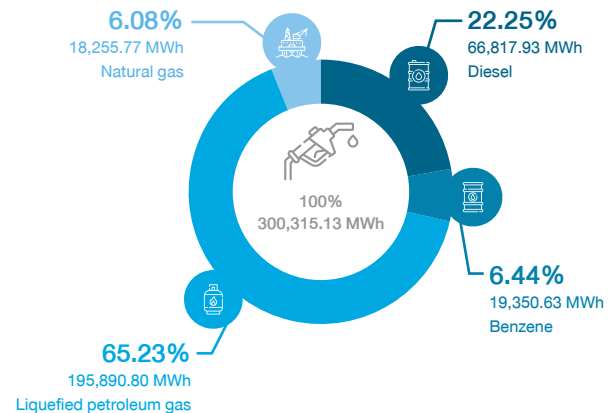
Energy Intensity per Revenue Unit CP ALL and Subsidiaries (Unit: MWh per million Baht)



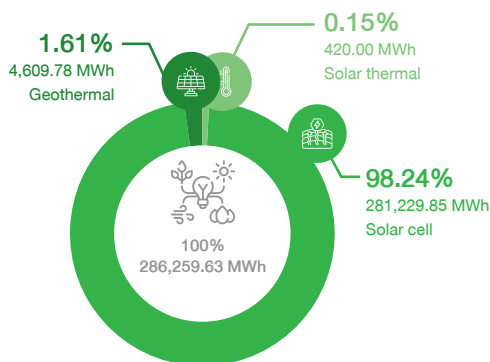
Total Energy Consumption by Source Type CP ALL and Subsidiaries (Unit: %)



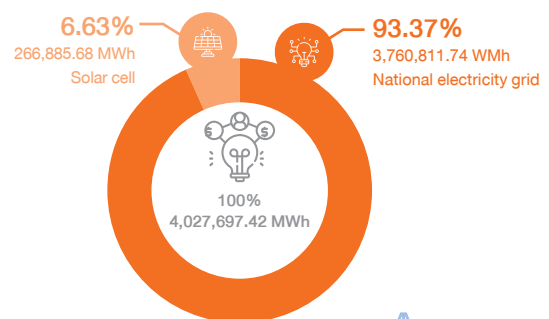
Total Non-renewable Energy CP ALL and Subsidiaries (Unit: %)



Total Renewable Energy by Type CP ALL and Subsidiaries (Unit: %)

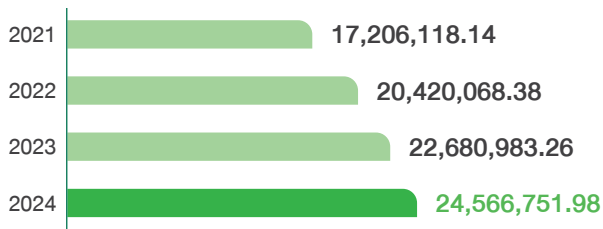
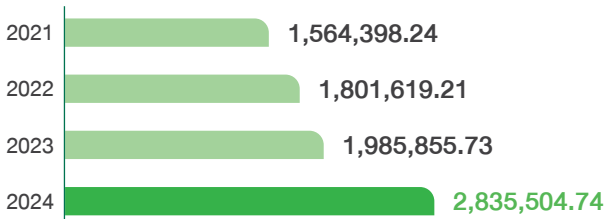
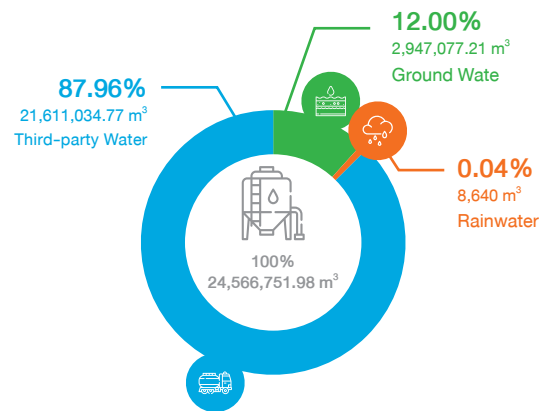
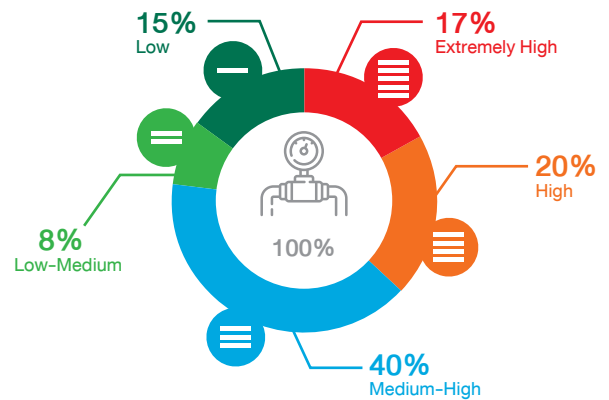


Total Electricity Purchased Externally by Source CP ALL and Subsidiaries (Unit: %)



The Coverage of the Report on Total Energy Consumption Volume CP ALL and Subsidiaries (Unit: Percentage of revenue)



Total water consumption (Unit: m³)**Net water consumption Intensity per Revenue Unit (Unit: m³ per million Baht)****Amount of Treated Wastewater (Unit: m³)****Total Water Withdrawal by Source (Unit: %)****Proportion of Water Withdrawal from the Company's Operation Sites with Water Stress (Unit: %)**

Management Approach

The Company is prepared to address challenges related to natural resource consumption and energy transition by establishing environmental policies, a sustainable energy management plan, and responsible natural resource usage. Under the “7 Go Green” environmental policy, the Company focuses on four key areas: environmentally friendly store and distribution center operations (Green Store), eco-friendly logistics (Green Logistic), sustainable packaging management (Green Packaging), and environmental awareness promotion (Green Living). Additionally, the Company has integrated the 2024-2025 sustainability framework, “2 Reductions, 4 Creations, 1 DNA,” to enhance long-term sustainability efforts.

In addition, the Company aims to advance and enhance energy reduction management in accordance with international standards ISO 14001 and ISO 50001. This includes utilizing renewable energy technologies such as solar, wind, geothermal, and biomass energy, as well as adopting electric-powered logistics vehicles. The Company also focuses on mitigating risks related to water scarcity, promoting water reuse and recycling, and fostering collaboration with internal personnel, business networks, and surrounding communities to ensure efficient energy and water resource management through initiatives under the “2 Reductions” strategy. Additionally, the Company analyses the proportion of agricultural product procurement from Critical Tier 1 Suppliers to assess water stress risks, enabling the tracking and mapping of high-risk areas within the supply chain. This allows for the identification of key suppliers and agricultural product volumes sourced from high-risk areas while implementing effective water management risk mitigation measures.

The Company sets short-term and long-term goals for energy conservation and water resource management. Activities include establishing a process for monitoring and analysing energy and water usage data across all operational areas to identify opportunities for operational improvements and ensure continuous performance tracking.

**For more information**▶ [Environmental Policy](#)

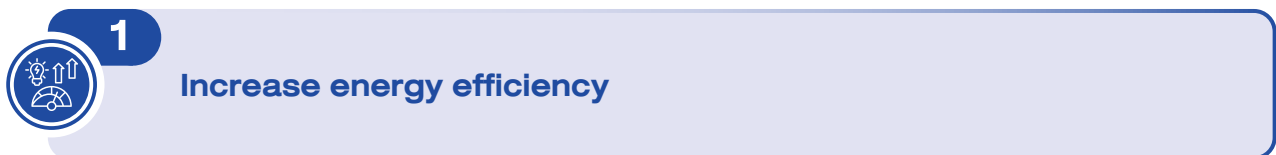
Energy Conservation Project

In addition to implementing strategic projects for environmentally friendly store and distribution center operations (Green Store) and eco-friendly logistics operations (Green Logistic), the Company is committed to elevating its operations to meet international environmental standards (ISO 14001 - Environmental Management Systems) and international energy management standards (ISO 50001 - Energy Management). The Company also conducts quarterly energy performance assessments to identify opportunities for improving energy efficiency. Furthermore, the Company continuously collects, reviews, audits, and analyzes energy usage data across all operational areas in 3 key locations as follows.



Project for the operation of environmentally friendly stores and sales centers

In 2024, the Company enhanced energy reduction measures through the CP ALL Sustainability Framework 2024-2025, “2 Reductions, 4 Creations, 1 DNA,” aiming to improve energy efficiency under the “2 Reductions” strategy to lower greenhouse gas emissions from business operations and reduce energy costs. This initiative is divided into four operational approaches as follows:



Operational Overview	Area of Operation	Performance in 2024
Replace old light bulbs with LED lights, which are high-efficiency, durable, safe, have a long lifespan, and reduce maintenance costs	7-Eleven Stores	<ul style="list-style-type: none"> Replaced with LED lights in 846 branches Reduced energy costs by 0.83 million Baht per year Reduced electricity consumption by 146.86 MWh Reduced GHG emissions by 64.91 tCO₂e

Operational Overview	Area of Operation	Performance in 2024
Replace old light bulbs with LED lights, which are high-efficiency, durable, safe, have a long lifespan, and reduce maintenance costs (continue)	Makro Distribution Center	<ul style="list-style-type: none"> Replaced with LED lights in 38 branches Reduced energy costs by 5.35 million Baht per year Reduced electricity consumption by 1,338.25 MWh Reduced GHG emissions by 670 tCO₂e
	Lotus's Store	<ul style="list-style-type: none"> Replaced with LED lights in 81 branches Reduced energy costs by 8.28 million Baht per year Reduced electricity consumption by 1,952.28 MWh Reduced GHG emissions by 904 tCO₂e
Developed 2,017 units of microwave ovens with an inverter system	7-Eleven Stores	<ul style="list-style-type: none"> Reduced electricity consumption by 1,469.37 MWh per year Reduced GHG emissions by 649 tCO₂e
Improved the refrigeration system of the open showcase freezer, using 2 units per compressor coil, and enhanced the insulation	7-Eleven Stores	<ul style="list-style-type: none"> Reduced electricity consumption by 33,235.01 MWh per branch per year Reduced energy costs by 48 million Baht per year Reduced GHG emissions by 14,690 tCO₂e
Replaced 632 inverter-type condensing unit vaults	7-Eleven Stores	<ul style="list-style-type: none"> Reduced electricity consumption by 1,841.50 MWh Reduced GHG emissions by 814 tCO₂e
Replaced fixed-speed air conditioning units with inverter models	7-Eleven Stores	<ul style="list-style-type: none"> Reduced electricity consumption by 735.8 MWh Reduced GHG emissions by 325 tCO₂e
Replaced cooling units with those using environmentally friendly refrigerants	7-Eleven Stores	<ul style="list-style-type: none"> Reduced electricity consumption by 1,747.38 MWh Reduced GHG emissions by 772 tCO₂e
Replaced air conditioning chillers with high-efficiency Variable Speed Drive systems	Makro Wholesale Store	<ul style="list-style-type: none"> 5 branches Reduced GHG emissions by 683 tCO₂e
Replaced fixed-speed split-type air conditioners (AC) with high-efficiency Variable Refrigerant Flow (VRF) systems, reducing the operation based on temperature load conditions	Lotus's Store and Lotus's Go Fresh	<ul style="list-style-type: none"> 10 hypermarket branches Reduced electricity usage by 3,617.13 MWh per year Reduced GHG emissions by 1,675 tCO₂e

Operational Overview	Area of Operation	Performance in 2024
Used Automatic Voltage Regulators (AVR) to adjust and stabilize voltage levels from power sources, ensuring efficient energy use by minimizing electrical losses from excess voltage	Lotus's Store and Lotus's Go Fresh	<ul style="list-style-type: none"> Installed automatic voltage regulators in 32 branches Reduced electricity usage by 8,798.77 MWh per year Reduced GHG emissions by 4,074 tCO₂e
Installed a Building Energy Management System (BEMS) to control the on/off operation of major machinery in buildings for energy savings and efficiency. It also monitors energy usage abnormalities using submeters and sensors, while collecting data for energy management analysis and evaluation	Lotus's Store and Lotus's Go Fresh	<ul style="list-style-type: none"> Installed energy management systems in 183 branches Reduced electricity usage by 4,399.86 MWh per year Reduced GHG emissions by 2,037 tCO₂e
Installed a Building Automation System (BAS) to control energy management in buildings, collecting data and assessing the performance of electrical systems for efficient energy usage	Panyapiwat Institute of Management, EEC Campus, SKY BRIGHT CENTER Building	<ul style="list-style-type: none"> Used 576,727 MWh per year of electricity

2



Increase the proportion of renewable energy use

Operational Overview	Area of Operation	Performance in 2024
Installed rooftop solar panels to generate electricity from solar energy	7-Eleven Stores	<ul style="list-style-type: none"> Increase the proportion of electricity from rooftop solar by installing 530 new branches and expanding the installation of 147 branches Used 61,659 MWh per year of electricity from rooftop solar Reduced GHG emissions by 27,130 tCO₂e
	Makro Wholesale Store and Distribution Center	<ul style="list-style-type: none"> Increased the proportion of electricity from rooftop solar by 97 branches Used 60.5 MWh per year of electricity from rooftop solar Reduced GHG emissions by 30,281 tCO₂e
	Lotus's Store and Distribution Center	<ul style="list-style-type: none"> Increased the proportion of electricity from rooftop solar by 164 branches Used 197,912 MWh per year of electricity from rooftop solar Reduced GHG emissions by 24,290 tCO₂e

Operational Overview	Area of Operation	Performance in 2024
Installed rooftop solar panels to generate electricity from solar energy (continue)	CPRAM Manufacturing Plant	<ul style="list-style-type: none"> Increased the proportion of electricity from rooftop solar by 7 branches Used 7,341.70 MWh per year of electricity from rooftop solar Reduced GHG emissions by 3,670.12 tCO₂e
Replace light bulbs around a store with solar cell lamps	7-Eleven Stores	<ul style="list-style-type: none"> Installed 2,966 systems Reduced electricity consumption by 196,712 units Reduced GHG emissions by 87 tCO₂e
Solar thermal energy (Solar Water Tube) for use in the boiling process and hot water system	CPRAM Manufacturing Plant (Lat Krabang)	<ul style="list-style-type: none"> Reduced electricity consumption by 420 MWh per year Reduced GHG emissions by 209.96 tCO₂e
Utilized geothermal energy for heating water to clean equipment in the production process, replacing electricity usage in the water heating step	CPRAM Manufacturing Plant (Lat Lum Kao)	<ul style="list-style-type: none"> Used electricity of 480.60 MWh per year Reduced GHG emissions by 240.25 tCO₂e



3

Using environmentally-friendly refrigerants

Operational Overview	Area of Operation	Performance in 2024
Replace the cooling equipment with an environmentally friendly refrigerant R290	7-Eleven Stores	<ul style="list-style-type: none"> Total of 6,434 units
Using low-carbon refrigerants with low greenhouse gas emission factors, such as R290 and R-448A	Lotus's Store and Lotus's Go Fresh	<ul style="list-style-type: none"> Implemented in 120 branches Reduced GHG emissions by 2,535 tCO₂e



4

Raising employee awareness and promoting behavioral change

Operational Overview	Area of Operation	Performance in 2024
Organizing energy efficiency campaigns at the branch-group level to raise employee awareness and encourage energy conservation and efficient energy usage	Lotus's Store and Lotus's Go Fresh	<ul style="list-style-type: none"> Number of employees participating in the activity: 1,354 persons
Lunchtime Lights-Off Measure	Office Building, THE TARA Chaeng Watthana	<ul style="list-style-type: none"> Saved energy by 2,089.15 MWh per year Reduce expenses by 8,983.35 Baht per year
<p>Reducing electricity consumption in office buildings:</p> <ul style="list-style-type: none"> Established a co-working space: Provided a shared workspace for employees working after 7:00 PM to minimize electricity usage in private office areas Adopted artificial intelligence (AI) technology to efficiently manage air conditioning and ventilation systems within buildings, adjusting temperature and airflow based on actual usage and reducing unnecessary energy consumption Implemented a ranking system for energy consumption among users on each floor to encourage participation in energy conservation and foster awareness of energy responsibility Set an energy consumption index target for office buildings at 185.5 kWh per square meter per year as a guideline for operations and performance assessment 	Office Building, THE TARA Chaeng Watthana	<ul style="list-style-type: none"> Number of employees using the building exceeds 1,526 persons per day

Eco-friendly transportation project

In 2024, the Company implemented initiatives to develop transportation and distribution systems under the environmental policy “7 Go Green” for continuous 24-hour environmental care. This allowed the Company to reduce fuel consumption and greenhouse gas emissions in transportation operations, aligned with the “2 Reductions” strategy aimed at reducing greenhouse gas emissions from business operations and lowering energy costs. The initiatives are categorized into 4 operational approaches as follows:





1 Enhance energy efficiency

Operational Overview

Replacing traditional light bulbs with LED lights in 7-Eleven distribution centers

Area of Operation

7-Eleven
Distribution Center

Performance in 2024

- Switched to LED lights in 20 branches
- Reduced energy costs by 30 million Baht per year
- Reduced electricity usage by 7.5 MWh
- Reduced GHG emissions by 3,755 tCO₂e



2 Increase the proportion of renewable energy use

Operational Overview

Installed solar rooftops for generating electricity from rooftop solar energy

Area of Operation

7-Eleven
Distribution Center

Performance in 2024

- Increased proportion of electricity from solar rooftops at 20 branches
- Utilized electricity from solar rooftops amounting to 9,078.25 MWh per year
- Reduced GHG emissions by 3,994.43 tCO₂e



3 Promote green transportation system

Operational Overview

Changed transportation vehicles from 4-wheel trucks to jumbo-sized trucks, increasing loading capacity by 30% per trip, and utilized the "Territory Planner (TP)" software to optimize delivery routes, reducing distance traveled per trip and saving fuel

Area of Operation

7-Eleven
Distribution Center

Performance in 2024

- Reduced transportation distance by 33.4%



4 Using environmentally friendly vehicles

Operational Overview

Utilizing 100% electric motorcycles (EV Bikes) for the 7Delivery service, along with the continuous installation of electric charging stations at the front areas of 7-Eleven stores

Area of Operation

7-Eleven Stores

Performance in 2024

- Total number of 1,700 electric motorcycles
- Reduced GHG emissions by 1,156 tCO₂e

Operational Overview	Area of Operation	Performance in 2024
Testing fully electric 4-wheel trucks (EV: Electric Vehicles) for transporting products from distribution centers to 7-Eleven stores	7-Eleven Distribution Center	<ul style="list-style-type: none"> Expanded coverage in Bang Bua Thong Distribution Center, Center, and Suvarnabhumi Distribution Center, totaling 2 branches Total number of 4-wheel electric trucks 39 units Reduced GHG emissions by 119 tCO₂e
Promoting green logistics to reduce greenhouse gas emissions by installing electric vehicle charging stations at the front areas of 7-Eleven stores	7-Eleven Stores	<ul style="list-style-type: none"> Total number of electric vehicle charging stations 52 stations
Utilization of electric vehicles for transportation and goods delivery	Makro Wholesale Store	<ul style="list-style-type: none"> Total number of electric trains for freight transportation 47 units Reduced GHG emissions by 8,933.53 tCO₂e

Water Conservation Project

The Company recognizes that efficient water use helps mitigate impacts on ecosystems, such as reducing wastewater discharge and conserving natural water resources. Therefore, the Company has established an environmental policy and guidelines on water resource management to ensure the business operations balance water use with the needs of communities and nature. Additionally, the Company has set the target of “reducing water use per revenue by 20% by 2030 compared to the 2020 baseline.” The Company continuously collects, audits, reviews, and analyzes data on water usage and water quality across all operational areas, including manufacturing plants, distribution centers, 7-Eleven stores, Makro Wholesale Stores, Lotus’s Stores, and various offices, with quarterly evaluations conducted as follows:

1. Manufacturing Plants and Distribution Centers: Water risk assessments are conducted according to ISO 14001:2015 standards. In 2024, CPRAM’s plants located in Lat Lum Kaeo, Bo Win, Lat Krabang, Chonburi, Surat Thani, Khon Kaen, and Lamphun received ISO 14001:2015 certification.
2. Establishments located in industrial estates: Wastewater treatment and water-use efficiency are evaluated by the Industrial Estate Authority of Thailand (IEAT) or independent third-party auditors according to international standards such as ISO 14001:2015, industry-specific standards, and estate-specific standards.
3. Distribution centers and offices outside industrial estates: The central greenhouse gas management unit evaluates water management practices to identify opportunities for improvement and reduce impacts on water resources and ecosystems.

In 2024, the Company implemented efficient water management practices and wastewater recycling programs, reducing wastewater discharge into public waterways and natural sources through various initiatives categorized into four operational approaches, as follows:





1 Reducing water use

Project to Promote the Use of Water-saving Equipment

The Bang Bua Thong Distribution Center has upgraded the sanitary ware, sinks, and toilets on the 1st and 2nd floors of the office to water-saving models to enhance water conservation efficiency. This improvement can save more than 75 cubic meters of water per year.

Impacts and Benefits

- Reduces municipal water usage by 75 cubic meters per year



2 Enhancing water efficiency and recycling wastewater under the ongoing project “Zero Wastewater Discharge”

Project to Enhance Water Efficiency in Production Processes

CPRAM Co., Ltd. at Lat Lum Kaeo utilizes naturally warm groundwater for cleaning production equipment to reduce electricity usage for heating water. CPRAM also treats wastewater from production processes to a quality exceeding the minimum legal standards, enabling complete reuse. Examples include using treated water as raw water for cooling tower systems, watering plants, and washing facility grounds.

Impacts and Benefits

- Reduces municipal water usage by 1,300,227 cubic meters per year
- Reduces electricity consumption by 480.60 MWh per year
- Recycled wastewater utilization: 671,303 cubic meters

Groundwater Bank Project

CP Aextra stores treated water for use during emergencies and redirects excess water into designated areas underground to reduce water consumption and support agricultural activities. This approach helps mitigate the impacts of water scarcity and strengthens relationships with local communities. The Company plans to expand this pilot project to other branches in the future.

Impacts and Benefits

- Water treatment capacity exceeding 36 cubic meters per day, with over 16 cubic meters per day diverted to underground water banks

Project for Reusing Condensate from Air Conditioning

Suvarnabhumi Distribution Center has installed storage tanks for collecting condensate water from air conditioners in the canteen area. This recycled water is used for activities such as watering plants, resulting in water savings of more than 40 cubic meters per year.

“Save Water, Save Future” Project

CP Aextra Public Company Limited has installed wastewater treatment systems at its distribution centers to recycle wastewater for watering plants. This reduces freshwater consumption and decreases water management expenses.

Impacts and Benefits

- Number of participating distribution centers: 69 branches
- Reduction in tap water consumption: 1,098,569 cubic meters per year
- Recycled wastewater utilization: 1,098,569 cubic meters





3 Treated Wastewater Discharge System Improvement

Ongoing Project: Sharing Clean Water with Farmers

CPRAM Lamphun factory has sought permission to discharge treated wastewater from its production process, complying with factory wastewater standards as stipulated by the Ministry of Industry, for use by nearby rice farmers. This enables local farmers to have sufficient water for rice farming and supports off-season cultivation.

Impacts and Benefits

- Reduced extraction of water from community sources by more than 100,000 cubic meters per year
- Increased income for farmers by more than 80,800 Baht per person per year



4 Raising Awareness on Water Conservation and Efficient Water Usage

Employee Water Conservation and Efficiency Project through the 7S activities. The Company has established policies and campaign topics for the implementation of 7S, emphasizing efficient water resource usage, along with the creation of supporting materials, educating employees about water-reduction practices through the Company's portal, promotional campaigns, and various educational materials such as videos and posters.

Impacts and Benefits

- Number of employees participating in the program: 116,179 persons



For more information

▶ [Water Stewardship](#)

Water Risk Management

The Company efficiently manages water resources to mitigate risks and impacts from water scarcity, supports ecosystem sustainability, and systematically monitors water management risks of critical suppliers. This includes tracking the sources and quantities of agricultural products from critical Tier-1 suppliers located in water-stressed areas.

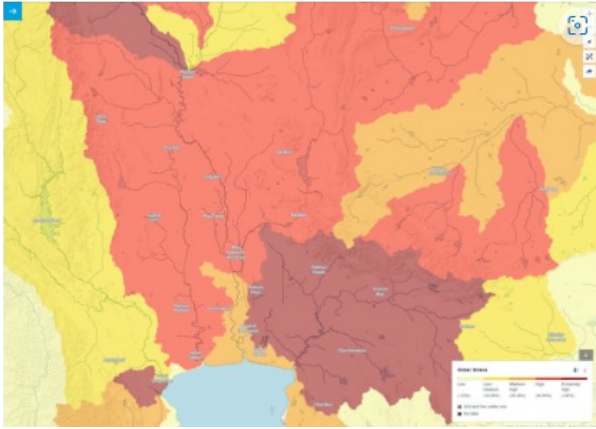
Water Risk Assessment throughout the Supply Chain

The Company manages water-related risks to prevent and mitigate the impacts of water shortages from both municipal and groundwater sources, which could affect various business operations, such as production processes, cleaning, sanitation tasks, and the business activities of CPRAM Co., Ltd. and CP Aextra Public Company Limited.

Additionally, the Company is committed to efficient water management to minimize impacts on surrounding communities. CPRAM also conducts water stress risk

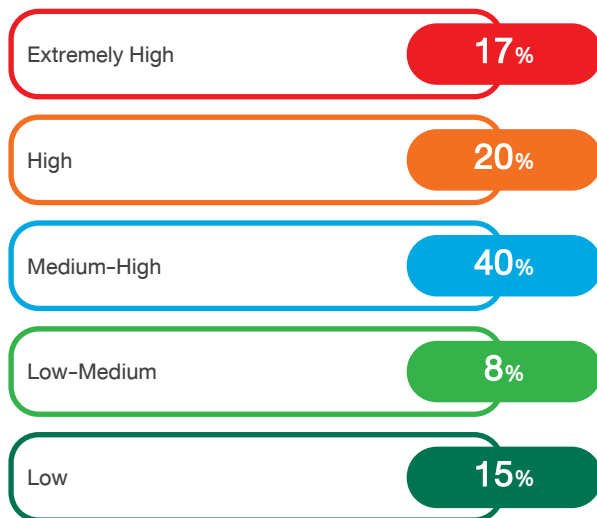
assessments using the World Resource Institute's Aqeduct tool, performing area-specific assessments that cover all operational areas of the Company as well as those of Critical Tier-1 suppliers.

According to the risk assessment results, 34.38% of the Company's operational areas are located in areas with extremely high water stress, For critical Tier-1 suppliers, 160 suppliers have operational areas located in regions identified with extremely high water stress levels.



The Company has appointed a water management working group responsible for developing water-reduction plans and implementing various projects nationwide to support appropriate water-use reduction. The group monitors and assesses supplier-related risks, such as tracing sources of agricultural products from water-scarce areas, to control both water quantity and quality. Operations comply with relevant laws and regulations, including the development of water resources and community ecosystems. The Company collaborates with 100% of critical Tier-1 suppliers identified as high-risk to reduce water-related risks and impacts. Moreover, the water management initiatives conducted in collaboration with suppliers, agencies, and local communities not only reduce risks and mitigate impacts but also alleviate concerns that may lead to conflicts with communities surrounding operational areas.

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



% of sourced agricultural commodities originating from water-stressed areas

Cattle Products	61.59%
Maize	26.17%
Palm Oil	24.07%
Rice	36.23%
Soy	42.64%
Sugar	10.82%
Tobacco	0.00%
Cotton	0.00%

The Company collaborates with critical Tier-1 suppliers whose operations are located in water-risk areas to develop risk mitigation plans, categorized into three operational approaches as follows:



1 Quantity and quality of water



- **Self-assessment:** The Company develops and distributes a Water Self-Assessment form to suppliers through the sustainable sourcing program. This assessment is used to identify water sources and evaluate measures for managing water quantity and quality risks.
- **Collaboration and capacity building:** The Company collaborates with critical Tier-1 suppliers operating in water-risk areas and relevant government agencies to promote sustainable water management and raise awareness of efficient water usage. It also provides training to farmer-supplier groups, encourages the adoption of water-saving technologies, water recycling, and improvements in processes to reduce water usage.
- **Good Agricultural Practices (GAP):** The Company supports farmer-supplier groups in adopting GAP principles to enhance transparency and sustainability in agricultural production processes.

2 Regulatory changes



- **Regulatory Monitoring:** The Legal Department closely monitors changes in laws, regulations, and policies relevant to the business. If changes occur that may impact business operations, the Legal Department will notify the Procurement Department to communicate and jointly prepare contingency plans with critical Tier-1 suppliers. This is accompanied by support for suppliers with sustainable procurement practices to develop production processes and alternative sourcing, reducing organizational risks associated with reliance on suppliers lacking risk mitigation measures that could lead to future violations of laws, regulations, and standards.
- **Industry Participation:** The Company collaborates with various associations, networks, government agencies, private sector organizations, and experts to exchange policy information and operational approaches. This helps mitigate impacts from business activities and raises awareness among suppliers operating in water-risk areas.

3 Stakeholder conflicts



- **Stakeholder engagement:** The Company provides channels for gathering feedback and suggestions from communities near the operational areas of critical Tier-1 suppliers in water-risk areas, as well as from its own operational areas that could potentially face conflicts. It continuously communicates information regarding the water situation and risk mitigation plans.
- **Joint water risk mitigation:** The Company collaborates with partners to legally, effectively, and appropriately mitigate water risks by developing water risk mitigation plans together with relevant agencies and communities.
- **Supplier complaint monitoring:** The Company monitors and records supplier complaints through annual factory inspections and supplier assessment processes. If any complaints are identified, suppliers are required to implement corrective actions before engaging in future business activities. The procurement and quality assurance departments are responsible for following up on these corrective actions.

Sustainable Packaging Management

“CP ALL believes that transformative change is possible through collaboration across all sectors. The Company is committed to minimizing environmental impact from packaging at every stage, from design and material selection to post-consumption management. CP ALL prioritizes eco-friendly materials, including recycled, biodegradable, and sustainability-certified materials. Furthermore, the company promotes consumer awareness and participation in sustainable packaging management, fostering a circular economy and collectively reducing environmental impact.”



Sustainable Packaging Management

Supporting the SDGs



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

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



SDG12 Ensure sustainable consumption and production patterns

12.2 Achieve the sustainable management and efficient use of natural resources

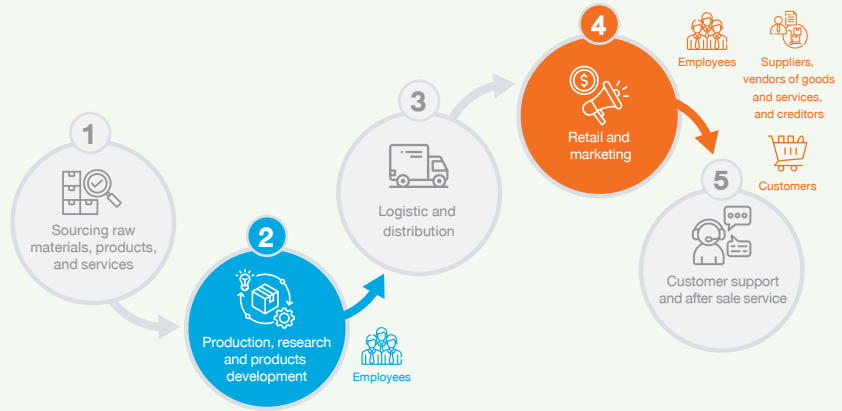
12.5 Substantially reduce waste generation through prevention, reduction, recycling and reuse

Risks and opportunities

The amount of plastic packaging waste from consumer goods has increased significantly and is recognized as an environmental issue requiring urgent management and control. Due to plastic's chemical properties-being durable, strong, easy to produce and form shape, low-cost, and convenient for distribution and transportation-it has become widely used. However, these same properties cause plastic to take a long time to decompose naturally, during which harmful substances like plasticizers and other toxic chemical components are released into the environment. This has prompted the need for immediate action to address plastic packaging waste. Sustainable packaging has thus become a key concern for consumers when making purchasing decisions, creating challenges for the manufacturing, retail, food, and beverage industries to adapt and meet the expectations of consumers, the public sector, and civil society. The Company supports and develops sustainable packaging, innovations, and alternative packaging solutions-since the processes in design, production, and to effective supply chain management. These efforts align with the Extended Producer Responsibility (EPR) principles. The Company has announced a policy and set a target that 100% of its controlled packaging must be reusable, recyclable, or biodegradable. A Take-Back System is being implemented for used packaging, enabling recycling or reuse processes. The Company is also collaborating with suppliers to improve recycling systems and has established a working group on sustainable packaging management to monitor changes in relevant regulations that could affect operating costs, such as waste management fees to a central organization. To minimize reputational risks, the Company remains committed to responsible practices throughout the supply chain, focusing on environmentally friendly and consumer-safe packaging materials while considering other factors that may impact the environment. Examples include challenges such as highly recyclable but heavy packaging, which increases greenhouse gas emissions during transportation; lightweight packaging that reduces resource use and costs but complicates recycling processes; and eco-friendly packaging that lacks practical functionality.

Therefore, effective innovation and plastic packaging management are crucial drivers for enhancing distribution capabilities. This approach ensures that the Company's products meet consumer needs while delivering safe packaging that maintains product quality. The packaging must not negatively impact the health and safety of customers who come into direct contact with packaging, nor affect employees involved in production and transportation processes, all while solving environmental issues sustainably.

Significantly Affected Key Stakeholders



Results of the “Double Materiality Matrix”

Sustainability Dimensions

- Environmental Dimension

Impact level for application in business operations

- Critical Material topics

Progress against Short-term and Long-Term Goals

Private Brand utilizing plastic packaging must be reusable, recyclable, or compostable. (Unit: %)



Key Performance in 2024



2% (1,432 tonnes) Reduce Virgin plastic from packaging research and development projects



Reduce GHG emissions from plastic usage reduction, totalling 375,473 tCO₂e



3% (1,830 tonnes) Plastic packaging from recycled material



6% (3,649 tonnes) Take back plastic for recycling



38% (23,546 tonnes) Reduce the use of single-use plastics



9% (5,885 tonnes) Recycled Post-consumer Packaging

Key Progress in 2024



Plastic packaging collection programs for recycling, as follows:

- Waste Sorting Bin Project
- Recycling Station project



Post-consumer packaging reuse programs, as follows:

- 7-Eleven Carry Bag project: plastic made from pallet wrap at distribution centers
- Employee Uniform project: uniforms made from recycled plastic bottles
- 7-Eleven Shopping Basket project: shopping baskets made from break case crates
- Eco-Friendly Multipurpose Yard project: for orphan plastic waste
- Eco-friendly-Empty Bottles Are Not Wasted project

Management Approach

The Company prioritizes the development of technology and innovation for comprehensive packaging management, from production to delivery to consumers. CP ALL aims to become a leading organization by implementing a sustainable packaging policy and selecting environmentally friendly packaging for its private brand products. The Company's approach encompasses all aspects, from packaging design and selection (Re-design), the reuse of used packaging (Reusable Packaging), recyclable packaging (Recyclable Packaging), the use of alternative materials that are naturally biodegradable (Compostable Material Packaging), and the use of packaging made from recycled materials (Recycled Material Packaging). The Company also ensures the use of packaging materials certified by credible organizations. Additionally, the Company monitors related laws, regulations, and requirements for packaging waste management, such as prohibiting the use of certain packaging types for wrapping and transporting products to ensure compliance with legal standards. The Company extends the environmental responsibility to post-consumption product management, following the Extended Producer Responsibility (EPR) principles.

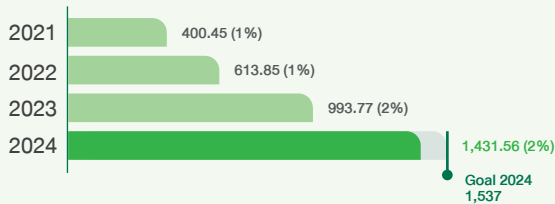
The Company also places importance on data collection, data analysis, and operational audits to establish a database for policy review and future planning. This ensures that the Company's packaging management processes are efficient, reduce packaging waste, minimize environmental impacts and stakeholder concerns, and meet the demands of green markets both domestically and internationally.

[For more Information](#)[► Packaging Policy](#)

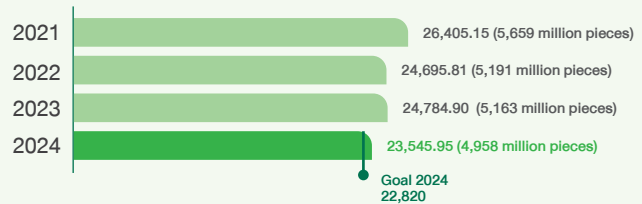
Performance Summary 2024

Reduction of virgin plastic

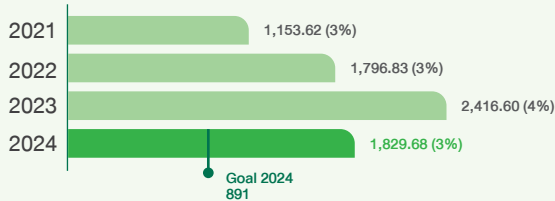
Packaging development project
(Unit: Tonnes)



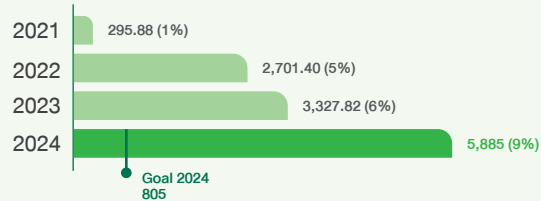
Reduction of single-use plastics usage project
(Unit: Tonnes)



Recycled material usage project
(Unit: Tonnes)



Post-Consumer packaging recycled project
(Unit: Tonnes)



Take back used packaging from consumers

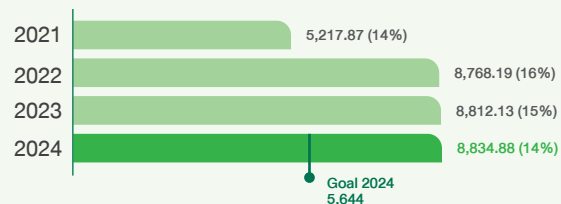
(Unit: Tonnes)



* Guidelines or methods of collecting data is available at "Recycling Station" project page 77, "Love the Earth - Empty Bottles Are Not Wasted" project page 79 and "Waste Separation Bins" project page 77

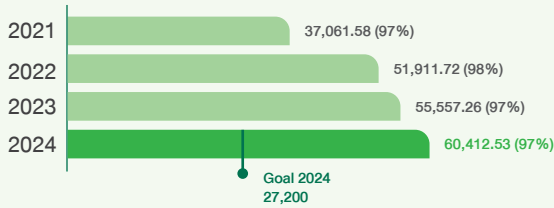
Choose environmentally friendly plastic packaging

Reusable packaging
(Unit: Tonnes)

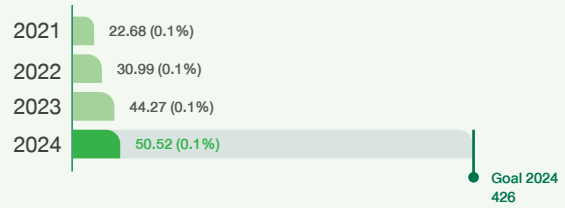


Choose environmentally friendly plastic packaging

Recyclable packaging
(Unit: Tonnes)

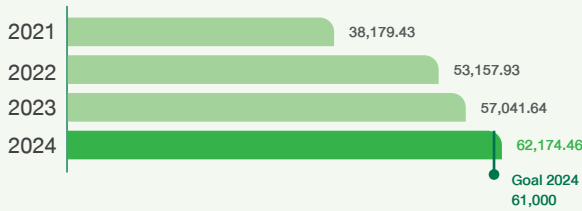


Compostable packaging
(Unit: Tonnes)



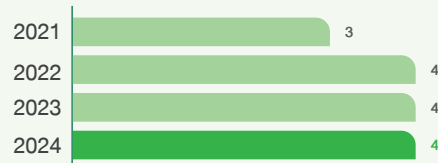
Total plastic packaging consumption

(Unit: Tonnes)



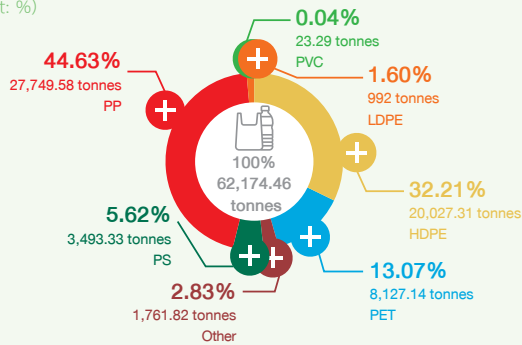
Average plastic packaging consumption per store

(Unit: Tonnes)



Share of total plastic consumption classified by type

(Unit: %)



Total non-plastic packaging usage

material type	Weight of packaging Consumption (tonnes)	Recycled or certified Material packaging (%)	Goal 2024
Wood or Paper	13,284.08	79	100
Metal (Steel, Aluminum)	0.52	100	100
Glass	14.85	100	100

Key Projects in 2024

Circular Economy

The Company manages packaging waste based on the Circular Economy concept, aiming to minimize the amount of plastic waste sent to landfills. Plastic packaging for the Company's controlled products (Private Brand) is managed to ensure it can be reused (Reusable), recycled (Recycle), or naturally decomposed (Compostable). This is implemented through three main measures: "Reduce-Reuse-Recycle (3R)" as follows:



Reduce at the Source

The Company has implemented a "Sustainable Packaging" policy as a framework for sustainable packaging operations. This policy encompasses the direction setting, strategy, planning, and promotion of research and development for environmentally friendly packaging innovations. This approach also includes studying and selecting new alternative packaging options that offer greater sustainability.



Reduction and Substitution at the Consumption Stage

The Company has initiated strategic projects to reduce the use of single-use plastics and launched campaigns to encourage customer, social, and community participation in reducing plastic waste.



Management of Post-Consumption Packaging Waste

The Company has launched strategic projects to bring used packaging back into reuse under the circular economy concept. This initiative involves collaboration with all relevant stakeholders and transparently discloses the volume and types of plastic used, reduction efforts, reuse, and recycling processes through the annual sustainability report.

The Company systematically operates according to sustainable packaging management measures whereby operational performance is monitored and recorded regularly. The results and benefits received from the project implementation, inclusive of single-use plastic packaging reduction, packaging waste reduction by category, reduction in greenhouse gas emissions, etc., through various project implementation in 2024 are as follows:

1 Reusable Packaging Project

Durable bag

The Company collaborates with business partners to produce carry bags for use in 7-Eleven stores with a thickness of 36 microns. These bags are made from recycled plastic, offering durability and the ability to be reused multiple times, thereby reducing the need for single-use plastic bags. This initiative is part of the commitment to minimizing plastic waste and promoting reuse.

Impacts and Benefits

- Reduced plastic waste by 8,835 tonnes
- Reduced GHG emissions by 127,980 tCO₂e

Corrugated boxes used in the factory

CPRAM has implemented a project to efficiently reuse corrugated boxes in the production process. Used corrugated boxes are collected and sorted before being reused in the production process or as packaging for products again, helping reduce paper usage by 245 tonnes.


2 Programs to Promote the Use of Recyclable Packaging

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 2024, Lotus can reduce the use of packaging made from new plastic pellets by 47 tonnes, reduce the use of packaging made from paper by 24.01 tonnes. In addition, Lotus's also recognizes the importance of supporting consumer behavior in waste sorting as a means to complete the Closed-Loop Packaging System and fulfill the package waste management scope. Other notable support measures include aims to raise recycling awareness and understanding among the communities while promoting recycling through packaging waste pick-up point expansion at various branches nationwide.

Ongoing project: "Green Coffee Shop" –Year 3


Coffee shops and bakery houses within the CP ALL Public Company Limited group continued to reduce solid waste including plastic cups and single-use plastic straws as jointly announced to the Ministry of Natural Resources and Environment. The company continuously cooperates with entrepreneurs to reduce plastic waste to encourage coffee shops to separate waste within their stores for recycling purposes or reuse. In addition to reducing waste quantities, the usage of creative packaging or environmentally friendly materials through various activities of the 3 brands are as follows:


ALL café

- Degradable paper cup packaging, 55%.
- Drinking lids as a replacement to plastic straws.
- Durable and recyclable plastic bags which can be reused.


Kudsan Bakery & Coffee

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


Bellinee's Bake & Brew

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



3 Project to Reduce the Use of Single-Use Plastic Packaging

Ongoing project: "Reduce and Replace" single-use plastic"

The Company invites 7-Eleven store patrons to refuse to accept plastic spoons, forks, straws, glasses, and to carry their own cloth carry bags to reduce plastic packaging usage and continuously campaign for usage of alternative, environmentally friendly materials. In 2024, There are 3,745 million plastic reductions and single-use plastics: spoons, forks, tubes and glass 1,217 million pieces.

Impacts and Benefits

- Reduced single used plastic usage by 23,546 tonnes
- Reduced GHG emissions by 238,617 tCO₂e

Ongoing project: "Green Packaging" Year 4

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



Cancel or replace sticker usage

Chilled thai food



CPRAM develops laminate film innovation, sealing film material capable of being printed, to replace sticker usage., totaling 24.24 tonnes.

Steamed rice bowl



CP ALL develops steamed rice bowls with side prints to replace sticker usage, totaling 41.32 tonnes.

Overall Impact of Cancel Sticker Usage

- Reduced virgin plastics usage by 66 tonnes
- Reduced GHG emissions by 121 tCO₂e
- Reduced amount of waste from sticker usage by 173 million pieces

Say Hi to Bio Say No to Foam Project

The company aims to stop selling single-use foam packaging, a process that began in 2019, and continues alongside seminars to provide knowledge and campaigns for restaurant operators and general consumers. Through collaboration with business partners, over 530 eco-friendly product options have been created at affordable prices, making the company one of Thailand's key hubs for biodegradable packaging, sparking the movement for sustainable packaging.

Impacts and Benefits

- Sales of eco-friendly packaging increased by 4,406.83 tonnes or 12.93%. (45.65 million Baht)
- The 2,684 tonnes of plastic waste generated from the sale of products within Makro have been recycled into new products, showing an increase of 238%, or equivalent to 1,890 tonnes



4 Project to Promote Packaging Solutions from Recycled Materials

Shopping bags used in 7-Eleven



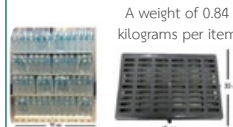
Containing 10-30% recycled materials

Garbage bags used in offices and distribution centers



Containing 60-100% recycled materials

Water pallets used in 7-Eleven stores



100% recycled materials

Corrugated cardboard box in CPRAM



Containing 90-100% recycled materials

Hot sandwich tray made from recycled plastic



CP ALL has developed packaging using recycled plastic for hot sandwich trays. With 20% recycled content, the initiative reduced the use of virgin plastic by 0.88 grams per piece, totaling 4.69 tonnes.



5 Project to Promote Packaging Recycling

The Company establishes cooperation with suppliers, public sectors, private sectors, and educational sectors to separate waste, collect plastic packaging for recycling (Take Back), and reuse (Recycled Post-consumer Packaging). through various project implementation in 2024 are as follows:

Ongoing project: "Recycling Station"

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



Plastic bottle pick-up point



Recycled materials collection point
(PET plastic bottles)



Clean plastic



Cardboard box

Impacts and Benefits

- Successfully collected packaging waste for recycling and upcycling
- Recovered over 458,605.70 kilograms of plastic
- Collected over 32 million kilograms of boxes and cardboard

Ongoing project: "Waste Separation Bins"

CP ALL promotes waste separation to ensure plastic packaging waste enters the Circular Economy management system. "Waste Separation Bins" are placed in front of every 7-Eleven branch nationwide. In 2024, the Company partnered with Nestlé Thailand's water business unit to install 100 Drop Boxes at selected 7-Eleven branches under the "Crush On You: Twist & Drop, Show Love to the World" project, collecting over 15,068 PET plastic bottles for recycling.

Impacts and Benefits

- Plastic waste separated for recycling and utilized in communities exceeds 2,213 tonnes
- Reduced GHG emissions by 89 tCO₂e



Ongoing project: “7-Eleven stores shopping baskets” from broken brake cases at distribution centers

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



Impacts and Benefits

- Reduce the production of shopping baskets 67 tonnes
- Reduced waste volumes from broken brake cases by 294.43 tonnes
- Reduced GHG emissions by 45.19 tCO₂e

Ongoing project: “Employee Shirts” made from plastic bottles

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

1.5 liter recycled plastic bottles = 4 bottles = 1 7-Eleven store employee shirt

1.5 liter recycled plastic bottles = 8 bottles = 1 distribution center employee polo shirt

0.6 liter recycled plastic bottles = 12 bottles = 1 office staff polo shirt

In 2024, the Company produced over 743,243 shirts for employees in a process which reduced over 3,311,580 plastic bottles required for processing.



Impacts and Benefits

- Reduced plastic waste to landfill by 95.65 tonnes
- Reduced GHG emissions by 111 tCO₂e

Enhancing the value of contaminated plastic waste management in factories

CPRAM Co., Ltd. processes contaminated plastic waste from the production process by sending it to external companies for conversion into Refuse Derived Fuel (RDF). RDF is a biofuel produced from waste with high calorific value, which is a valuable energy source for further utilization.

Impacts and Benefits

- Amount of plastic waste utilized 4,808 tonnes

Ongoing project: “Love the Earth – Empty Bottles Are Not Wasted”

Separating empty plastic bottles can create multi-dimensional benefits. CP Axtra Public Company Limited collects PET bottles to be recycled into various products. This effort helps reduce the use of natural resources, supports religion, creates jobs, and promotes public health.

Activities in 2024	Alliances	Impacts and Benefits
Encouraging employees to drop off PET bottles at collection points	Head Office and Makro Distribution Center	<ul style="list-style-type: none"> Collected 53,550 plastic bottles Recycled into 148 employee uniforms Reduced GHG emissions by 1 tCO₂e
Collecting PET bottles from distribution centers and nearby temples	Ja Daeng Temple	<ul style="list-style-type: none"> Over 63,824 PET water bottles donated 108,775 Baht donated to temples

“Rak Koh 24-Hour Project” (Love the Island 24 Hours)

CP ALL collaborates with the CONNEXT ED Foundation school network under the supervision and the “Trash-Free Community” initiative, encompassing both public and private sectors, to expand the “Trash-Free Sprout” project. This project aims to add value to waste on the island, reduce waste by an average of 50%, and generate income for the island community through 3 main principles.

- **Network Expansion:** the Company established a Waste and Environmental Management Learning Center to educate schools and island communities on Reduce, Reuse, and Recycle practices. Environmental campaigns such as beach cleanups and underwater waste collection were conducted in collaboration with CP ALL Public Volunteer Club, local municipalities, and environmental organizations.
- **Reduction Strategy:** the Company encouraged the community to reduce plastic and foam usage by promoting alternative materials like banana leaves. 22 7-Eleven branches on Koh Phangan adopted eco-friendly packaging. Examples are switching All Café beverage cups from plastic cups to biodegradable paper cups, replacing plastic coffee stirrers with bamboo stirrers to reduce single-use materials, reducing straw usage by introducing press-to-drink lids, and minimizing plastic bag usage by using handwoven reed carriers for coffee cups. Additionally, employee uniforms are made from recycled PET plastic bottles.
- **Waste Separation:** the Company promoted waste sorting at the source and developed recycled materials into practical products based on the circular economy. Examples include transforming plastic bottles into “ECO BRICKS,” which are repurposed as student shoe racks, while plastic waste, including bottle labels, snack bags, candy wrappers, and food trays, is shredded into small pieces and mixed with cement and other materials to create “ECO Concrete,” an eco-friendly construction material. The ECO Concrete contains 40% recycled plastic, making it durable, flexible, and more affordable than conventional bricks. It is used for eco-friendly multi-purpose sports courts, while biodegradable materials are repurposed into organic fertilizers and bio-fermented liquid fertilizers, benefiting schools and local farmers.

In 2024, the Company launched the pilot project “Green Living: Love the Island 24 Hours” on Koh Phangan in 3 municipalities: Koh Phangan Subdistrict Municipality, Phet Phangan Subdistrict Municipality, and Ban Tai Subdistrict Municipality. The initiative also extended to Koh Tao, Surat Thani Province. There are plans to expand the project to 11 islands across 8 provinces by 2030.



Impacts and Benefits

- Reused 6.5 tonnes of plastic
- Reduced GHG emissions by 6.7 tCO₂e





6 Allocation of R&D Resources to Sustainable Packaging and Alternative Solutions

Eco-Friendly Packaging Design, Research, and Development Project

The Company focuses on designing, researching, and developing eco-friendly packaging (Eco-Design) to reduce the use of virgin plastic from the initial design stage. This initiative follows the Circular Economy concept, particularly for Private Brand products, aiming to minimize plastic consumption from the source.

Reducing plastic thickness

CP ALL in collaboration with partners, designs packaging with optimized thickness to ensure functional efficiency and product protection while minimizing plastic usage.

Banana packaging



CP ALL reduced the plastic thickness from 30 microns to 25 microns, resulting in a total plastic reduction of 35.33 tonnes.

Frozen products – 7-Fresh two-compartment Tray



CP ALL developed plastic resin and reduced the plastic thickness from 0.92 mm to 0.82 mm, leading to a total plastic reduction of 32.18 tonnes.

Im-khum salad tray



CP ALL reduced the plastic thickness from 0.5 mm to 0.4 mm, leading to a total plastic reduction of 93.14 tonnes.

Food place (New design)



CP ALL introduced a new rectangular design for the Food Place tray and lid, reducing thickness and plastic usage by 7.5 grams per piece, resulting in a total plastic reduction of 61.14 tonnes.

Stickers for frozen products



CP ALL reduced the sticker thickness for frozen products from 90 microns to 80 microns, leading to a total plastic reduction of 5.40 tonnes.

Banding plastic



Redesign of banding plastic for sushi trays by modifying the banding placement, plastic usage was reduced by 0.215 grams per piece, resulting in a total plastic reduction of 0.71 tonnes.

Overall Impact of Packaging Thickness Reduction

- Reduced virgin plastic consumption by 228 tonnes
- Reduced GHG emissions by 420 tCO₂e

Collaboration with suppliers to modify packaging designs and production methods

Single-compartment tray (New design)



CP ALL replaced the plastic lid with a sticker by using a top seal film, resulting in a total plastic reduction of 97.02 tonnes.

Two-compartment tray (Top seal)



CP ALL introduced a new design, replacing the plastic lid with a sticker with a top seal film, resulting in a total plastic reduction of 16.94 tonnes.

Toasted bread paper bag



CP ALL replaced PE-coated paper with grease-proof paper, resulting in a total plastic reduction of 11.73 tonnes.

21-Ounce food cup



CP ALL modified the plastic formulation used in packaging production, reducing plastic usage by 2.70 grams per piece, resulting in a total plastic reduction of 27.26 tonnes.

Cold dessert cup



CP ALL introduced a new design, reducing plastic usage by 0.70 grams per piece, resulting in a total plastic reduction of 0.63 tonnes.

22-Ounce ice cup



CP ALL changed the production process from Injection Molding to Thermoforming and switched the material from PP (Polypropylene) to PET (Polyethylene Terephthalate), reducing plastic usage by 7.50 grams per piece, resulting in a total plastic reduction of 358.53 tonnes.

Short spoon (New design)



CP ALL introduced a new design, reducing plastic usage by 0.28 grams per piece, resulting in a total plastic reduction of 68.10 tonnes.

Cold drink lid PP (New design)



CP ALL developed the new PP cold drink lid, replacing PET with PP to ensure the material matches the cup (D4R concept). This change reduced plastic usage by 4.00 grams per piece, resulting in a total plastic reduction of 101.78 tonnes.

Overall Impact of Packaging Design and Production Adjustments

- Reduced virgin plastic consumption by 682 tonnes
- Reduced GHG emissions by 1,052 tCO₂e

Compostable packaging

Eco-friendly cup



CP ALL has adopted Polybutylene Succinate (PBS)-coated paper for hot and cold beverages in 7-Eleven stores located on islands, educational institutions, and office buildings, covering 1,200 branches. This initiative has resulted in a total of 345.78 tonnes of material.

Wooden chopsticks



CP ALL has opted for biodegradable wooden chopsticks, resulting in a total of 14.64 tonnes of material.

Wooden coffee stirrer



CP ALL has replaced plastic coffee stirrers with biodegradable wooden stirrers a total of 2.04 tonnes.

Biodegradable skewers



CP ALL has opted for biodegradable wooden skewers a total of 361.91 tonnes.

Overall Impact of Using Biodegradable Packaging Materials

- Biodegradable materials used 724 tonnes

Selection of packaging materials from sustainably managed sources

Toasted bread paper bag



CP ALL uses greaseproof paper certified by the Program for the Endorsement of Forest Certification (PEFC).

Hot sandwich paper bag



CP ALL uses greaseproof paper certified by the Program for the Endorsement of Forest Certification (PEFC).

Paper straw wrapper



CP ALL uses FSC-certified paper from the Forest Stewardship Council (FSC).

7-Eleven receipt paper



CP ALL selects paper sourced from sustainable forests, which has been verified and certified by the Forest Stewardship Council (FSC).

Sticker backing paper



CP ALL selects paper sourced from sustainable forests, which has been verified and certified by the Forest Stewardship Council (FSC).

Overall Impact of Selecting Packaging Materials from Sustainably Managed Sources

- Paper sourced from sustainably managed forests 2,390 tonnes

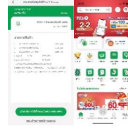
Reduction in paper usage

Paper cups



CP ALL has reduced the paper grammage for cold beverage cups in the Non All Caf[®] product group, including Gulp drinks, Slurpee frozen beverages, and Jet Spray fountain drinks
Total reduction 171.04 tonnes.

Sales receipts



CP ALL has transitioned from paper receipts to electronic slips.

Hot sandwich packaging



CP ALL has transitioned from Artcard paper to Greaseproof paper, reducing paper usage by 911.72 tonnes.

Overall Impact of Paper Reduction

- Reduction in paper usage 2,193 tonnes
- Reduced GHG emissions by 9,484 tCO₂e

Examples of innovative packaging research & development project

CP ALL has developed a new cold beverage lid design, “PP cold-drink lid (new design),” to enhance drinking convenience without the need for a straw. This design ensures that both the lid and cup are made from the same PP (Polypropylene) material, aligning with the Design for Recycling (D4R) guidelines for recyclable plastic packaging. This project is divided into 4 phases, with the 3 phases currently in progress. Nationwide expansion is planned for 2025, focusing on 4 key aspects of development.



Product quality:
The new packaging must maintain the same characteristics and quality as the original.



Customer acceptance:
Both internal customers (operations team) and external consumers must accept the new design for use.



Environmental impact:
The redesigned packaging must be recyclable.



Economic feasibility:
The new packaging should not affect the overall product cost, ensuring that the company can continue to offer it at the same price while maintaining profitability.

Packaging development details

The new cold beverage cup lid has been improved in both design and material, with the following key enhancements:

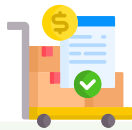
- **New design for convenience:** The lid is designed for easy drinking without a straw, reducing direct contact with the beverage and enhancing portability.
- **Material change for sustainability:** Previously made from PET (Polyethylene Terephthalate), which is more difficult to recycle, the lid has now been switched to PP (Polypropylene), a more recyclable material. Additionally, using the same material as the cup improves the overall recycling process efficiency.

Impacts and Benefits

- The product quality after delivery is better or equivalent to traditional packaging
- Effectively protects the product from external contamination
- Improved functionality allows for easier drinking without a straw
- Research and development budget 19,900 Baht
- Uses the same plastic material as the cup, enabling full recyclability in accordance with the D4R agreement
- Recyclable PP plastic from cup lids amounts to approximately 1,440 tonnes per year
- No impact on the overall product cost

Research and development project for PET trays for hot sandwich packaging

The Company has developed a new packaging format for hot sandwiches using recycled PET to reduce the use of virgin plastic, in line with the circular economy concept. This project is divided into 3 phases, and it is currently in Phase 3, where implementation has begun with plans for nationwide expansion. The development process encompasses 4 key aspects:



Product quality:
The new packaging must maintain the same characteristics and quality as the original.



Customer acceptance:
Both internal customers (operations team) and external consumers must accept the usage.



Environmental impact:
The redesigned packaging must reduce the use of virgin plastic and replace it with recycled plastic that is safe for food contact.



Economic feasibility:
The new packaging should not affect the overall product cost, ensuring that the Company can continue to offer it at the same price while maintaining profitability.

Packaging improvement details

- The updated packaging utilizes 20% recycled PET (rPET) to reduce the use of virgin plastic. This approach minimizes environmental impact and enhances resource efficiency.

Impacts and Benefits

- The product quality after delivery is better or equivalent to using conventional packaging
- Able to protect the product from external contamination
- Research and development budget 10,000 Baht
- Reduced use of virgin plastic by 124 tonnes per year
- Recycled plastic used has been certified for food safety according to the specified standards
- No impact on the overall product cost

Sustainable Waste and Surplus Food Management

“From ‘Waste’ to ‘Worth’... CP ALL transforms waste and surplus food into valuable resources, creating sustainable benefits for society. The Company supports food-insecure individuals, reduces inequality, preserves ecosystem balance, and minimizes pollution through a systematic approach to waste and surplus food management. Additionally, CP ALL promotes waste segregation in schools and communities to ensure proper recycling.”



Sustainable Waste and Surplus Food Management

Supporting the SDGs



SDG3 Ensure healthy lives and promote well-being for all at all ages

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



SDG6 Ensure availability and sustainable management of water and sanitation for all

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



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

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



SDG12 Ensure sustainable consumption and production patterns

12.3 Halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains

12.4 Achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment

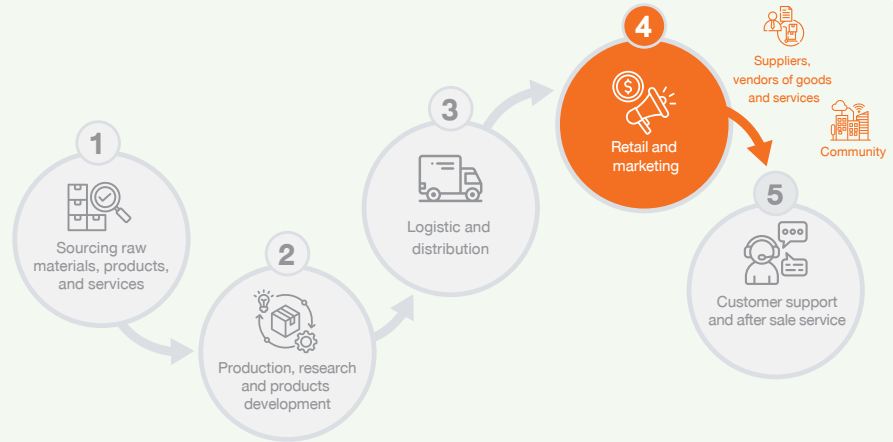
12.5 Substantially reduce waste generation through prevention, reduction, recycling and reuse

Risks and Opportunities

The United Nations Environment Programme (UNEP) released the “Food Waste Index Report 2024,” highlighting that over one billion meals are wasted daily, with household waste accounting for the largest proportion. Additionally, the UNEP’s “Global Waste Management Outlook 2024” (GWMO 2024) revealed global waste and waste management trends, predicting that by 2050, waste volume will increase by two-thirds and waste management costs will nearly double. This supports the push toward zero waste and a circular economy model. The inefficient use of resources contributes to waste and food loss throughout the supply chain, from production and harvesting to transportation and consumption. Food waste and loss significantly contribute to greenhouse gas emissions, including methane and carbon dioxide, as well as pollution of water sources and air quality, such as leachate, hydrogen sulfide gas, and methane gas. These issues may also have long-term health impacts on surrounding communities.

For this reason, the Company prioritizes efficient food waste management by implementing policies to reduce food waste caused by overproduction, as well as general waste from Company operations. The aim is to minimize food loss during transportation, distribution, and storage, mitigate impacts from surrounding ecosystems, and promote community health. The Company repurposes waste generated from production processes, utilizing it as alternative raw materials to create economic value and provide a sustainable solution to food waste issues. These efforts reflect the Company’s commitment to promoting social and environmental development while supporting the goal of reducing the impact on natural resources and fostering a more balanced future between humanity and the environment.

Significantly Affected Key Stakeholders



Results of the “Double Materiality Matrix”

Sustainable Dimension

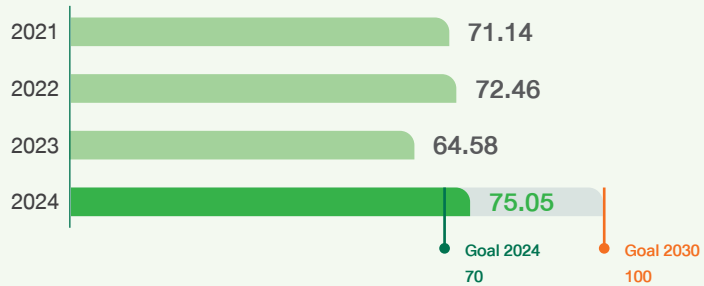
- Environmental Dimension

Impact level for application in business operations

- Focus Material Topics

Progress against Short-term and Long-Term Goals

Reduce surplus or leftover food destined for disposal and minimize waste generated from company operations to achieve Zero Waste to Landfill. (Unit: %)



Remarks: This graph illustrates CP ALL's systematic and sustainable waste management efficiency in reducing landfill waste. In 2024, the company managed to utilize 75.05% of its waste, leaving only 24.95% for landfill disposal. This demonstrates significant progress toward the company's goal of achieving zero landfill waste by 2030

Key Performance in 2024



Waste volume capable of reuse at 75.04% of total waste quantity



Waste management from business operations (Alternative Purpose) by 8.70% from the total amount of waste



764 schools, 89 entrepreneurs, 64 network communities and 3 offices participated in the “Ton Kla Rai Tung” project. Separated of waste sent it into the appropriate management process 133.43 tonnes

Key Progress in 2024



Integrated food product write-off reduction project (OA Ordering) reduced the amount of food excess or waste by 7,827 tonnes



Adding value to production process by products project volume reduction loss of food in the production process 140 tonnes per year



Surplus food donation to foundations project delivered over 770 tonnes donated to 1,849 communities



Ton Kla Rai Tung project continuous expansion to community networks, entrepreneurs and 920 offices

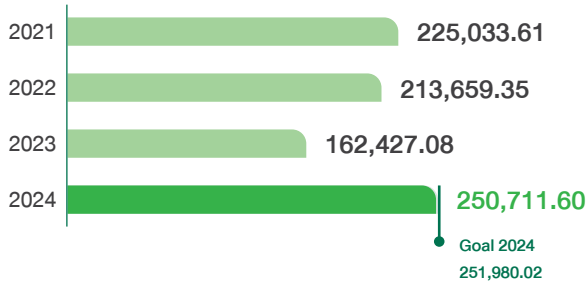


Ongoing project: Eat without leaving each other

Performance Summary 2024

Total amount waste

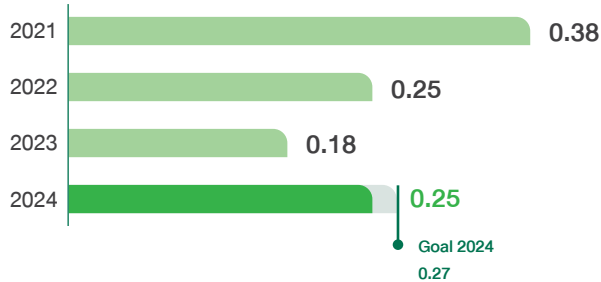
(Unit: tonnes)



Remarks: Inclusive of hazardous waste and non-hazardous waste.

Total waste per revenue

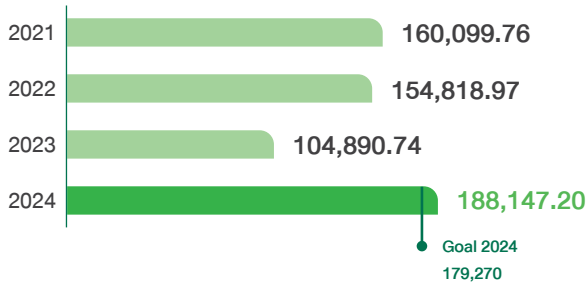
(Unit: tonnes per million Baht)



Remarks: Inclusive of hazardous waste and non-hazardous waste.

Waste disposed and repurposed

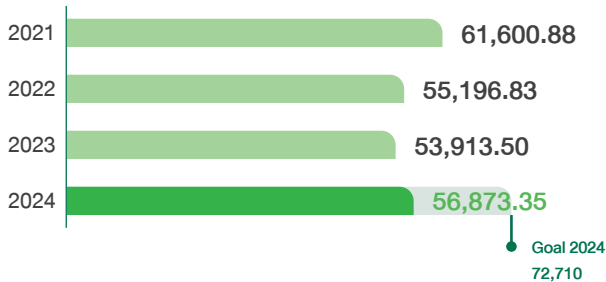
(Unit: tonnes)



Remarks: Inclusive of hazardous waste and non-hazardous waste.

Waste disposed at landfills

(Unit: tonnes)



Remarks: 1. In 2024, CP ALL managed waste more effectively than its target by increasing waste utilization and reducing landfill disposal.
2. The data scope covers both hazardous and non-hazardous waste volumes.

Waste Disposal Data Coverage

(Unit: percentage of revenue)



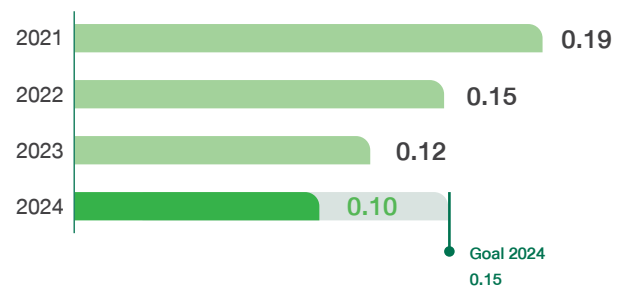
Total food loss and food waste

(Unit: tonnes)



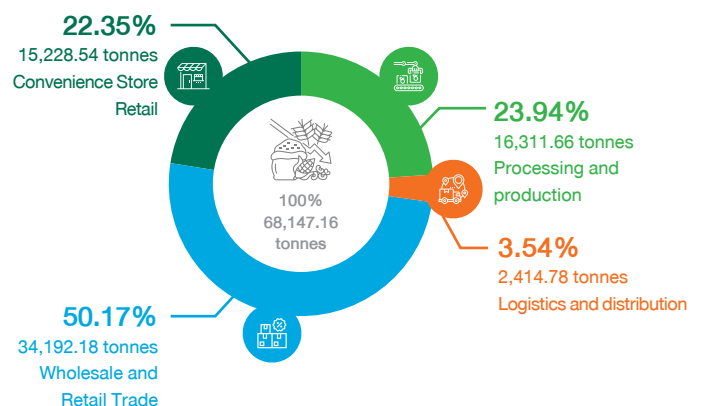
Food loss and food waste Intensity

(Unit: tonnes per million Baht)



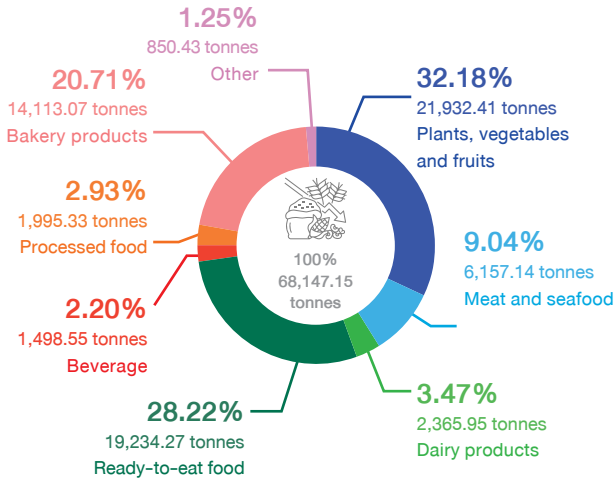
Total food loss and food waste (tonnes) classified by Business activities or Life cycle Stage

(Unit:%)

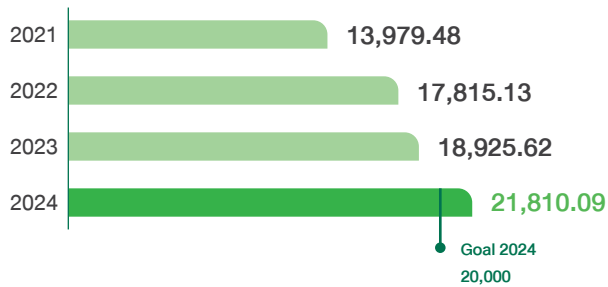


Performance Summary 2024

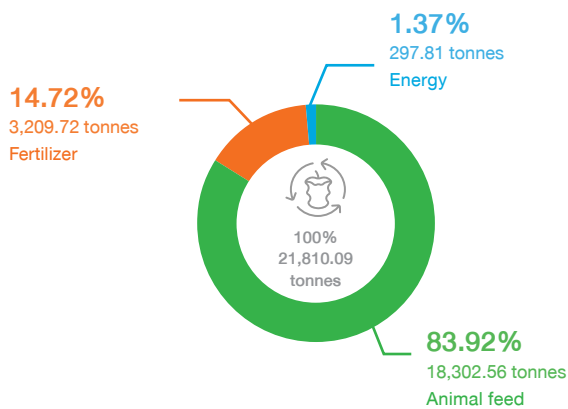
Total food loss and food waste classified by food category (Unit: %)



Food waste disposed and repurposed (Unit: tonnes)



Food waste disposed and repurposed classified by Destination (Unit: %)



Food Loss and Waste Management Strategy Project

Project type	Project title
Food loss, food waste and waste measure project	International standards database management upgrade project
Food loss, food waste and waste reduce project	Integrated food write-off reduction via OA Ordering project
	Increased value for by products from the process
	Project to donate excess food through foundations
	Donation project for samples left over from quality testing, analysis, and research
	AXTRA Care project delivers surplus food to enhance the quality of life of Thai elephants
Food Loss, Food waste and Waste Recycling Project	ZERO Waste to Landfill project
	Waste and raw materials excess management project

Management Approach

CP ALL Public Company Limited and subsidiaries (“the Company”) are committed to sustainable waste and food waste management to prevent and reduce pollution that may impact air, water, and soil quality, potentially affecting the health of nearby communities. The Company aims to achieve zero waste to landfill by 2030 while supporting the United Nations Sustainable Development Goals (SDGs), particularly Goal 12. This commitment is pursued through partnerships with business allies to manage food surplus, reduce food loss, and handle food waste, as well as other waste generated from business operations. The Company adopts the “1P3Rs” approach from the Food and Agriculture Organization of the United Nations (FAO), emphasizing (1) Prevention, (2) Reduction and Optimization, (3) Reuse, and (4) Recycling. This initiative is designed to mitigate risks associated with excessive resource consumption in production processes and to minimize environmental impacts.

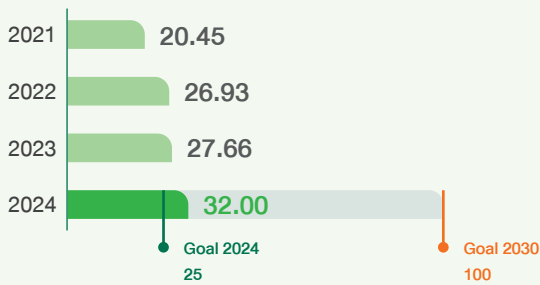
The Company has implemented a comprehensive waste management plan by establishing a database that categorizes waste data according to activities in the supply chain. This includes processing and production, transportation and distribution, retail, and delivery to consumers. These data enable the Company to analyze resource consumption and potential waste generation both internally and externally. Additionally, the data allows for the classification of waste composition, proportions, and types, facilitating the development of effective strategies and measures to minimize losses throughout the supply chain. This initiative supports sustainable business development and promotes a circular economy by ensuring the efficient and long-term use of resources.

**For more information**[▶ Food Loss and Waste Management Policy](#)

Food Loss and Food Waste

Progress against Short-term and Long-Term Goals

Reduce excess food surplus or food waste from the Company's operations, aiming for zero waste to landfill. (Unit: %)



Remarks: This graph illustrates CP ALL's systematic and sustainable management of surplus food and food waste in reducing landfill disposal. In 2024, the company managed to utilize 32% of its food waste, exceeding its target. However, 68% of the waste was still sent to landfills, highlighting a significant challenge in achieving the company's goal of zero landfill waste by 2030.

The Company applies food management strategies to reduce food waste based on guidelines from the Food and Agriculture Organization of the United Nations (FAO) in collaboration with the United Nations Environment Programme (UNEP). These principles are integrated into business operations through various initiatives and measures, as outlined below.



1 Projects under the measures to prevent food waste and waste generation from the source

Ongoing Project: The integrated reduction of food product write-offs

The Company analyzed historical sales data alongside best-selling and remaining products using the "Graphic Ordering Terminal (GOT)" device. This helps 7-Eleven employees check stock levels, manage inventory, and adjust orders according to real-time conditions, such as special promotional periods. In 2024, the Company successfully reduced losses from product write-offs by 1.60%, equivalent to a value of 178 million Baht.

Ongoing Project: Reduction of waste in the production process – Year 10 (under the Zero Waste to Landfill initiative)

CPRAM Company Limited places great importance on strict compliance with waste management regulations and continuously enhances operational efficiency. In 2024, the Company improved production processes and equipment to minimize raw material waste and food surplus. This includes reducing waste from raw material trimming, implementing ultrasonic-powered trimming machines to minimize losses, and developing machinery to prevent product drops on the production floor.



2

The Project under the Reduction Measure to Maximize Benefits

Surplus Food Management

Ongoing project: managing surplus food via the Food to Merit Foundation – Year 4

The Company partners with various foundations to distribute surplus food from 7-Eleven stores to communities, social organizations, charities, and underprivileged individuals. Each food donation undergoes a thorough quality check, ensuring food integrity, freshness, and high quality. The food items also carry an FDA (Food and Drug Administration) certification, clearly indicating expiration dates. The donated food includes bread, sandwiches, milk, vegetables, instant food, fruits, and cooked meals.

In 2024, the project expanded to 630 7-Eleven stores across 46 districts in Bangkok and provinces such as Prachuap Khiri Khan, Phuket, Chonburi, Samut Prakan, Pathum Thani, Chiang Mai, Chiang Rai, and Nonthaburi. The initiative is expected to deliver 3,162,468 meals to 1,849 communities while reducing food waste by 700.49 tonnes per year.



Ongoing project: Black Soldier Fly (BSF) – Year 2

CP Axta through Makro and Lotus's has expanded the knowledge transfer on protein insect farming from the Northeastern region to all regions across Thailand under the "Turning Waste into Benefit" project. This initiative promotes the use of surplus food from CP Axta, which is provided to 272 farmers as raw material for rearing Black Soldier Fly (BSF) larvae, a species safe for plants and communities. The project includes training sessions on BSF production and utilization across 7 provinces in 5 regions of Thailand: Chanthaburi, Sakon Nakhon, Roi Et, Phra Nakhon Si Ayutthaya, Phetchabun, Surat Thani, and Si Sa Ket, totaling 472 farmers.

In 2024, the project is expected to deliver over 912.26 tonnes per year of unsold food to support this initiative.



Project for donating high-quality sample products remaining from quality research

CP ALL, Product Quality Assurance Office, contributes to a sustainable society by donating high-quality sample products remaining from testing to the Scholars of Sustenance (SOS) Foundation and the Kredtrakam Protection and Occupational Development Center. These products are utilized to their fullest potential, such as using coffee beans for vocational training or distributing them to those in need. To ensure that all donated products are of high quality and safe, the Company conducts strict quality inspections, collaborates with suppliers to monitor donations at every stage, and records detailed information to ensure safe delivery to recipients. In 2024, this initiative has helped reduce food waste by 1.144 tonnes.



Ongoing Project: Good People CPRAM x SOS Food Rescue Kitchen – Year 4

CP RAM, in collaboration with the Scholars of Sustenance Foundation (SOS), has launched the “Good People CPRAM x SOS Food Rescue Kitchen” project, reaching out to communities in Lamphun and Pathum Thani provinces. The initiative establishes kitchens to create new dishes from surplus food to reduce food waste and excess food issues-food that exceeds demand but remains consumable. These meals are delivered to communities and vulnerable groups. In 2024, the project has provided 4,340 meals and helped reduce carbon dioxide emissions from surplus food by 2,622.57 kgCO₂e (kilograms of carbon dioxide equivalent). This project is part of the “Good People of CPRAM” initiative, which aims to instill good values in employees, encouraging them to be role models, promote positive thinking, do good deeds, and contribute to society and the nation.



Ongoing Project: Good Food for Kids Project – Year 7

CP Axta supports school lunch programs by providing funding for the purchase of high-quality ingredients to prepare nutritious meals for students in underprivileged schools across all 77 provinces in Thailand. This initiative ensures that students have access to safe, nutritious food that supports their healthy growth and development, enhancing their ability to learn effectively. This year, CP Axta has also organized a special activity, “Longan Sharing Happiness...Bringing Joy to Communities” for 5 consecutive years. This initiative helps longan farmers earn a stable income by providing selling space in all Makro and Lotus’s stores. For every kilogram of longan sold, 1 Baht is donated to support quality ingredients and fresh food for 172 schools nationwide as part of their lunch programs. Additionally, the initiative promotes student health and well-being by introducing pilot programs in 20 schools, educating teachers and students on food waste management. The project includes experimental Black Soldier Fly (BSF) farming, which helps reduce food waste while serving as a model for local communities.

Impact and Benefits

- Number of beneficiaries with improved access to food: 30,000 people
- Total support value: 2.6 million Baht



Animal Feeds Processing Project

CP Axta through Makro and Lotus’s have signed a memorandum of understanding (MOU) with the Department of National Parks, Wildlife, and Plant Conservation to donate surplus food including vegetables, fruits, and excess food from Makro and Lotus branches to wildlife breeding stations, wildlife rescue centers, and Bueng Chawak Wildlife Management Development Center under the care of Department of National Parks, Wildlife and Plant Conservation. This initiative promotes efficient use of natural resources, maximizes benefits, reduces food surplus, and alleviates the annual budget burden for wildlife welfare.

In 2024, Makro and Lotus’s delivered food donations to 27 wildlife rescue centers and zoos nationwide. Additionally, they signed an MOU with the Forest Industry Organization to further support the well-being of elephants at the National Elephant Institute under Royal Patronage by donating edible surplus food, including vegetables and fruits, from



10 branches in Chiang Mai, Lampang, and Krabi provinces. This initiative aligns with the environmental goal of achieving zero food waste by 2030. As a result, the Company has diverted nearly 2,000 tonnes of surplus food from landfills, repurposing a portion as animal feed.



3

Project Under the Reuse Production Measures

Ongoing Project: Adding Value to By-products from the Production Process – Year 6

CPRAM repurposes surplus raw materials from production losses to create new value-added products, helping reduce food waste. The development is to add value to new products, such as garlic bread made from bread crusts and blueberry cheesecake products.

Impact and Benefits

- Reduced food loss in production processes by 140 tonnes per year (105 tonnes of garlic bread, 35 tonnes of blueberry cheesecake)
- no cost to manage food waste
- Increased product value, generating sales of 108 million Baht per year (19 million Baht from garlic bread, 89 million Baht per year from blueberry cheesecake)



4

Project Under Recycling Measures per Circular Economy Framework

Ongoing Project: ZERO Waste to Landfill – Year 9

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

Impact and Benefits

- Waste elimination without the landfill process
- Generate income from waste and excess materials on average by 72 million Baht per year
- Reduced greenhouse gas emissions by 5,686.10 tCO₂e
- Separated 140.95 tonnes per year of waste for recycle processing

Type	Recycling Volume (%)	Management
Breadcrumbs	62.71%	Animal Feed
Food loss	0.65%	Animal Feed
Sludge from wastewater treatment	18.30%	Bio fertilizers and soil conditioners
Plastic waste	11.45%	Plastic pellets

Type	Recycling Volume (%)	Management
Glass and plastic bottle waste	0.23%	Recycled
Hazardous waste	0.08%	Used as a raw material in cement factories
General waste	6.58%	Fuel RDF in power plants



Ongoing Project: “Turning Waste into Value (EM Bio-fermented Solution)” – Year 14

CP Aextra repurposes food waste from distribution centers such as unsellable and inedible vegetables and fruits-into Effective Microorganism (EM) bio-fermented solution for cleaning grease stains within distribution centers. This initiative has been running since 2010 and continues to the present. For the performance outcome in 2024, a total of 593.53 tonnes of food waste has been reduced by converting into EM bio-fermented solution, which has been donated to Bangkok Metropolitan Administration (BMA).



Ongoing Project: Green Multipurpose Space – Year 2

CP ALL supports the “Green Multipurpose Space” initiative by utilizing orphan plastic waste as a construction material mixed with concrete for flooring. This reduces the use of stone and sand in the concrete mixing process, leading to Green Innovation that helps conserve natural resources and addresses community waste issues. Additionally, this project expands into the development of the Eco-Concrete Innovation Learning Center, promoting lifelong learning while creating supplementary income, contributing to sustainable environmental solutions based on the circular economy concept.

In 2024, CP ALL has donated 5 Green Multipurpose Spaces to communities and schools, including: Ban Nong Um Community, Maha Sarakham Province and Koh Pha-ngan School, Ban Tai Subdistrict, Pha-ngan District, Surat Thani Province. This initiative has diverted 8.7 tonnes of orphan plastic waste from the environment, equivalent to a reduction of over 8.95 tCO₂e.

CP ALL, in collaboration with Choice Mini Store and Green Road, has donated “Green Multipurpose Spaces” made from orphan plastic waste collected from 7-Eleven stores and mixed with eco-concrete to Ban Sri Bunruang School in Chiang Mai Province and Ban Nam Yoi School in Lamphun Province, reducing 1,357 kilograms of plastic waste from landfills. Additionally,

Impact and Benefits

- Reduced orphan plastic waste by a total of 8.7 tonnes
- Reduced greenhouse gas emissions by 8.95 tCO₂e
- 16 educational institutions and communities nationwide participated in the project

orphan plastic waste, aluminum foil bags, and plastic bags were repurposed into 12 park benches, diverting 300 kilograms of plastic waste from landfills. Furthermore, 750 plastic bottle caps and 600 shimmering plastic bags were recycled into trophies made from recycled plastic for the Volleyball Championship Finals in 2024, helping to eliminate 30 kilograms of plastic waste from landfills.



Ongoing Project: Thap Sakae Green café for a Sustainable World – Year 2

The project was initiated as a comprehensive waste management model under the “Bin-Free Seedling” project, this initiative has expanded into an environmental learning center and a vocational skill development hub for students, now known as “Thap Sakae Green Café for a Sustainable World.” Located at Thap Sakae School in Prachuap Khiri Khan Province, the café serves as a learning center, tourist attraction, and new check-in spot for Thap Sakae District. It integrates waste management education into the school’s curriculum as a “local course”, further developing and enhancing café operations under the “Green Café Store Concept.”

- Green People - Service by environmentally conscious individuals for eco-friendly customers.
- Green Design - Energy-efficient and environmentally friendly store.
- Green Material Equipment & Furniture - Construction and decoration materials made from recycled materials.
- Green Food Good Test - Health-conscious beverages and baked goods.
- Green Packaging - Reusable, biodegradable, and recyclable packaging and utensils.

5

Measurement, analysis and database preparation

Elevate database management based on international standards

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



In 2024, the Company generated a total food waste volume of 68,147.15 tonnes, by which the Group of plants, vegetables and fruits food waste category accounted for the highest volume at 21,932.41 tonnes, representing 32.18% of total food waste volume in 2024 (the proportion of food waste by group is presented in the Performance Summary 2024).

6

Collaborating with Communities and Suppliers in Garbage and Waste Management

Ongoing Project: “Bin-Free Seedling” for Schools and Bin-Free Community – Year 5

CP ALL Public Company Limited, in collaboration with schools under the CONNEXT ED Foundation for Educational Advancement, that are supported by the Company, focuses on sustainable waste management through the “Bin-Free Seedling” initiative. This program emphasizes waste separation, recycling, and biodegradable materials, minimizing actual waste and reducing the need for garbage bins, ultimately achieving a “bin-free” state. The initiative also collaborates with local vendors around schools to eliminate the sale of items that generate orphan waste, such as straws, paper, and single-use plastic cups. In 2024, an additional 21 schools joined the initiative, bringing the total number of participating schools across 5 cohorts to more than 524 schools. These schools have become Bin-Free Schools and are now sharing knowledge with Bangkok Metropolitan Administration (BMA) schools, with plans to extend the project to all schools under the CONNEXT ED Foundation. Furthermore, the initiative is being expanded into “Bin-Free Communities” to promote community waste

management, such as in Bang Bua Community (along Lat Phrao Canal) under Bang Khen District Office, Bangkok. The project also repurposes orphan plastic waste into eco-friendly bricks to help mitigate waste accumulation in popular tourist areas, such as Koh Phangan School in Ko Phangan District, Surat Thani Province.



Impact and Benefits

- Reduced waste volume by 58.5%
- Reduced greenhouse gas emissions by 190.65 tCO₂e
- 920 educational institutions and communities nationwide participated in the project

Ongoing Project: “e-Waste in the Right Place” at Lotus’s

Lotus’s, in collaboration with True Corporation, expanded electronic waste collection points at 19 Lotus’s branches, including Fortune Town, Ladprao, Bangkapi, Wang Hin, Sukhumvit 50, Ramintra, Sukhapiban 1, Seacon Square, Prachachuen, Laksi, Liap Khlong 2, Pinklao, Bang Khae, Rama 2, Rama 3, and Rama 4, as well as Lotus’s Head Office, Nawamin, Rattanathibet, Bang Yai, and Bang Kruai-Sai Noi. This initiative serves as a community connector, encouraging proper electronic waste separation, such as recycling obsolete mobile phones, computers, and printers. In the past year, 49 kilograms of electronic waste were collected, resulting in a reduction of 0.93 tonnes of carbon dioxide emissions, equivalent to planting 103.57 mature trees.



7

Raising Awareness and Encouraging Behavioral Change in Consumer Habits

Ongoing Project: Raising Awareness on Food Waste

CPRAM has continuously raised awareness about food waste issues through the Facebook page, “Thai Society Without Food Waste,” and the group “Eat It All, Zero Food Waste.” These platforms serve as educational channels for food waste management and reduction. Currently, the Facebook page has over 30,039 followers, and the group has more than 1,223 members. Additionally, CPRAM organizes the “CPRAM FOOD STATION” initiative to promote food waste reduction awareness in society. The program educates people on meal planning, food preparation, and cooking in appropriate portions to prevent food waste. The Company also encourages reducing sugar, fat, and salt intake for better health. The initiative aims to drive behavioral change and enhance food security.



Ongoing Project: Color Waste Separation Bags, Encourage Participation, Drive for Sustainable Environment

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

The “No Mixed Waste x Turning Waste into Value” Project

CP Atrax, through Makro and Lotus’s, collaborated with the Bangkok Metropolitan Administration to segregate waste from over 400 branches, both large and small, across Bangkok. The project began as a pilot in 9 districts of eastern Bangkok and was subsequently expanded to cover all 50 districts. The initiative emphasized the segregation of unsold food waste from general waste. Employees used green tape or straw to tie the mouths of food waste bags, enabling district office personnel collecting waste daily to easily identify and utilize it effectively, such as by distributing it to farmers and using it for protein insect farming. In 2024, 1,800 tonnes of food waste were delivered to the Bangkok Metropolitan Administration for beneficial use, helping to reduce food waste sent to landfills by 20 tonnes per day.

Social Impact and Economic Contribution

“CP ALL believes that creating social value and supporting a sustainable economy will lead to a stronger and more livable society. The Company is committed to improving society for all by empowering farmers, SMEs, and vulnerable groups within the supply chain. This commitment is fulfilled through providing employment opportunities, career development, education and skill-building, mentorship, and acting as a bridge between sectors to promote self-reliance.”



Social Impact and Economic Contribution

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 group



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
- 2.4 Ensure a sustainable food production system and operate in accordance with resilient agricultural practices to increase productivity and production, which will help preserve the ecosystem, strengthen the capacity to adapt to climate change, extreme weather, droughts, floods, and other disasters, and will continuously develop land and soil quality



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 among countries

- 10.1 Achieving and sustaining income growth in the poor population



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

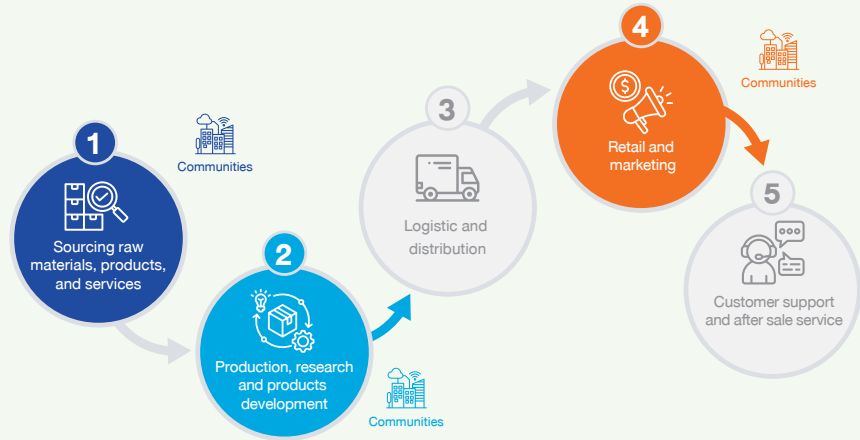
- 11.5 economic losses related to the world gross domestic product caused by disasters. This includes water-related disasters aimed at protecting the poor and those in vulnerable situations

Risks and Opportunities

The world is facing complex and rapid changes across multiple dimensions, including business innovation, modern marketing, natural and climatic shifts, population growth, migration, and conflicts. These factors significantly exacerbate social inequality, particularly among low-income and vulnerable groups. Challenges such as access to education, financial resources, employment opportunities, adequate housing, and healthcare may intensify in the future.

Therefore, the business sector must conduct its activities responsibly, prioritizing the feedback of stakeholders, both positive and negative, mitigating negative impacts on quality of life, and respecting the fundamental rights of communities and stakeholders. Furthermore, to drive fundamental transformation, businesses must develop operational approaches tailored to local contexts, understand social landscapes, and engage in market analysis focused on minimizing negative social and environmental impacts. This includes avoiding practices such as predatory pricing, unfair business practices, and pollution from production or transportation in communities. Additionally, businesses should seek to build strategic partnerships, foster local wisdom, and develop sustainable business models, while collaborating with the public and civil society sectors to collectively support communities and enable them to adapt to change continuously.

Significantly Affected Key Stakeholders



Results of the “Double Materiality Matrix”

Sustainable Dimension

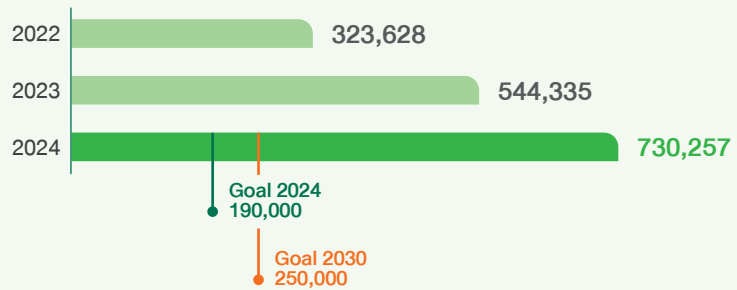
- Social Dimension

Impact level for application in business operations

- Critical Material Topics

Progress against Short-term and Long-Term Goals

To develop skills and promote jobs to generate income for small and medium-sized entrepreneurs, agriculturists, and vulnerable groups throughout the supply chain. (Unit: accumulated persons)



Key Performance in 2024



174,374 SMEs received vocational skills development enabling increased income



3,803 farmers within the supply chain received vocational skills development enabling increased income



7,745 persons of vulnerable groups received vocational skills development enabling increased income



44,540 persons (57.15%) Employment of local workers (Only employees who operate in the 7-Eleven store)



418 persons of employed elders



204 million Baht in value of products purchased from the Local product



37,523 scholarships 1,186 million Baht awarded to youth and underprivileged



873,905 individuals from communities and civil society organizations have received assistance in disaster relief, such as natural disasters, and contagious diseases prevention and control support value 1.92 million Baht

Key Progress in 2024



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



Implemented collaboration projects with partner networks to promote and develop the capability of SMEs, community business entrepreneurs, and farmers, such as the Department of Industrial Promotion (DIP), Thai Chamber of Commerce, Thai Trade Association, Ministry of Agriculture and Cooperatives, and local government agencies



Implemented Business Matching projects both offline and online through the CP ALL SME Platform, and currently expanding opportunities to SME Franchises, fostering business growth alongside branch stores modeled after the '7 Communities' concept



Implement the community market project to support sales channels both within and outside the company, such as the "Open Opportunities, Create Careers" project with ALL SME MARKET PLACE by CP ALL, the "SME Mobile Market" project, and the "SME Fair" by CP Aextra



The ALL FOOD TECH Testing Operations Center enhances product quality for entrepreneurs, particularly small and medium-sized enterprises (SMEs), through quality certification, thereby increasing sales opportunities



Implemented the Tourist Police X 7-Eleven Project, establishing reporting points for tourists

Performance Summary 2024

1. Create Capable People

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



The value of scholarship (million Baht)

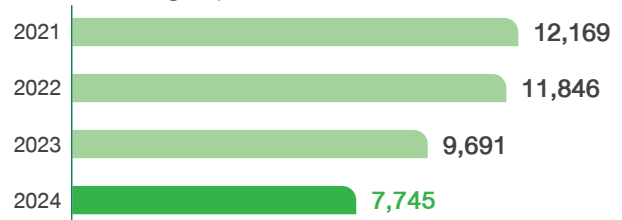


2. Create Jobs

Employment by company classified by category (persons)

	Local workers	44,540
	Migrant Workers	3,815
	The elderly	418
	The disabilities	1,691

Support job creation and income promotion for vulnerable groups (persons)

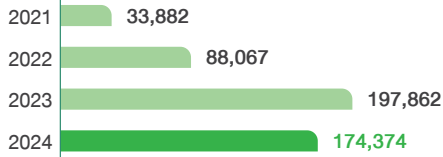


Support job creation and income promotion for vulnerable groups (million Baht)

287

3. Create Careers, create income

Create jobs and promote income for SMEs (persons)



Classified by business type (persons)

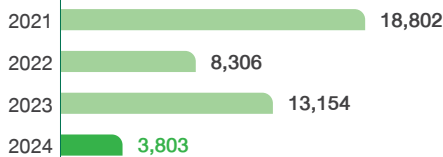
	Consumer Products	63,881
	Service (Contractor)	87,928
	Local product entrepreneurs	553
	Small entrepreneurs	12,504
	Other	9,508

Remark: Consumer Products group covers agricultural products, processed agricultural products.

Support Value (Million Baht)

60,432

Creating jobs and promoting income for farmers (persons)



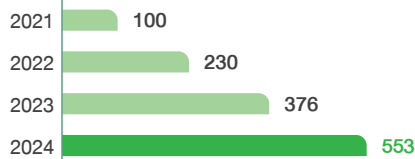
Classified farmers by product (persons)

	Vegetable	1,929
	Fruit	1,665
	Meat and animal product	161
	Other	48

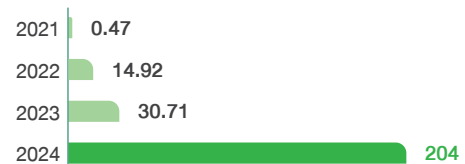
Support Value (Million Baht)

29,415

Small entrepreneurs (persons)



Local Product purchase value (million Baht)



4. Create Strong Communities

Social support classified by type (%)

Charitable Donations

20.21

Community Investments

30.83

Commercial Initiatives

48.96

Social support classified by type (million Baht)

Cash Contributions

39.07Time: Employee
Volunteering during
Paid Working Hours**18.66**

In-kind Giving

104

Management Overheads

3.73

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

- 1) Surrounding 7-Eleven stores within a radius of not more than 5 kilometre
- 2) CP ALL Distribution centers within a radius of 5-10 kilometre
- 3) Makro and Lotus's Distribution centers and manufacturing within a radius of 5-10 kilometre

Management Approach

In 2024, the company promoted community well-being through its strategic ‘4 Creations’ program: Create Capable People, Create Jobs, Create Careers, and Create Strong Communities. under its social responsibility policy. This involved supporting the development of essential vocational skills, creating income-generating opportunities, promoting local employment, and appropriately managing land and environmental resources. The company aimed to create positive impacts and mitigate negative impacts on communities in both the short and long term, encompassing stakeholders such as small and medium-sized enterprises (SMEs), farmers, and socially vulnerable groups. This was achieved through various support initiatives, including the establishment of 7-Eleven SME Support Centers, the promotion of an integrated management system throughout the SME journey, support for the procurement of agricultural and community products, provision of sales channels and spaces, sales promotion activities, and seminars, among others

The company participated in community relief efforts for those affected by floods across Thailand, providing aid to 873,897 flood victims, enabling them to access food and water, with a total value exceeding 1.60 million Baht. Additionally, the company established complaint channels to alleviate concerns, foster relationships, and create shared value between the organization and the community. The company engages with stakeholders, continuously monitors and reviews performance to achieve annual targets and progress towards long-term goals by 2030. This data is compiled into a database for developing company policies and future operational plans, ensuring business operations are grounded in understanding social contexts, creating sustainable social value, and genuinely supporting community economic systems.



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”

Key Projects in 2024

The company promotes and creates diverse value for society, reducing gaps and impacts from increasing social changes through its strategic “4 Creations” program: Create Capable People, Create Jobs, Create Careers, and Create Strong Communities. It also collaborates with government and private sector agencies to provide disaster relief to society and communities through the following projects.

Create Capable People



Create Jobs



Create Careers



Create Strong Communities



1 Create Capable People

The company awarded over 37,523 scholarships, totaling 1,186 million Baht, to students of Panyapiwat Institute of Management.



For more information

- ▶ Education and Lifelong Learning Chapter Page 114-135



2 Create Jobs

The company supports Creating Jobs, income generation, and improved quality of life. In 2024, the company hired more than 204,701 employees, including providing employment opportunities to communities and vulnerable groups over 52,285 beneficiaries through the implementation of key projects including.

Vocational and Coffee Brewing Skills Training Program for Vulnerable Groups

CP ALL is implementing a vocational and coffee brewing skills training program for vulnerable groups to expand their future career options, leading to sustainable income generation and quality of life improvement through the project.

Ongoing Project: Coffee Classroom – Year 3

Vocational Coffee Brewing Training was provided for youth with intellectual disabilities from 6 schools under the Office of Special Education Administration, namely Chaipayum School for the Deaf, Nakhon Ratchasima Panyanukul School, Phetchabun School for the Deaf, Nakhon Sawan Panyanukul School, Chachoengsao Panyanukul School, and Khon Kaen School for the Deaf.



Ongoing Project: Coffee for Happiness and Opportunity Project – Year 2

Coffee machines and grinders, along with vocational coffee training, were provided to 150 members of the Central Region Women and Family Development Learning Center, Nonthaburi Province, 65 members of the Intellectual Disability Association of Nonthaburi, and 30 inmates of Thoeng District Prison, Chiang Rai Province.



Ongoing Project: YOUNG BARISTA CAMP Project – Year 3

The Company conducted a project to provide vocational training and support coffee brewing skills to high school students with hearing impairments. In 2024, the project continued to provide both theoretical and practical training in basic coffee brewing techniques to students and teachers from Schools for the Deaf. A total of 359 participants attended the training sessions. Furthermore, the project promoted continuous skill development by organizing the YOUNG BARISTA CAMP 2024 competition for hearing-impaired students. Representatives from 6 schools, with 6 students each, participated in the competition after receiving training.



Ongoing Project: From Mistakes to Career Prospects – Year 4

Opportunities for careers in coffee and bakery were provided to young offenders at the Opportunity Center, Department of Juvenile Observation and Protection, Ministry of Justice, to prepare them for reintegration into society. A model shop was established as a private training center, namely Bellinee's Bake & Brew, Ministry of Justice Branch, to provide vocational training for youth from the Department of Juvenile Observation and Protection, consecutive batches 8-10. In 2024, 8 youths participated in the project, and 4 received employment opportunities at Bellinee's Bake & Brew.



Promoting agricultural careers for vulnerable groups project

CPRAM (Khon Kaen), in collaboration with Charoen Pokphand Group and True Corporation Public Company Limited, organized training sessions to provide knowledge vulnerable groups at the Thai Association of the Blind (North eastern Central Branch) on Good Hygiene Practice (GHP) and Good Manufacturing Practice (GMP) such as kaffir lime leaves, basil leaves, red chili peppers, shallots, Indian shallots, Thai garlic, and spring onions, etc. All to be according to GMP standard. These agricultural raw materials shall enter CPRAM's ready-to-eat food production process. Examples of these products include pork basil rice, chicken basil with fried egg rice, stir-fried fish with fresh chili, pork panang curry rice with minced pork omelette, etc., which are sold in 7-Eleven stores in the North eastern region. In 2024, the volume of raw material procurement was 41.63 tonnes, with a total value of 3.38 million Baht.



Ongoing Project: CP ALL Giving Space – Year 5

CP ALL allocates space in 7-Eleven stores Pruksa 30 Village branch in Nonthaburi Province to the Nonthaburi Disabled Women's Association. In cooperation with the Operations Department, storefront space was allocated to capable organizations of people with disabilities to serve as a distribution channel for products from groups of people with disabilities and their caregivers, leading to sustainable income generation and quality of life improvement for people with disabilities. In 2024, 50 people with disabilities participated in the project.



CP Aextra Project, alongside Thai society

CP Aextra, in collaboration with the Department of Women's Affairs and Family Development, provided career development space for single-parent families at Lotus's Plus Mall Bang Yai. This initiative aimed to promote sales channels and generate income for single-parent families and occupational groups under the Department of Women's Affairs and Family Development. Additionally, online marketing workshops were organized to enhance marketing skills, enabling them to expand product sales through online channels and diversify sales opportunities. In 2024, 30 single mothers participated in the project.

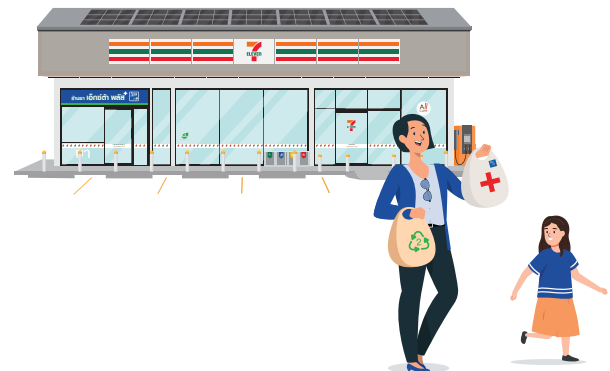
The "60 Young at Heart" Supporting Thailand's Aging Society

CP Aextra, in collaboration with the Ministry of Labour, recruited seniors aged 60 and above for employment, training, and skills enhancement, while also providing sales space within Makro and Lotus's stores. 227 seniors were employed in branch operations, and 150 participated in the "Senior Entrepreneur" vocational training program, aimed at generating income for seniors seeking independent work or their own businesses. Additionally, the "Elderly Joy Market" provided free sales space for 100 seniors. This initiative reflects the organization's commitment to creating economic value and benefits for society. In total, 477 seniors participated in these activities.



Ongoing Project: CP ALL Market opens space to create opportunities – Year 2

CP ALL allocates space in the 7-Eleven (Stand Alone Model), specifically the Bangsae Sai 1 (Wonnapha Beach) branch in Chonburi Province, located in a key tourist area, to 6 groups of people with disabilities in Chonburi Province. This initiative aimed to support sales channels for disability enterprise groups during 4 day traditional holidays, a period of high tourist traffic, leading to sustainable income generation and quality of life improvement for people with disabilities. In 2024, 60 people with disabilities participated in the project.





3 Create Careers

The company supports SMEs with the concept of “SME grow together” 3-Pronged “Providing Sales Channels”, “Providing knowledge for development”, “Providing connections” To promote and develop products from SMEs, community entrepreneurs and farmers, more than 8,769 products support value more than 28,134 million Baht.

3-Pronged Strategy

“Providing Sales Channels”

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

“Providing knowledge for development”

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

“Providing connections”

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

Providing sales channels: increasing sales opportunities and expanding growth opportunities for SMEs

Ongoing Project: Sourcing capable SMEs and community enterprises to enter distribution channels modern trade

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

Impact and Benefits

- Number of entrepreneurs and community enterprises participating in the project 20 persons
- Number of products the Company promotes through both online and offline sales channels 20 products
- Product support value of more than 0.8 million Baht

Case study

V Foods (Thailand) Co., Ltd.



CP ALL, in collaboration with V Foods (Thailand) Co., Ltd., elevated local specialty processed banana products, including butter-baked bananas and crispy bananas, to global standards. This was achieved through a comprehensive collaborative planning process with the Ban Don Thong Community Enterprise Group in Nakhon Pathom Province, encompassing all aspects from the community and farmers’ levels. The initiative aimed to enhance income security and improve livelihoods, while also enabling SME entrepreneurs to select high-quality raw materials for standardized product manufacturing and distribution to consumers. In 2024, the project generated sales exceeding 359 million Baht, representing a growth of over 21%.

Thanna Foods Co., Ltd.



CP ALL is promoting SMEs through collaboration with Thanna Foods Co., Ltd., a producer of Thai-style snacks that reflect local identity through various products, including pineapple-filled cheese bread, processed fruits, and processed seafood. These products are developed in partnership with community enterprise groups across different regions. Thanna Foods’ development approach aligns with CP ALL’s policy of supporting SMEs, emphasizing the use of domestic raw materials, promoting sustainable income distribution back to communities, and providing consultation from production standard enhancement and packaging development to opening sales opportunities through 7-Eleven stores. Furthermore, CP ALL prioritizes the development of Thai desserts like “Pun Sib” by using pastry flour mixed with Sangyod rice, a local rice variety from Phatthalung Province, instead of wheat flour, to enhance nutritional value and promote the unique charm of the product. In 2024, the project generated sales exceeding 87 million Baht.

**Suphan Q Foods Co., Ltd.**

Mae Lamai brand products, a quality SME offering available at 7-Eleven stores since 1999, have long been favored by consumers. By selecting natural ingredients and employing meticulous production processes, Mae Lamai delivers delicious, clean, and hygienic products suitable for health-conscious individuals seeking beneficial options. Additionally, the brand supports the agricultural sector by utilizing farm produce such as water chestnuts, toddy palm fruits, lontar palm fruits, and pandan leaves as raw materials. In 2024, the brand generated sales exceeding 81 million Baht, representing a growth of over 544%.

Ongoing Project: Opportunity Creation for Careers with ALL SME MARKET PLACE – Year 4

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

Impact and Benefits

- Number of entrepreneurs and community enterprises participating in the project is 118 persons
- Number of entrepreneurs and community enterprises that provide advice and additional channels 20 persons
- Revolving income back to the community 3.04 million Baht
- Enhance community products to international standard products sold in 7-Eleven stores, 2 items

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

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

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

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

**Ongoing Project: Standing by Thai Farmers**

CP Axta supports agricultural products from local farmers and small entrepreneurs, including produce from highland farmers under the Royal Project Foundation, such as Mae Hia, Mae Hae, and Ler Tor. These products are sold at Makro and Lotus's branches nationwide through offline and online channels. CP Axta also enhances the capabilities of its business partners, elevates food production standards to ensure quality and safety, and promotes sustainable income generation. In 2024, the company supported a total of 87,831.49 tonnes of agricultural products, with a support value of 9,289 million Baht.

Supports Agricultural Products**Various meat products**

- Supported over 674.72 tonnes of meat and alternative protein product
- Support value over 157 million Baht

**Poultry, eggs and milk**

- Purchase over 6,845.65 tonnes of organic chicken meat and eggs
- Support value over 582 million Baht

**Seasonal fruits such as durian, rambutan, mangosteen, longan, langsat, mango, and others**

- Purchase over 13,165.04 tonnes of seasonal fruits
- Support value over 700 million Baht

**Vegetables and local vegetables**

- Purchase more than 52,145.52 tonnes of vegetables and local vegetables
- Support value 1,848 million Baht

**Support local products and OTOP**

- Purchase more than 197 SKUs of local products and OTOP
- Support value 969,250 Baht

Ongoing Project: Direct product sourcing from farmers (Non Khwao Model) – Year 6

Lotus's directly procures produce from farmers, fostering fair and stable income. The company collaborates with government agencies, such as the Ministry of Agriculture and Cooperatives and local government bodies, aiming to enhance farmers' cultivation management efficiency. It supports farmers in nearby areas to form groups according to the government's Large-Scale Farming policy, elevates agricultural product quality and safety standards, plans cultivation and advance procurement in line with the market-led production policy, and facilitates agricultural product distribution within its network. Currently, Lotus's operates four main Farm Model vegetable farms across all four regions of Thailand, generating fair and stable income for over 546 households. Close collaboration with farmers under the Farm Model enhances control and supervision of product safety and quality standards. Lotus's currently purchases 27 types of vegetables from over 89 households in Ban Non Khwao, covering more than 270 rai, with a volume of over 13,000 tonnes per year, generating supplementary income of 12,000 Baht per household per month.

Impact and Benefits

- Number of farmers from all regions participating in the project 1,092 persons
- Agricultural products purchase volume 13,000 tonnes per year

Ongoing Project: The Royal Project has purchased produce – Year 29

CP Axta has a cooperation with Royal Project Foundation for more than 29 years, promoting livelihoods and sustainable income for hill tribe farmers. This includes assisting customers and the public in accessing high-quality fresh vegetables and fruits at affordable prices.

Impact and Benefits

- Sold Royal Project products in 75 Lotus's Hypermarket branches, offering over 80 items, generating income of more than 115 million Baht
- Supported water systems by providing 60 water tanks and production water systems, with a total value of 350,000 Baht

Ongoing Project: Sustainable Community Strengthening with "Golden Bananas" – Year 13

CP ALL supports products from small and medium-sized entrepreneurs by increasing distribution channels for Golden Bananas to consumers through 7-Eleven stores and promoting the cultivation and post-harvest processes to meet standards and be traceable. The packaging is designed to extend shelf life. In addition, bananas are used as raw materials to produce banana cakes and knowledge development is promoted together with farmers in growing Golden Bananas. Later, the promotion of Golden Bananas cultivation was expanded nationwide to distribute product sales and maintain freshness, as well as generate income for farmers in various regions.

Impact and Benefits

- 1,290 farmers participating in the project
- 21,275 rai of planting area



For more information

► [Social Impact and Economic Contribution](#)

SME Product Promotion Campaign Project

CP ALL enlisted global artists Jackson Wang and Ten-Chittaphon Leechaiyapornkul to promote SME products and boost sales under the campaign "The Charm of Thai Authenticity, Everyone Falls in Love." This initiative supports grassroots economic groups and aims to propel Thai SME food products as cultural influencers (Soft Power) through four key strategies: 1) Installing SME product promotion signage at points of sale, 2) Increasing the number of "7-Eleven SMEs Shelves" and developing "SMEs Shelves" in select locations to suit specific areas, such as flagship branches and airport locations, into souvenir and gift SMEs Shelves, 3) Continuously featuring SME products in various advertising campaigns, and 4) Providing comprehensive support and promotion for SMEs, facilitating access to information, knowledge, and research, as well as acting as a mediator to connect public and private sector partnerships for SME growth.

SME Market and SME Fair Project

CP Axta expanded its platform of opportunities for Thai SMEs and farmers by collaborating with the Ministry of Commerce, the Thai Chamber of Commerce and the Board of Trade of Thailand, and the Thai Retailers Association. Throughout the year, they organized over 15 mobile SME markets and SME Fairs, with more than 205 small entrepreneurs participating and generating total sales of 693,000 Baht. This initiative aimed to drive community economics, increase income, and sustainably expand opportunities for small entrepreneurs. Activities included product booths and business matching sessions between entrepreneurs and wholesale/retail stores.

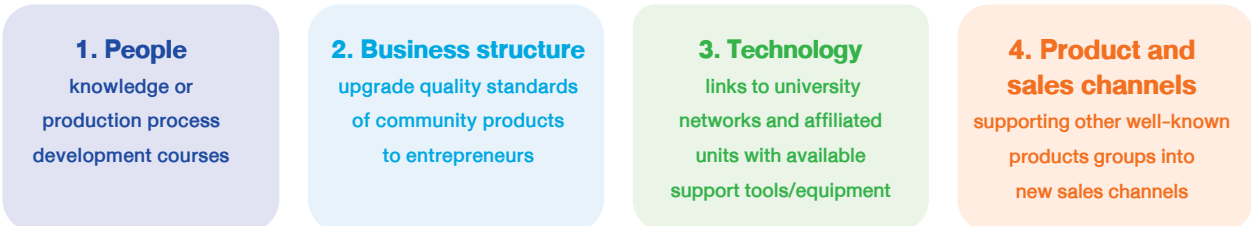
Providing knowledge: Developing appropriate entrepreneurial skills that align with the issues and needs

SMEs Journey Line

New Friend (General operator)	Close Friend (SME Suppliers)	True Friend (High growth and well-prepared entrepreneurs and suppliers)
<ul style="list-style-type: none"> Business Matching utilizing the SME Business Portal & Database 	<ul style="list-style-type: none"> Promote preparations for modern trade or new retail market entry regularly (SME Clinic) 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 	<ul style="list-style-type: none"> Promote readiness to enter the Market for Alternative Investment (mai) for supplier companies with high growth rates Promote knowledge development for entrepreneurs and communities where the company operates (Capacity Building & Community) through online platforms, SME knowledge centers, academic seminars, and access to sources of funding

Ongoing Project: 7 SME Support Center – Year 3

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



In 2024, the 7 SME Support Center project, together with the Product Development and Quality Assurance Office (PDQA) organized a training seminar to provide knowledge on labels. Recognizing the importance of business partners in preparing to prepare product labels correctly according to the 4 new Ministry of Public Health announcements that will be enforced, a training session was organized to provide knowledge on “Preparing Product Labels According to the Ministry of Public Health Announcements No. 445-448” with the objective of providing business partners with knowledge and understanding in preparing product labels to comply with relevant laws correctly. There were 1,218 business partners who participated in the training.



ALL FOOD TECH Testing Center

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

Services are provided in 3 main areas, as follows:

ALL Food Tech	Food Ingredient Innovation Center (FIIC)	Sensory Evaluation Center
<p>Providing testing services in microbiology and chemistry, such as examining chemical residues in products</p>	<p>One-stop Food Innovation Center</p> <ul style="list-style-type: none"> - Providing consulting services and solving product problems for entrepreneurs - Providing consulting services on food laws, product labels, and requesting various factory systems such as GMP, GHP, HALAL, and HACCP - Providing patent rights for new innovations for entrepreneurs to further develop products and industrial production 	<p>Providing sensory testing services for food products, including consultancy services tailored to the needs of entrepreneurs to ensure compliance with Good Manufacturing Practices (GMP) and food safety principles</p>

This helped reduce the financial burden of product testing, enabling entrepreneurs to enhance their product development capabilities effectively. In 2024, 24 entrepreneurs participated in the service.

Promoting, developing capabilities and providing advice to SMEs

Ongoing Project: DIPROM Move to Modern Trade – Year 3

CP ALL, in collaboration with the Department of Industrial Promotion, conducted training for entrepreneurs to enhance product quality and improve product suitability for sales. This involved workshops on “Sales and Service Techniques” and booth visits with executive consultations, aiming to open modern retail market channels for small entrepreneurs and community enterprises. This initiative aligns with the “DIPROM CARE” policy and the expansion of business partnerships (Engagement).



Ongoing Project: Business Accelerator – Year 3

CP ALL, in collaboration with the Thai Chamber of Commerce and the Board of Trade of Thailand, prepared entrepreneurs for expansion into modern trade channels through online meetings. Experts provided guidance and essential business knowledge for four months, including pitching sessions to attract investors and mock product presentations to various modern trade outlets. This project aimed to strengthen and create market expansion and partnership opportunities for member entrepreneurs. In 2024, 87 entrepreneurs participated in two cohorts.

Ongoing Project: Big Brother – Year 8

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

- Integrated care 150 entrepreneurs, such meeting with management, operation area visits, finance classes and business strategy inspirations, etc.
- Intensive Care (Only 3 selected entrepreneurs) visit actual work site for entrepreneurial potential and opportunity assessment.

In 2024, a total of 77 companies participated in the project. From participating in the project, it was found that 35 entrepreneurs (83.45%) were able to assess the value of increased revenue and profit, which can be calculated as a total economic value of 350.41 million Baht.

Ongoing Project: 7 SMEs Support Center

CP ALL provides opportunities for entrepreneurs and product manufacturers to ask questions and consult on the production process, capital, and knowledge for business development. In 2024, SMEs will be consulted through the SMEs DBank project, the SME Clinic project, the DIPROM project, and the SME Support Center project, totaling 191 SMEs participated, divided into 6 areas of service and consultation as follows:

-  1. Product quality standard development
-  2. Preparation for Modern Trade
-  3. Marketing / Public relations media
-  4. Product design, research, development
-  5. Improving work system efficiency, business management
-  6. Procurement of funding sources and fundraising in the capital market

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), LiveEx Platform by The Stock Exchange of Thailand, 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.

Ongoing Project: Grocery Market Fairs – Year 14

Makro places great importance on its mission to promote and support retail businesses and SMEs in all aspects, especially grocery markets, which are crucial to the Thai economy. The Company has developed knowledge and created a new era of grocery stores through the True Friend Grocery Store project, collaborating with over 6,000 small retail grocery stores nationwide. Acting as a hub of knowledge and technology, the Company provides techniques for store management to develop into Smart Grocery stores. These stores not only meet the changing needs of modern consumers but also retain the charm of being community centers as before. Additionally, the Company offers pre-packaged retail solutions that are simple, efficient, and profitable through the Community Retail Store and True Friend Grocery Store models.

In 2024, the Company organized the Grocery Store Market under the concept of “Friendland: The Smart Grocery Store Land”, gathering knowledge to facilitate the easy, convenient, and rapid success of small grocery stores, through the “3S Strategy”, which includes:

- Smart: Ready to support entrepreneurs to run their businesses smarter and more efficiently, making them a professional with the “MakroPRO” Super App, which helps grocery stores manage, sell, and find deals all in one app, along with exclusive privileges from MakroPRO Points.
- Recommend profit-making techniques and store development. Tips for turning ordinary grocery stores into super-smart grocery stores with workshops.

Ongoing Project: MAKRO HORECA ACADEMY (MHA), a comprehensive mentoring program for restaurant entrepreneurs – Year 17

Makro continues the “Creating Jobs, Creating Careers” project in all dimensions by Makro HORECA Academy or MHA in collaboration with the Department of Business Development to organize the “Smart Restaurant Plus” training course to share knowledge, enhance business management and marketing skills for restaurant operators in the Eastern region, generate income for the community, and be a modern restaurant that meets the needs of customers in a comprehensive manner, including skills and knowledge in business management, accounting and taxation, knowledge in technology and innovation, for application in management and effective marketing communication, and increase competitiveness. In 2024, activities were organized in the northern region under the concept of “THE NEW POSSIBLE, everything is possible”, aiming to develop the potential of HORECA business operators in Chiang Mai Province and nearby areas to be stronger.

Impact and Benefits

- A total of MHA members participating over 177,428 persons
- Participation in online curriculums at 224,742 view

Viewing channels



• <https://makrohorecaacademy.com>



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



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



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



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



• Line @makro-mha

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

Lotus’s, together with PMG Corporation Co.,Ltd., has designed a special course, Lotus’s SMART SME to Become a Franchise to promote knowledge in expanding franchise businesses, along with supporting rental space for small entrepreneurs in Lotus’s, as well as online channels, encouraging entrepreneurs to enter the modern trade market, providing opportunities to participate in business matching activities, and collaborating with partner agencies in both the public and private sectors.

Impact and Benefits

- Entrepreneurs who have completed the Lotus’s SMART SME intensive training program for SMEs towards franchising: 137 persons representing 123 businesses

Elevating production standards for agricultural products project

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

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

In 2024, there were 110 farmers and entrepreneurs participated.



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

CPRAM Co., Ltd., in collaboration with the Agricultural Learning Center, promotes knowledge and careers to farmer groups and communities in Pathum Thani, Lamphun, Khon Kaen, and Surat Thani provinces. They visited agricultural learning centers to exchange knowledge, apply agricultural knowledge, management methods, and technology to their careers, and apply the experiences gained to their daily lives. In 2024, there were 72 participants in the project.



Lettuce Cultivation Project for Food Security Promotion

CPRAM Chonburi, in collaboration with Ban Khao Din School, initiated the Lettuce Cultivation Project for Food Security, creating opportunities for access to safe food in Chonburi Province. This project serves as a learning center for hydroponic vegetable cultivation, promoting agricultural knowledge and enhancing cultivation skills to ensure access to safe food in accordance with the FOOD 3S principles: 1) Food Safety, 2) Food Security, and 3) Food Sustainability. Participants are empowered to apply the acquired knowledge sustainably. In 2024, 560 school personnel, students, and community members participated.

Farmer Life Partner Project

The Agricultural Academic of CPRAM Company Limited has consistently implemented the “Farmers for Life” project for over 10 years, promoting job creation and careers in basil cultivation. This initiative aims to develop and elevate farmers in the communities surrounding the company, ensuring the supply of quality raw materials that meet standards. It also supports the adoption of Good Agricultural Practice (GAP) standards and promotes the integration of technology into cultivation practices. Furthermore, CPRAM purchases basil leaves from farmers for use as raw materials in the production of basil rice dishes sold at 7-Eleven stores.

Impact and Benefits

- More than 180 farmers have been promoted to grow their crops
- Generate income from selling basil raw materials worth more than 30 million Baht per year

PlukRak Project

The Agricultural Academic of CPRAM Company Limited promotes agricultural knowledge to students and communities by providing agricultural learning resources through the “Planting Love” project. This involves transforming spaces into suitable agricultural learning centers for education on agriculture, safe vegetable cultivation, and awareness of access to safe food, following the FOOD 3S principles (Food Safety, Food Security, and Food Sustainability). Additionally, safe vegetable cultivation training activities are organized to enhance students’ and communities’ knowledge, skills, management, and care methods, enabling them to apply these practically in their daily lives. “Food safety” is the foundation of quality food, leading to a sustainable quality of life.

Impact and Benefits

- Add 2 agricultural learning resources to the community
- Number of participants in the training 154 persons

Providing connections: Create relationships and connections between SMEs and individuals, organizations or networks related to the business

Ongoing Project: Synergy and Business matching

CP ALL supports SMEs in their growth and elevates community products to a national level by selecting SMEs committed to product development, enhancing production process safety standards, factory standards, extending product shelf life, and developing packaging. These SMEs participate in business matching programs to receive guidance, collaborate on product development, and gain support for product distribution through 7-Eleven stores nationwide. In 2024, 1,022 SMEs joined the project, with over 300 products participating in business matching.



4 Create Strong Communities

Serving as a beacon of hope and a community anchor, standing steadfastly alongside communities and society as a caring friend nearby. In 2024, the following key projects were implemented.

Ongoing Project: The “Public Mind: Community Development and Relationship Building”

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

- Participating in supporting activities on important community days
- Activities promoting sharing and creating convenience for the community, such as community markets, community health centers, and bridge of merit activities to receive donations and pass on kindness to the underprivileged within the community. The Company focuses on creating careers and increasing income for community riders

Impact and Benefits

- Number of employee participants 13,148 persons
- Number of volunteering hours 149,247 hours
- Number of community participants 291,417 persons
- Volunteering budget 8.36 million Baht

- Activities to promote and develop youth, such as supporting teaching equipment, giving scholarships Improve the school environment
- Public benefit activities by volunteer employees
- Religious promotion activities which are central to community spirit
- Community environmental activities such as planting trees, and community waste management

which covers key operating areas of the Company, including distribution centers of Makro and Lotus's, and CPRAM food factories.



Ongoing Project: The 7-Eleven Stamp Bunnithi for Community Welfare in All Regions – Year 2

With a commitment to creating a positive impact on Thai society and communities, the company invites the public and customers to participate in delivering well-being opportunities to society by affixing stamps to posters at all 7-Eleven branches or donating M-Stamps via the 7App application, as well as making monetary donations through designated channels. The company manages the funds received from customer stamp donations to maximize benefits for society and communities through the “The 7-Eleven Stamp Bunnithi Project for Community Welfare in All Regions” This fund supports social activities under five main objectives: 1) Assisting underprivileged children, 2) Supporting temples and schools in remote areas, such as renovating bathrooms in underserved schools nationwide and providing lunches to students in remote areas, 3) Animal welfare, such as assisting pets, stray dogs, and cats, 4) Assisting patients and hospitals, and 5) Assisting people with disabilities. In 2024, the total stamp donations for public welfare amounted to over 6.87 million Baht. Summary of results as follows:

Buildings 115 school	Equipment 12 school	Scholarships, Lunch Funds 5 school	Homeless animals 3 project
<ul style="list-style-type: none"> • 109 toilets • 1 damaged wall • 3 roofs • 1 cafeteria • 2 telemeters 	<ul style="list-style-type: none"> • Sports • School • Water filters • Electrical appliances • Others 	<ul style="list-style-type: none"> • 40 Scholarships <ul style="list-style-type: none"> - Baan Jing Jai Foundation - Samut Sakhon Special Education Center - Khon Kaen School for the Blind - Muang Ban Na Mueang Sukhothai Kindergarten School • Lunch Project <ul style="list-style-type: none"> - Pa Wai Witthayayon School 	<ul style="list-style-type: none"> • Dog and Cat Sterilization Project • Stray Dog and Cat Shelter Project • Wheelchair Project for Disabled Dogs

Case Study: Donation to the Soi Dog Foundation

To create a liveable society and community with a good quality of life and reduce accidents that may arise from stray pets by humanely controlling the population of stray dogs and cats through sterilization and vaccination to prevent epidemics and reduce sanitary problems in the community. Additionally, promoting new homes for dogs and cats that cannot return to their original habitats to provide them with appropriate and safe food and shelter, and fostering awareness of proper pet care.

Ongoing Project: Building relationships and providing disaster relief to the community – Year 3

Promote and support social participation through community development, disaster relief, and loss reduction, as well as enhance quality of life by providing essential knowledge, skills, equipment, tools, and supplies to communities and vulnerable groups through the following disaster relief projects and activities:

- The ‘My Hero Giving Strength’ Project, 3rd Edition, provided firefighting and rescue equipment, such as outdoor firefighting helmets, indoor fireproof clothing, outdoor firefighting jackets, outdoor firefighting gloves, firefighting boots, and fire hoses, totaling 1.17 million Baht, to enhance the operational efficiency of 30 rescue and emergency response units.
- CP ALL, in collaboration with the Ministry of Social Development and Human Security, conducted fire drills and evacuation drills in accordance with the fire prevention and suppression plan for the Sing Buri Special Education Center.
- Participation in disaster relief efforts, such as fires and floods, assisting injured or deceased rescue personnel, providing aid to citizens during flood events, and providing relief supplies, such as drinking water, rice, and canned fish, to flood victims in the northern and southern regions, including Chiang Rai, Phrae, Nan, Sukhothai, and Songkhla provinces.

Impact and Benefits

- Number of trained people 200 persons
- Number of rescue agencies supported 30 agencies, totaling 600 persons
- Number of victims provided access to food and water 873,905 persons
- Support Budget 1.92 million Baht

- CP ALL contributed funds to purchase Automated External Defibrillators (AEDs) for community use, installing 10 units in 7-Eleven stores nationwide.

Ongoing Project: CPRAM We Care Caring for the community – Year 5

CPRAM Ladkrabang, in collaboration with government agencies and entrepreneurs in the Ladkrabang Industrial Estate, delivered well-being by providing essential relief packages, safe food and drinking water, and offering assistance and basic health check-ups to vulnerable groups. The initiative also focused on improving the quality of life for people with disabilities and vulnerable individuals in the communities surrounding the Ladkrabang Industrial Estate, aiming to enhance their quality of life and hygiene, reduce illness, and foster sustainable happiness within the community.

Impact and Benefits

- Number of donation recipients within the community vulnerable group 35 persons
- Number of employees participants 49 persons
- Support budget 21,163 Baht

“Love Dogs 24 Hours” Project

CP ALL, in collaboration with the Bangkok Metropolitan Administration’s Health Department, provided free sterilization and rabies vaccination services, along with educational workshops on proper pet care. The objectives were to care for the community, reduce reproductive diseases, mitigate aggressive dog behavior, and promote long-term pet health. In 2024, 499 dogs and cats were vaccinated, and 407 dogs were sterilized.



7-Eleven X Tourist Police X British Embassy project raises safety standards for tourists to drive safely throughout Thailand

This project, conducted in collaboration with the Tourist Police and the British Embassy, serves as a central hub for information dissemination, ensuring safety and confidence for tourists traveling in Thailand. 7-Eleven stores will act as channels for distributing information and providing road safety advice, such as adherence to traffic laws, wearing helmets, avoiding driving under the influence of alcohol, and obtaining accident insurance. Promotional posters will be displayed at 7-Eleven stores and information will be disseminated through point-of-sale (POS) displays.



Ongoing Project: Enhancing Career, Generating Income for the Communities” – Year 5

CPRAM Ladkrabang, in collaboration with the Ladkrabang Industrial Estate Authority, organized the “Vocational Skills Promotion” project and the “Career Enhancement, Income Generation for Communities” project. These initiatives aimed to enhance vocational skills for community members surrounding the Ladkrabang Industrial Estate, further develop and establish occupational groups leading to the formation of community enterprises, and build network relationships through food value-added activities and online marketing knowledge sessions. The goal was to create vocational skills that would lead to sustainable community income generation and economic development.

Impact and Benefits

- 101 participants
- Generating income for the community more than 97,042 Baht

Tourist Police X 7-Eleven Project opens a reporting point for tourists

CP ALL, in collaboration with the Tourist Police, implemented the Strong Tourism Community (S.T.C.) project, applying the Smart Safety Zone principles to 20 key tourist destinations in 18 provinces. This initiative involved establishing partnerships with the private sector, community leaders, and entrepreneurs to jointly identify physical risk areas, develop improvement plans, and conduct evaluations to enhance tourist destination safety. Initially, 1,611 volunteers were trained under the Strong Tourism Community (S.T.C.) project, including 307 7-Eleven employees from 155 branches in key tourist destinations nationwide.



Education and Lifelong Learning

“CP ALL is committed to promoting education and lifelong learning by supporting an accessible blended online learning system. This initiative provides children and youth with continuous learning opportunities to develop essential future skills, enhance career prospects, foster growth, and achieve sustainable success in life.”



Education and Lifelong Learning

Supporting the SDGs



SDG1 End poverty in all its forms everywhere

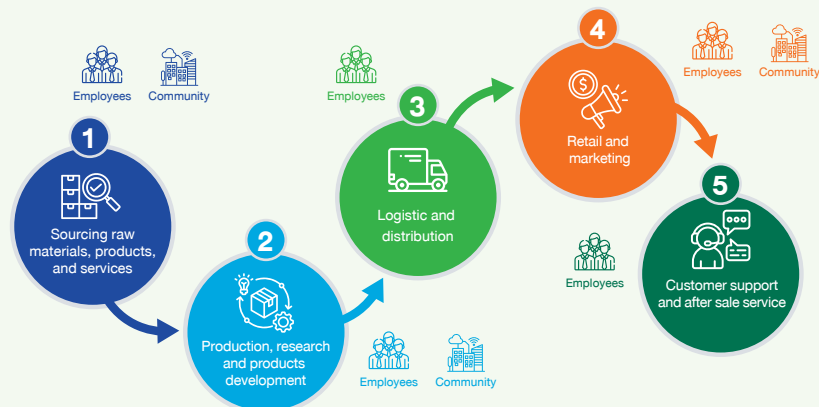
- 1.4 Ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance



SDG4 Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

- 4.3 Ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university
- 4.4 substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship

Significantly Affected Key Stakeholders



Results of the “Double Materiality Matrix”

Sustainability Dimensions

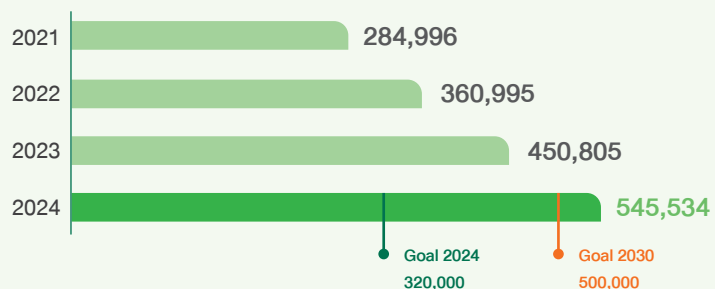
- Social Dimension

Impact level for application in business operations

- Critical Material Topics

Progress against Short-term and Long-Term Goals

To support children, youth, and vulnerable groups to education-having access to technical and professional skills necessary for their profession, including the campaign of lifelong learning. (Unit: persons)



Key Performance in 2024



Delivering accumulated educational opportunities to 610 schools in the CONNEXT ED project



Education support sponsored 37,523 scholarships, valued 1,186 million Baht



Education support and learning opportunity sponsored 3,248 persons, valued 108.64 million Baht



Children, youth, adults, including vulnerable groups that received skill development opportunities 57,206 persons



Students who receive internships 35,860 persons

Key Progress in 2024



Continuous project for school development, CONNEXT ED, with an additional 47 schools nationwide



Ongoing Project: "A Better Life - Year 6" In collaboration with the Juvenile and Family Court, Department of Probation, and Department of Juvenile Observation and Protection under the Ministry of Justice, this initiative provides education and vocational training to rehabilitate and reintegrate former juvenile offenders into society. The program aims to equip participants with the skills and opportunities needed to rebuild their lives with dignity and contribute positively to their communities



Ongoing Project: "Happiness Network in the South" Supporting Educational Access for Vulnerable Group - Year 3



Ongoing Project: "Smiles to the Top of Mountain PIM" Supporting Educational Access for Ethnic Groups - Year 7



Ongoing Project: "Creative AI Camp" และ "Creative AI Club - Year 7"



CAI Retail Hackathon: "Action Detection Competition"

Risks and Opportunities

The global economic slowdown has led to disruptions across various industries, resulting in a higher rate of job layoffs, as well as rapidly changing labor market demands. The company recognizes the importance of social structure, which includes the factors necessary for basic livelihoods. We are committed to preparing and driving economic and social progress in the country in a stable manner. The company promotes and encourages the workforce to acquire lifelong learning skills, develop technological expertise, and adapt to global changes. This is crucial for the company's operations.

Therefore, the company focuses on promoting education and lifelong learning for employees, while also offering opportunities for society, particularly communities, children, youth, and vulnerable groups, to access vocational and higher education, as well as lifelong learning. This is done equally for both formal and informal education through the company's educational projects. These projects cover essential skills for employment, as well as specialized skills that enhance knowledge and increase employment opportunities, preparing individuals to adapt to changes and challenges in the future.

Management Approach

The company is committed to promoting equal access to learning opportunities for its employees, communities, children, youth, and vulnerable groups, aiming to develop skills and knowledge, as well as foster a positive attitude toward learning. This is achieved by delivering learning from the classroom alongside practical work experiences. Furthermore, the company adapts the learning format to align with changing trends, such as competency-based education, online and blended learning, and the adjustment of educational spaces according to safety standards. This is made possible through cooperation with various stakeholders to establish effective educational institutions. In addition, the company supports the provision of scholarships under a sustainable career development pathway, which has been in operation since 1995. This initiative is aimed at creating career opportunities, generating income, and improving the quality of life for employees, youth, communities, and vulnerable groups.



For more information

► Education "support and lifelong learning for employees" in the chapter "Human Capital Development" Page 204-214

Performance Summary 2024

Promoting and supporting access to quality education

Category	Secondary Education	Higher Education	Vocational Education	Total
School students and university students in the education system (persons)	947	17,579	14,665	33,191
Graduated school students and university students (persons)	294	6,912	3,268	10,474
School students and university students that work with the Company after graduation (persons)	-	4,253	734	4,987
Scholarships for students (scholarship)	-	22,778	14,745	37,523
The value of scholarship (million Baht)	-	968	218	1,186

The details in professional skills development necessary to pursue a career

Children, youth, adults, and vulnerable groups who have developed career skills 57,206 persons

49% 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)

Supporting CONNEXT ED Model Schools in developing vocational skills through the "Junior Entrepreneur" program, providing students with opportunities to sell their products via the ALL SME MARKETPLACE platform.

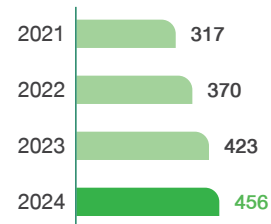
Promoting vocational training in coffee craftsmanship through the Panyapiwat Coffee Training Center (P-CoT), in collaboration with Kudsan and Bellinee's Premium Café. This initiative is part of the "Youth Vocational Skill Development Program," which provides professional training to former juvenile offenders, helping them reintegrate into society with dignity and lead stable lives.

The Campaign for Lifelong Learning Project operates under "CONNEXT ED Project" (Unit: accumulated schools)

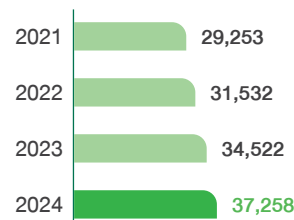


School Partner Volunteers

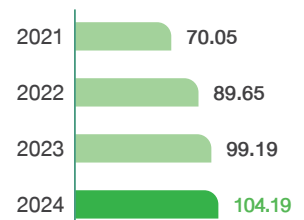
The number of school partners (accumulated persons)



Volunteer hours for sustainable education development (accumulated hours)



Sponsorship budget in school development (accumulated million Baht)



Creating an Equitable Future: Ensuring Accessible and Quality Education for All to Reduce Inequality Across All Communities

Ongoing Project: CONNEXT ED – Phase 6

CONNEXT ED is one of the projects under the human development strategy through education by CP ALL, which participates in enhancing the quality of education to create high-quality schools in all areas. It promotes a learning process in which students actively engage and apply what they learn (Active Learning) by using problem-based learning (PBL). The project also aims to develop into community learning centers, fostering lifelong learning for both formal and informal learners.

In the 2024 academic year, the company has launched the "Mini Entrepreneur" model to develop learning, vocational, and life skills in alignment with the new draft of the National Education Act. This opens opportunities for students to become entrepreneurs, create community products, and even sell their products within 7-Eleven stores. The plan includes supporting the initiative with budgets, knowledge, educational materials, and equipment, as well as trained personnel with a public service mindset, who will become new-generation leaders (School Partners). These leaders will work in the field as mentors to develop schools nationwide. This is the sixth phase of the project, which has already reached 610 schools and impacted over 160,000 students. The initiative allows students to become business owners by helping to develop and create local products based on community knowledge. If any product stands out and meets quality standards, it will be considered for sale at 7-Eleven stores.

Currently, there are two CONNEXT ED schools that have excellently integrated academic and vocational education curricula. These schools also produce outstanding community products made by youth. They are: Ban San Pa Sak School, Hang Dong District, Chiang Mai, with herbal inhalers produced by lower primary school students. Wang Phai Phitthayakhom School, Wang Sombun District, Sa Kaeo, with tie-dye fabric bags using marigold flowers, produced by secondary school students. Both products are currently in the process of developing packaging and undergoing quality standard checks for further development and improvement.

Through this initiative, the company focuses on developing "Mini Entrepreneurs" in all six regions of Thailand to serve as models for other CONNEXT ED schools. These efforts aim to develop both vocational and life skills for youth, in line with global trends, and are divided into four areas:

1 ICT and academics

2 Vocational dimension

3 Agricultural

4 Environment

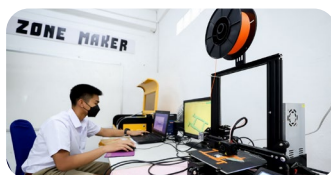
In addition to developing "Mini Entrepreneurs," the company aims to create local curricula to establish community learning centers. These centers will help build careers for people in the community who want to learn vocational skills and generate income.

ICT and Academics



“AI Lab continuation projec” Ban Nong Saeng Khok Noi School, Khon Kaen Province

The curriculum has been developed to incorporate modern technology disciplines, including Robotics, Artificial Intelligence (AI Lab), and basic Internet of Things (IoT). This initiative fosters innovation, leading to the creation of practical projects such as automatic hand sanitizer dispensers, smart drying racks, and intelligent waste bins, which can be effectively utilized in everyday life.



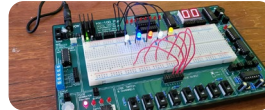
ICT and
Academics

“Water Smart Model Learning Center for Modern Agricultural Management” Ban Talay Sap Community School, Pathio District, Chumphon Province

Applies Internet of Things (IoT), Cloud Computing, and Big Data to develop intelligent irrigation control systems. The system automatically regulates water distribution based on key environmental factors such as humidity, temperature, and light intensity, ensuring efficient water management for agricultural plots. Furthermore, the technology is designed to be commercially viable, allowing it to be distributed and offered as a service to surrounding communities.

Impacts

- Cost reduction, increased income, and improved agricultural productivity for farmers.
- Enhanced technological skills for students, equipping them for future career opportunities. Revenue generation through the sale of smart irrigation control systems.

Vocational
dimension

“Careers - creating Café ” continuation project at the School for the Deaf, Nonthaburi Province, and Ban Na Khu School, Kalasin Province

Promote hands-on practice and career development for students with hearing impairments and intellectual disabilities, in alignment with the Office of the Basic Education Commission’s goal of providing education for students with special needs according to educational standards. The objective is to equip students with vocational skills that enable them to live happily and sustainably based on the principles of sufficiency economy. Students should also learn to utilize technology as a tool for learning and career development effectively. This is achieved by integrating essential skills such as 3R8C into the process, which includes thinking, designing, planning, and working together with students and the community, so that the knowledge gained can be applied and built upon in the future.



Project: “Jib-Chim-Chom Tai Rom San Pa Sak” Ban San Pa Sak School, Hang Dong District, Chiang Mai

Support the budget, knowledge, and provide guidance on developing the store and products for the team of teachers and students to extend the project 'Jib-Chim-Chom Tai Rom San Pa Sak' under the name 'Ras Jamjuree Shop.' The shop sells products from the community, such as herbal inhalers and souvenirs handmade by students. Additionally, support the distribution channel for 'herbal inhalers' through the ALL SME MARKET PLACE platform. Currently, efforts are underway to jointly develop products and packaging under the 'Small Entrepreneur' model to enable future sales in 7-Eleven and Modern Trade stores.



Vocational
dimension

Project: "Exploring the World of Bananas" Wat Chomphu Pradit School, Nakhon Si Thammarat Province

Product development by processing banana palm to enhance local wisdom and improve the livelihood of the community members. Local experts, villagers, and the community collaborate to develop products from banana palm that add value, such as banana rope, coffee cup handles, food trays made from banana leaves, and plant pots made from banana fibers. Additionally, skills in cost calculation, pricing, and using online platforms for product sales are also incorporated.



"Happy School tourism business" Ban Khao Thao School, Mueang District, Phang Nga Province

Support the transformation of a vacant area into a new tourist destination in Phang Nga Province, named "Happy School Learning Park" which includes agricultural plots, vegetable gardens, a nature classroom in a banana grove, a Colonial-style art school building as a check-in point, a Happy School café, pesticide-free vegetable plots, and various landmark check-in points within the area.



Impacts

- Generated substantial revenue for the school from tourism activities.
- Developed a localized curriculum on eco-tourism, agricultural tourism, and guided tour services for the community.
- Enhanced vocational tourism skills for students, preparing them for future career opportunities.



"Amazing hand-woven fabric project from the Paka-nyaw tribe" Ban Mae Yang Ha School, Samoeng District, Chiang Mai Province

Elevating and adding value to the handwoven fabric of the Paka-nyaw (Karen) ethnic group, which is a cultural heritage passed down through generations. It is an art form embedded with cultural traditions and is considered a valuable legacy. By integrating the knowledge of handicrafts into academic knowledge following the core curriculum, the aim is to broaden students' perspectives and encourage them to recognize the importance of indigenous fabrics. The process includes learning about valuable cultural traditions, preparing fabric fibers, spinning the fibers, creating the frame, weaving, embroidery, transforming, and eventually marketing the products.



Vocational
dimension

Project: "Rueangprai Products" Wang Phrai Wittayakhom School, Wang Sombun District, Sa Kaeo Province

The company provides financial support for the "Rueangprai Products" project at Wang Phrai Wittayakhom School to promote the development and production of marigold-based products, particularly tie-dyed fabrics. These products have gained significant popularity due to their variety, aesthetic appeal, and unique designs, making them well-received among customers. Through this project, students gain knowledge and vocational skills, allowing them to: Earn income while studying, Gain hands-on experience in product development, Enhance creativity and innovation, Develop teamwork and collaboration skills, Improve problem-solving abilities. By equipping students with entrepreneurial and career-oriented skills, this initiative helps them generate sustainable income, gain real-world experience, and enhance their employability, preparing them for future opportunities.



Agriculture



"Khok Nong Na Model" Project Ban Wang Din So School, Prachinburi Province

Integrates traditional agricultural wisdom into formal education, emphasizing experiential, hands-on learning to promote sustainable development. It is based on the "9-Step Sufficiency Economy Model," which progresses from basic self-sufficiency (having enough to eat, use, live, and find peace) to advanced economic and social integration (charity, sharing, saving, trading, and networking). Through this initiative, students gain practical knowledge and skills in modern, sustainable agriculture, fostering long-term self-reliance, environmental conservation, and economic resilience.



"Jasmine Rice and Vegetable Garden Learning Center under the philosophy of Smart Farmer" Project Ban Khok Mamian School, Surin Province

Integrates Smart Farmer principles into all subject areas, equipping students and community members with a comprehensive understanding of agriculture, including management, business operations, and technology applications. The initiative plays a crucial role in advancing Thailand's agricultural sector by fostering innovation and efficiency. Furthermore, the project promotes the production of premium black jasmine rice, generating a sustainable source of income for both the school and the local community.



Agriculture

**"Innovations incubation to increase agricultural production" at Ban Sribunruang School, San Sai District, Chiang Mai Province**

Create innovations to increase agricultural productivity and generate employment opportunities for children and students:

- The use of IoT (Internet of Things) technology to control temperature, humidity, and the irrigation system helps to increase agricultural productivity, such as in the case of sprouting beans.
- Waste without collectors involves the application of an automatic waste and leaf collection machine to manage leaf litter within schools, government buildings, and residential areas before disposal. This process utilizes natural decomposition methods to reduce human labor and time, while maintaining operational efficiency.
- CubicHydroponicFarm is a hydroponic farming method, or soil-free farming, designed to address the challenges of cultivating plants in limited spaces and unsuitable soil conditions. This system, known as CubicFarm, includes a conveyor belt planting system, lighting, automatic water valve systems, and water replenishment systems with essential nutrients. Additionally, the system is designed to move in response to light cycles and is integrated with IoT technology.

**"Aquaponics Vegetable" Project, Wat Ban O School, Phak Hai District, Phra Nakhon Si Ayutthaya Province**

The project involves soil-free vegetable cultivation using an aquaponics system, where organic fertilizer from fish manure is used to provide minerals and nutrients from natural sources to help the plants grow to full size before being used in the school lunch program. Excess produce is sold, and the used water is released into a treatment pond to adjust the water quality before being recycled back into the fish tanks. This method of soil-free farming produces both fresh vegetables and fish simultaneously. The operation takes place in a closed greenhouse system, with controlled temperature and humidity, as well as an evaporative misting system. Additionally, solar panels are used to generate electricity to power the greenhouse.

**Impacts**

- Reduced electricity costs by up to 50% for the school.
- Created income opportunities through the sale of surplus produce under a circular and eco-friendly agricultural economy.
- Enhanced access to safe and sustainable food for students.
- Improved produce quality, yielding larger, fresher, and more nutritious vegetables.



Environment

**"Ton Kla Rai Tung" project, Thap Sakae Kindergarten, Prachuap Khiri Khan Province**

Instill the values of reducing, reusing, and eliminating single-use items that contribute to waste, such as plastic cups, straws, and paper plates, among the youth and vendors in the school. Additionally, waste management is integrated into the curriculum, encouraging students to actively participate in waste sorting. The materials are separated from the waste and turned into valuable resources, generating income that is reinvested into the school. This initiative also aims to develop into a community learning center.



Environment

**"Tree Nursery and Ton Kla Café" Project Ban Mab Fak Thong School, Bang Lamung District, Chonburi Province**

The development and expansion of the 'Green Economy' concept within the school involves the nurturing of tree saplings to be distributed to various projects. Additionally, knowledge from the sapling cultivation process is integrated into the local curriculum, fostering an understanding of the value and importance of trees, forests, and nature. The lush sapling nursery also serves as a tourist attraction in Bang Lamung District, providing an opportunity for the 'Ton Kla Café' to reach a wider group of visitors. This initiative also aims to instill vocational skills related to business management.

**Ongoing Project: "Reed fiber coffee cup handles save the world" at Wat Pradu Hom School (Sukprachasan), Phatthalung Province**

Adding value and expanding into environmentally friendly products such as 'krachud' and 'kork' (local plants) can generate income for the community. The program 'Coffee Cup Handle - Eco-friendly Krachud Fiber' involves applying craft techniques to design coffee cup handles. This initiative has received budget support and has expanded the product line to be used at All Café, available at 7-Eleven stores in the local area.

**"Sambaisit by Dondang": Wood Furniture Training and Development Center Ban Don Daeng Don Noi Wittaya School, Mueang District, Khon Kaen Province**

CP ALL supports the budget and knowledge for the establishment of a training center and the development of wooden furniture products under the 'Sambaisit by Dondang' brand at Ban Don Daeng Don Noi Wittaya School. The center is created as a learning hub for students to engage in Action-Based Learning, allowing them to develop vocational skills. At the same time, the school has developed the 'Sambaisit by Dondang' course for the general public, offering training in the design and production of pallet wood furniture. Participants will receive certification from the Khon Kaen Labor Skill Development Institute, which will help increase production capacity if demand for the products grows in the future. This initiative will bring income to the communities of Ban Don Daeng, Ban Don Noi, and Ban Don Charoen, promoting sustainability for the community-based learning center.



Impacts and Benefits

- The Company supports a cumulative budget until phase 6 for the development of 610 CONNEXT ED schools. The sponsorship value for CONNEXT ED schools of (2019 - 2024) 76 million Baht
- Children, youth, and teachers who have undergone vocational training: 163,209 persons
- Support students, teachers, and communities for lifelong learning 19 local curriculum and 30 community learning centers
- Build 41 pilot schools or School Model
- 50 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

Quality Education Access and Promotion

The Company has continuously participated in societal educational initiatives for over 17 years through establishing institutions for education and access to VDO conference learning as follows:

- 1) Panyapiwat Technology College (PAT) provides opportunities for vocational education.
- 2) Panyapiwat Institute of Management (PIM), which provides youth with opportunities to further their education at the bachelor's, master's, and doctoral levels.
- 3) Panyapiwat Institute of Management Demonstration School (Sathit PIM) covering the middle and high school levels.
- 4) Panyapiwat Learning Center Online education (VDO Conference) at more than 20 locations nationwide.
- 5) Partnering with over 200 public and private educational institutions, the initiative supports vocational and higher education programs, expanding access to quality education and skill development.

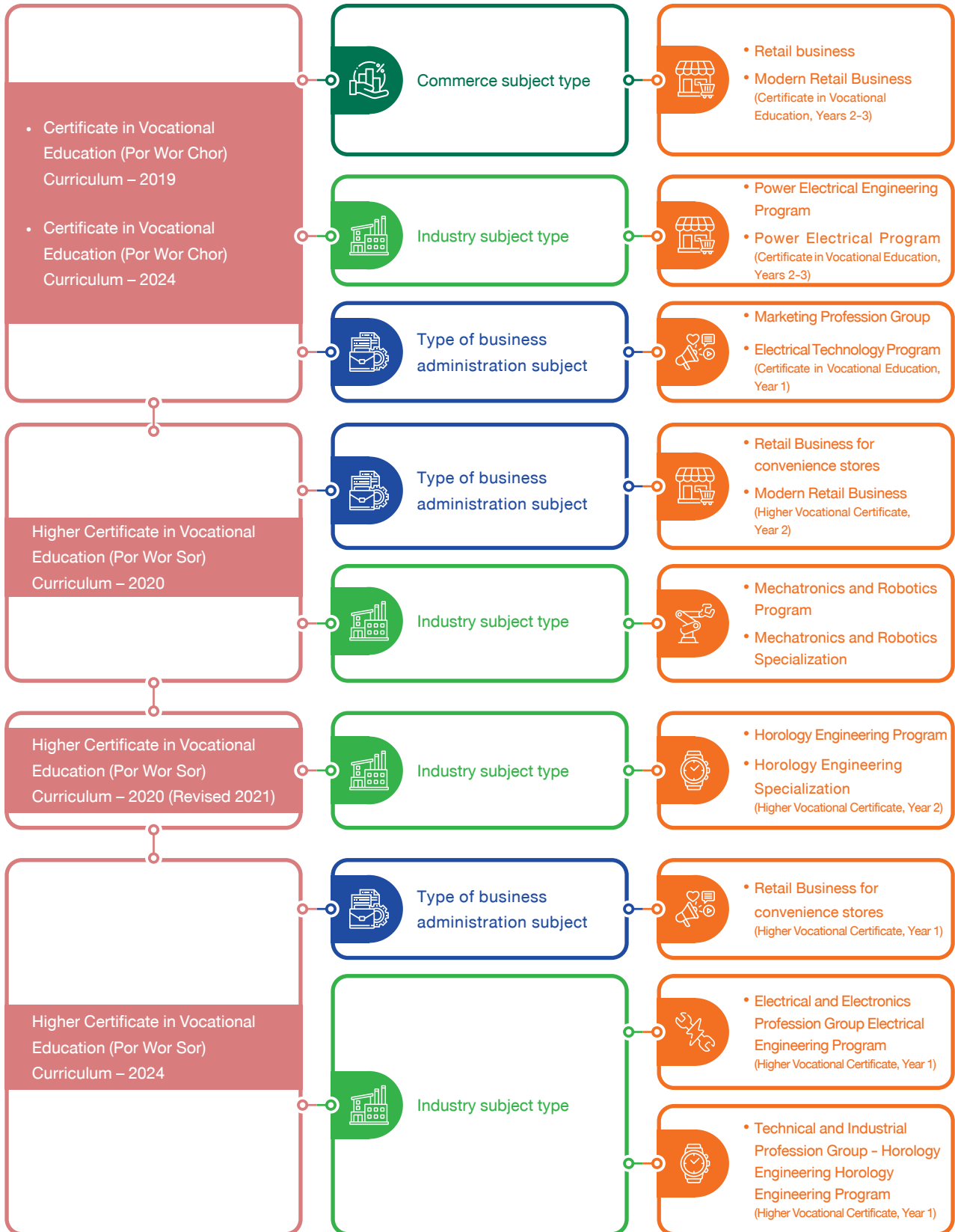
Furthermore, the company is committed to enhancing access to quality education by providing scholarships for students at the secondary and higher education levels on an annual basis. In 2024, the company has supported educational institutions and awarded scholarships as follows:

Panyapiwat College of Technology (PAT)



The company established Panyapiwat Technological College (PAT) to provide vocational education opportunities at the Certificate in Vocational Education (Por Wor Chor) and Higher Certificate in Vocational Education (Por Wor Sor) levels. These programs are available to students who have completed Grade 9 (Mathayom 3) or Grade 12 (Mathayom 6) and follow the Ministry of Education's Dual Vocational Education curriculum. PAT emphasizes Work-Based Learning, enabling students to acquire practical experience through hands-on training at 7-Eleven stores and affiliated companies. Students enrolled in the program receive full scholarships, monthly stipends during practical training, and guaranteed employment opportunities upon graduation.

The college offers five vocational training programs, 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 170 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 12,700 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:



Modern Trade Business Specialization

Certificate in Vocational Education (Por Wor Chor) / Higher Certificate in Vocational Education (Por Wor Sor)

The Modern Trade Business Specialization curriculum focuses on developing a dual vocational education system that enhances modern retail management. It emphasizes advanced distribution processes, technology-driven retail operations, and hands-on professional training through Work-Based Learning. This approach ensures that students acquire practical skills in modern trade operations, product and service presentation, accessibility, and convenience, while catering to specific target markets in strategically selected locations. The curriculum is designed to meet the increasing demand for retail professionals by fostering expertise in modern retail distribution and sales systems, technology integration, professional skill development, customer-centric product and service offerings, and strategic retail location management. Students enrolled in this program gain the essential knowledge, competencies, and practical experience required to pursue careers in the modern retail industry and effectively respond to evolving consumer needs.



Learning Professional Store Management Systems



Organizing Marketing Activities for Target Customers



Understanding Product Diversity, Classification of Consumer and Non-Consumer Goods, and Effective Inventory Management to Meet Customer Demand



Effective Management of Public Relations Media in Modern Retail to Reach Target Customers



Developing Modern Information Technology Systems for Efficient Management



Comprehending Modern Sales Systems in B2B and B2C Markets



Store Layout and Component Management



Performing Point-of-Sale Equipment Operations in Accordance with Sales Procedures, Including Maintenance and Safe Storage of Professional Tools



Systematic and Standardized Product Arrangement to Enhance Customer Convenience



Performing Service Delivery, Sales, and Product Return Operations While Addressing Customer Complaints and Establishing Professional Customer Relationships



Analyzing Store Location Potential and Target Customer Segments



Building and Enhancing Customer Relationships with Professional Ethics by Utilizing Sales Presentation Techniques, Providing Product Information, Preparing Sales Documentation, Managing Inventory Data, and Overseeing Product Delivery in Compliance with Company Policies



Sales and Business Management



Analyzing and Planning Storage Layouts for Supplier Deliveries, Assigning Product Codes Using Software Solutions, Identifying Storage Locations, and Executing Advanced Sales and Service Operations in Compliance with Company Policies



Electrical Power Program

Certificate in Vocational Education (Por Wor Chor)

The Electrical Power Program is designed as a dual vocational education system, integrating both theoretical knowledge and practical training to ensure students develop a strong foundation in electrical engineering. The program emphasizes hands-on learning under the guidance of experienced professionals and industry specialists to equip students with precision skills and technical expertise. The curriculum is developed in collaboration with industry partners, ensuring that training content aligns with competency-based education and professional standards. Students will gain fundamental knowledge in the following areas:

	Selecting and Applying Appropriate Methods, Tools, and Basic Materials for Operations		Designing, Interpreting, Drafting, and Estimating Costs for Electrical Projects
	Developing a Strong Foundation in Specialized Professional Skills		Fabricating, Assembling, and Welding Metal Structures in Various Formats
	Enhancing Critical Thinking, Analytical Abilities, and Problem-Solving Skills		Assembling, Installing, Maintaining, Applying, and Inspecting Electrical Systems and Equipment for Indoor and Outdoor Use, Including Control Panels and Basic Industrial Electrical Systems, as well as Basic Programmable Logic Controller (PLC) Programming
	Integrating Modern Technology for Advanced and Efficient Work Practices		Assembling, Installing, Maintaining, Applying, and Inspecting HVAC and Refrigeration Systems
	Managing Safety Procedures in Compliance with International Standards.		Designing, Installing, Controlling, Inspecting, Analyzing, Troubleshooting, and Maintaining Electrical Equipment and Power Systems for Indoor and Outdoor Applications, Including Control Panels, Industrial Electrical Systems, HVAC and Refrigeration Systems, Electromechanical Equipment, PLC Programming, Electrical Drafting, and Automation System Installation
	Assembling, Disassembling, and Testing Electrical Circuits and Equipment		
	Installing Electrical Devices for Indoor and Outdoor Applications, Including Communication Systems		
	Controlling Electric Motors and Testing Electromechanical Systems		



Mechatronics and Robotics Specialization

Higher Certificate in Vocational Education (Por Wor Sor)

The Mechatronics and Robotics curriculum is designed to enhance students' skills in critical thinking, analysis, and artificial intelligence (AI) design to optimize industrial production management. The program focuses on advancing machine capabilities within industrial settings, including factory robotics and intelligent systems, as well as training automation maintenance engineers, design engineers, and machine control specialists to improve operational efficiency in manufacturing industries. The program provides fundamental knowledge in electrical circuit design and control, machinery control, and the design of heavy machinery and structural components, ensuring students acquire essential expertise to meet industry demands.



Watch Technology Specialization

Higher Certificate in Vocational Education (Por Wor Sor)

The Watch Technology curriculum focuses on developing technical expertise and specialized professional skills through hands-on training. Students will gain in-depth knowledge of disassembly, assembly, repair, and maintenance of various types of watches, ranging from basic timepieces to luxury global brands, including quartz, mechanical (manual-winding), and automatic movement systems. The program also emphasizes fault analysis, diagnostics, customer service, and workshop design, ensuring students acquire the necessary skills to excel in the watchmaking industry. Upon completing the two-year program, graduates will have the opportunity to pursue higher education in related fields or embark on careers as watch technicians, expert watch repair specialists, and service professionals in leading watch companies. Additionally, students can leverage their expertise to establish their own independent watch repair and maintenance businesses.

Ongoing project: Professional Academic Service – Year 20

Students from the Retail Business, Electrical Power, and Watch Technology programs actively engage in volunteer activities, academic services, and professional services to support the community and society in Nonthaburi Province. These initiatives integrate students' knowledge and hands-on experience to promote learning and skill-sharing through various activities, including:

Retail Business Program



Household Accounting Exam

Collaboration for community

Waste Management under the "Acheewa Rai Tang" Project

Providing Online Educational Content on Retail Business

Community Livelihood Development: Food Production, Sunflower Sprout Cultivation, Hydroponic Farming, and Vermicomposting

Community Development in Business Planning

"PAT Doing Good" Volunteer Project

Providing Knowledge on the Game of Go (Weiqi)

Providing Knowledge on STEM and Sufficiency Economy

Impacts and Benefits

- 1,628 students participated in the project
- Participants' satisfaction rate is over 95.25%
- The project creates jobs and businesses for people in the communities
- Provide retail business management knowledge for the community
- Instilling a Sense of Responsibility, Self-Sacrifice, and Volunteerism in Students Toward the Community, Society, and Other Organizations
- Promoting Educational Institutions to Enhance Public Awareness and Establishing Educational Networks

Electrical Power Program



Watch Technology Program



Electrical Work and Equipment Maintenance

Air Conditioning Maintenance

Household Appliance Maintenance

Wristwatch Battery Replacement and Maintenance

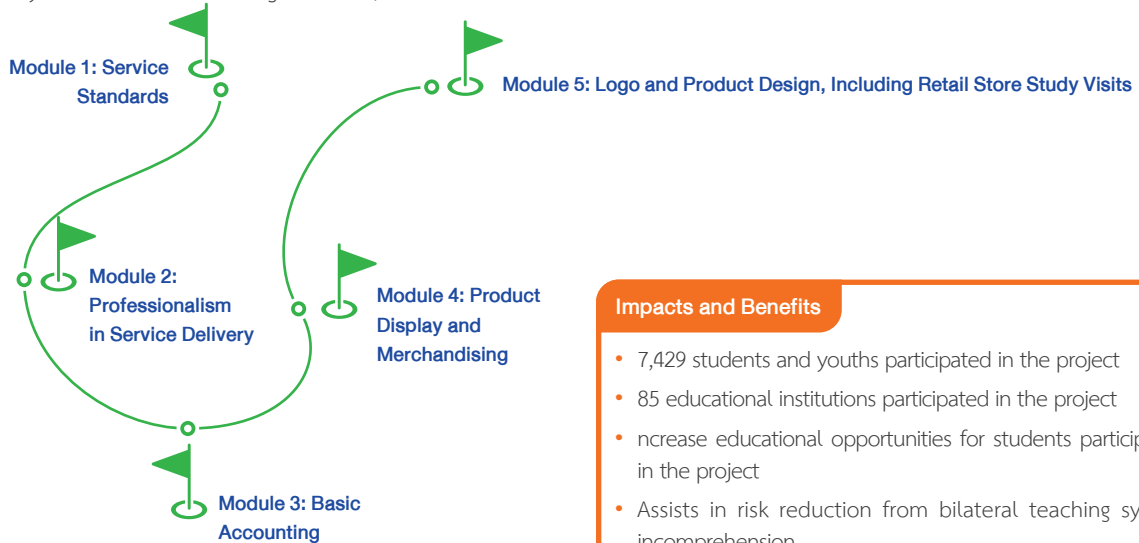
Air Conditioning Cleaning and Maintenance Services

Impacts and Benefits

- 141 students were participating in the project and receiving professional academic services
- 97.40% participants satisfaction rate is over
- Enhance career skills for students in the program. Build knowledge for career development and help reduce the burden of electrical appliances and maintenance costs for the community
- Reduces the risk of potential accidents and overuse of electricity due to the lack of maintenance and basic knowledge in electrical work
- Foster positive community relationships
- Students apply their knowledge and skills in watch maintenance to benefit the community
- Reducing maintenance costs for community members
- Students develop systematic work approaches and teamwork skills
- Participating students gain hands-on experience in professional service tasks relevant to their career paths

Ongoing Project: Business for Young Program

CP ALL is committed to promoting and enhancing youth awareness of career opportunities in the retail business sector through the Panyapiwat Learning Center. This program aims to help students make informed decisions about their education and career paths by engaging in interactive learning activities such as Learn and Play sessions and workshops. Students participate in 5 key retail business learning modules, which include:



Impacts and Benefits

- 7,429 students and youths participated in the project
- 85 educational institutions participated in the project
- Increase educational opportunities for students participating in the project
- Assists in risk reduction from bilateral teaching system incomprehension
- Project participants are motivated to continue their vocational education

Ongoing project: "Acheewa Rai Tang" - Year 4

Panyapiwat Institute of Technology has been implementing the "Acheewa Rai Tang" (Zero Waste Vocational Education) Project since 2021, with continuous expansion through 2024. This initiative focuses on waste segregation and resource management, operating under the "Khum Kha Bank" (Value Bank) Program to educate participants on sustainable waste management in daily life. The project emphasizes the Reduce, Reuse, and Recycle (3Rs) principles, fostering awareness and responsibility among students by encouraging active participation in waste management at the source. The project continues to expand its network, sharing waste management knowledge, operational strategies, and providing necessary equipment to support sustainable practices. It has also received collaboration from Charansanitwong Technological College, which visited the program to observe waste segregation methods and participate in exhibitions showcasing waste management solutions. Additionally, project representatives presented insights to the District Quality of Life Development Committee (PQOC) of Mueang Nonthaburi and conducted educational sessions on waste segregation at Wat Lahan Municipality School. In the 2024 academic year, 35 educational institutions are participating in the "Acheewa Rai Tang" Project, including: 12 vocational colleges, 17 secondary schools, 6 Panyapiwat Learning Centers in Bangkok. The total number of participants engaged in the project this year is 1,977 students, further strengthening environmental awareness and sustainable waste management practices within educational communities.



Academic and Professional Service Project for the Community

Panyapiwat Institute of Technology has implemented the Academic and Professional Service Project to provide vocational training and skill development for students and community members in Nonthaburi Province. The initiative aims to equip participants with practical skills that can be used to establish supplementary careers and generate income. Expert instructors from the institute share their knowledge through hands-on activities, including:

Sunflower Sprout Cultivation
for Income Generation

Coffee Brewing Skills for
Entrepreneurship

Organic Hydroponic Farming
for Sustainable Careers

Vermicomposting for
Agricultural Sustainability



Impacts and Benefits

- 557 students from participating institutions have joined the program
- 90% participants' satisfaction rate is over
- The program creates careers and businesses for the community
- It builds knowledge in retail business management for the community
- Youth can use the skills gained to create additional income or make it their main occupation to support their families

Panyapiwat Institute of Management (PIM)



Panyapiwat Institute of Management (PIM), an institute for students who graduated from high school, vocational education or equivalent, offers the opportunity to study at the bachelor's degree level and can continue to master's degree and doctorate degree through Work-based Education (WBE). The 3 pillars in linking theoretical knowledge with the actual practice for students are as follows:

1



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.

2



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.

3



Enhancing instructor and student knowledge through class room teaching and learning based upon real-life challenges occurring within the organization enables pertinence and organizational innovations application.

CP ALL, in collaboration with the Panyapiwat Institute of Management (PIM), has provided scholarships to over 11,700 youth and employees, with a total value exceeding 685 million Baht. These scholarships are for undergraduate studies in the Faculty of Business Administration, specializing in Modern Retail Business Management. The program emphasizes learning combined with practical work experience, supported by a network of partner organizations that offer internships. This approach ensures that students acquire the necessary skills and are ready to work immediately upon graduation. Furthermore, there are opportunities to join CP ALL in operational roles as junior executives and progress to senior management positions. Graduates can also become owners of modern trade stores, operate their own businesses, engage in both online and offline product and service ventures, and pursue careers as entrepreneurs or consultants in modern retail businesses, such as convenience stores, wholesale shops, and shopping malls.

CP Axa, in collaboration with the Panyapiwat Institute of Management (PIM), has provided scholarships to over 526 recipients, including employees' children, customers, heirs of retail shops, and employees, with a total value of over 6.79 million Baht. These scholarships are for undergraduate studies in the Faculty of Business Administration, specializing in Modern Retail Business Management (CIMM), the Faculty of Agricultural Innovation and Management, specializing in Agricultural Management Innovation (IAM), and Retail Business Management. The program offers opportunities to work with Makro in supervisory roles or as business owners in partnership with Makro. Additionally, it provides opportunities for further education to Makro employees who hold a Higher Vocational Certificate (HVC) and are interested in pursuing a bachelor's degree but lack the opportunity and financial resources. This allows them to apply their knowledge to their current work and receive a degree upon completion of the program.

Learning Life Fund

Panyapiwat Institute of Management (PIM) established the 'Fund for a Lifetime of Learning,' or PIM SMART, to provide scholarships to students participating in the program. This is a scholarship without any obligations. Currently, 757 graduates have benefited from the fund, and 321 scholarships have been awarded, amounting to a value of 8.2 million Baht in 2024.

Panyapiwat Institute of Management Demonstration School (SATIT PIM)

Building Success Starts with a Strong Educational Foundation

CP ALL is committed to the belief that every child should have the opportunity to learn what aligns with their interests, while also developing essential life skills such as management, communication, and ethics. This belief led to the establishment of the Panyapiwat Institute of Management Demonstration School (SATIT PIM) to provide Thai youth with the chance to learn through a modern Thai curriculum that builds the necessary skills for their careers.

The company founded SATIT PIM to offer educational opportunities to secondary school students in grades 7-12 (Matthayom 1- 6) through Active Learning. The school encourages learning based on the students' interests and specialized skills, while fostering an environment conducive to effective learning through a Digital Classroom format. It also instills virtues, responsibility, and discipline to help develop students into skilled and ethical individuals in society. Currently, the school has over 947 students, with 294 graduates to date.



Happiness School

Beyond the exceptional approach to education management, CP ALL is committed to shaping talented and ethical individuals through education, aiming to create leaders of the 21st century. Another key aspect of the Panyapiwat Institute of Management Demonstration School is being a Happiness School. When students are happy in what they do, success follows naturally. The school emphasizes learning through play, hands-on experience, self-awareness, and following personal interests and strengths. There is no competition, no ranking, and no comparison. It operates under the core philosophy of "Valuing education that brings happiness," focusing on the happiness and success of the students. Through Phenomenon-Based Learning (PhBL), the school encourages students to engage in learning and create their own knowledge (Constructivism), using Active Learning processes that are student-centered (Child-Centered). This approach fosters lifelong learning (Life-Long Learning). The school provides access to education for all students, including those in schools with a Finnish-style approach, such as the Panyapiwat Institute of Management Demonstration School (SATIT PIM). It also prepares students for learning that can take place anytime and anywhere, coupled with practical hands-on experience (Active Learning). The educational management is designed in 4 key dimensions as follows:

1 Intensive Curriculum

The curriculum promotes learning by ensuring that students enjoy the learning process, guided by expert teachers both from within the country and abroad. It focuses on Academic English, academic skills, and exceptional language proficiency. The program strengthens students' capabilities in four core subjects: Mathematics, Science, English, and Chinese.

3 Self-Discovery Process and Student Development

The guidance process is strong and closely managed by teachers, psychologists, and in collaboration with students and parents. Inspiration is fostered through field trips and lectures from guest speakers who are experts in various fields. This is an integral part of the process of discovering students' strengths, enabling them to set clear learning goals and define their path to success more effectively.

2 Teaching and Learning Approach

- **Active Learning:** Learning in the classroom is conducted through active engagement and hands-on practice, allowing students to gain direct experience. There is no ranking or comparison to avoid creating pressure or competition among students.
- **Digital Literacy:** Technology is integrated into teaching and learning. CP ALL has been recognized as an "Apple Distinguished School (ADS)" for the second consecutive term (2020-2026), reflecting the school's vision of learning through technology.
- **Assessment and Evaluation Process:** Each student is assessed individually, with a personalized system of student care. Teachers provide close guidance and counseling to help students unlock their potential, abilities, and self-discovery before entering university with a solid foundation.

4 Educational Network

Having strong educational partnerships both domestically and internationally is crucial. For example, in collaboration with the Finnish Embassy in Thailand, camps are organized to extend learning opportunities for students in Finland. There is also cooperation with the New Zealand Embassy to offer cultural exchange programs with universities in China and Japan. Additionally, international students are invited to participate in activities alongside Thai students. These initiatives are part of the educational network that supports students in becoming global citizens, ready to engage in an international environment.

Education Opportunities

Under the social strategy "7 Go Together", the Company provides academic opportunities for students who have completed Grades 10-12 (Matthayom 4-6), those in vocational education (Vocational Certificate Program and High Vocational Certificate Program), and higher education (Bachelor degree or higher) for 16 consecutive years. In 2024, a total of 37,523 scholarships have been granted, totaling the value of 1,186 million Baht, and there are 10,474 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, 4,987 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 2024, the outstanding projects were as follows:

Ongoing Project: " Happiness Network in the South" – Year 5

The company recognizes the impact of violence in the 5 southern border provinces, which has led to a lack of educational opportunities for youth. CP ALL, the Panyapiwat Institute of Management (PIM), and the Southern Border Provinces Administration Center have therefore collaborated to expand educational opportunities by providing scholarships and supporting living expenses during studies from the PIM SMART Fund. This includes 3,000 Baht per month for living expenses and 1,500 Baht per month for accommodation, with an income of 12,000-15,000 Baht per month during internships. Additionally, the program encourages graduates to return to work in their hometowns, stimulating employment and fostering economic circulation in the region, thereby improving the income and quality of life for the community.

Impacts and Benefits

- Awarded 4,298 scholarships, valued at 773.64 million Baht
- 12 cohorts have graduated, totalling 1,855 students
- 100% of graduates are employed
- Students receive an average monthly income of 18,000-20,000 Baht/month upon graduation
- Founded 43 community enterprises

Ongoing Project: "Smiles to the Top of Mountain PIM" – Year 7

CP ALL and Panyapiwat Institute of Management (PIM), in collaboration with the National Electronics and Computer Technology Center (NECTEC) and Choice Mini Store Co., Ltd. to reduce inequality, create equal opportunity, develop the potential of youth in the area, provide scholarships in higher education for ethnic youths in Mae Hong Son Province, organize teaching and learning activities in a learning model system from Work-based Education (WBE) on the innovation front. The project also brings unique community products to improve and develop and raise income for the community with a distance learning system and Teacher-Student Relationship.

Impacts and Benefits

- 378 scholarships granted, valued 68.04 million Baht
- 7 cohorts of 215 students in the program graduated
- 100% of graduated students are employed
- Students earn an average monthly income of 12,500-15,000 Baht, higher than the average income of the population of Mae Hong Son Province by 62.57%
- 27 community entrepreneurs trained

Ongoing Project: "Returning Good People to Society" – Year 6

CP ALL, Panyapiwat Institute of Technology, Panyapiwat Learning Center, in collaboration with the Department of Juvenile Observation and Protection, Juvenile and Family Court, Department of Probation, Ministry of Justice, has expanded its cooperation in 2024 to include child and youth welfare centers under the Department of Children and Youth, Ministry of Social Development and Human Security. The project supports the rehabilitation, treatment, and educational opportunities for juvenile offenders nationwide. These individuals are given the opportunity to study at the participating colleges, learning centers, and cooperating educational institutions, through courses in retail business and retail management in a dual education format. This involves theoretical study at the educational institutions, combined with vocational training at 7-Eleven stores under the program "Promoting and Developing Vocational Skills for Children and Youth. Additionally, the project supports the provision of equipment and computers to rehabilitation centers for drug offenders and juvenile observation centers, helping offenders reintegrate into society with dignity and lead fulfilling, normal lives.

Impacts and Benefits

- 957 students and youth participated in the project
- 169 scholarships granted
- Sponsorship valued 9.6 million Baht
- Sponsor 90 equipment and computers sets
- Equipment and computer sponsored worth 450,000 Baht
- Youth are given educational opportunities, earn income while studying, secure employment after graduation, and have opportunities for additional careers



Ongoing Project: "Creative AI Camp IIA: Creative AI Club" – Year 7

The Company emphasizes promoting youths in every dimension from increasing skills and knowledge in technology and artificial intelligence (AI), business to philosophy. It also creates a platform for youth to show their potential in formulating AI work, an important step in creating sustainable human resources through the Creative AI Camp (CAI Camp) and Creative (CAI Club) projects, with 3 objectives as follows:

New learning Space

New learning Space
Build a learning space with facilities to expand AI.

**New Creative Community**

New Creative Community
Build a new community that collaborates to share knowledge in AI and create a network for youth.

**New Innovations & Solutions**

New Innovations & Solutions
Build innovation, think, and develop new approaches and solutions to problems with AI by club members.



In 2024, the company launched the Creative AI Camp project under the concept "AI For All" to provide knowledge while enhancing AI skills for youth in upper secondary education, vocational education (VET certificate and diploma), and higher education (university students in the 1st-2nd years). The program focuses on both the application of AI in business and developing in-depth technological skills to address various societal issues. The camp has produced notable results, as follows:

Outstanding achievements under the Creative AI Camp project**Achievements/Projects****Details of Achievements/Projects****First Prize: KM and AI CHATBOT for Answering SME Questions****First Prize: Work: KM and AI CHATBOT**

To assist in answering questions for SMEs seeking to do business with CP ALL, this concept was developed by the Innovation-Driven Enterprise Promotion Center.

**First Runner-Up: AI for Checking PM Ice Cream Freezer Work****First Runner-Up: Work: AI for Checking PM Ice Cream Freezer**

This concept was developed by the Corporate Asset Management Department.

**Second Runner-Up: AI for Assisting in Budget Forecasting Calculation****Second Runner-Up: Work: AI for Assisting in Budget Forecasting Calculation**

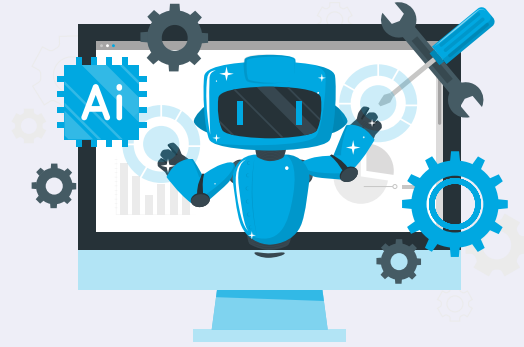
This concept was developed by the Kudsan Unit, Bellinee's Premium Cafe.

**The Best Innovation: AI for Inspecting Damaged Signs at Store Branches and Categorizing Types of Damage****The Best Innovation: Work: AI for Inspecting Damaged Signs at Store Branches and Categorizing Types of Damage**

This concept was developed by the Construction Management Department.

CAI Retail Hackathon: Action Detection Competition

The first CAI Retail Hackathon was launched under the challenge of Action Detection, which involves detecting behavior using AI technology, specifically Computer Vision. This technology can learn and analyze both still images and videos. The event focused on applying AI technology to develop models that solve various problems within convenience stores, aiming to enhance customer service experiences. Participants competed for a total prize pool of over 230,000 Baht, along with medals and certificates for the winners and participants.



Achievements/Projects



Details of Achievements/Projects

First Prize and Second Prize – 2 Awards

First Prize: A group of first-and second-year students from King Mongkut's Institute of Technology Ladkrabang.



Second Prize: A group of upper secondary school students from Montfort College, Chiang Mai.

Impacts and Benefits

- 137 students participated in the project and trained in skill development
- Activity budget valued at 3.43 million Baht
- Develop skills in technology, artificial intelligence, business, and philosophy from Go
- Create a network of knowledgeable and high capability people
- Establish a center for technological resources and knowledge and artificial intelligence

Good Health & Well-being

“CP ALL is committed to conducting business responsibly, with a strong focus on consumer health and well-being. The Company strives to create high-quality, safe products that earn consumer trust while promoting better health for everyone.”



Good Health & Well-being

Supporting the SDGs



SDG2 End hunger, achieve food security and enhance nutrition and promote sustainable agriculture
 2.1 End hunger and provide security for all, especially the poor, those in a fragile state, and infants -they should have the right and access to safe and nutritious food.



SDG3 Ensures healthy lives and promotes well-being for all at all ages
 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



SDG12 Ensures sustainable consumption and production patterns
 12.4 Achieve management of chemicals and all waste categories throughout respective life cycle in an environmentally friendly method in accordance with agreed international frameworks, which significantly reduce emissions into air, water and soil, as a means to maximize reduction of negative impacts on human health and the environment

Risks and Opportunities

In 2024, health risks are likely to increase due to adverse effects from climate change, air pollution, and current societal needs. Thus, consumers view health-promoting products in higher regard and have increased product quality expectations.

The Company focuses on research and product development throughout all production activities from raw materials sourcing to distribution to reduce disparities concerning rights to health among consumers and vulnerable populations. This approach aims to provide the elderly and low-income individuals with access to healthy and nutritious product options. In reducing potential health risk and ensuring basic consumer rights to good health, healthy food offerings include organic produce and products low in fat, sodium, sugar, additives, salad products free from exposure to fertilizers and chemicals to boost agricultural quantity, and products high in protein. Moreover, nutritional information is completely displayed on the packaging to promote health and well-being of consumers in every dimension.

Significantly Affected Key Stakeholders



Results of the “Double Materiality Matrix”

Sustainability Dimensions

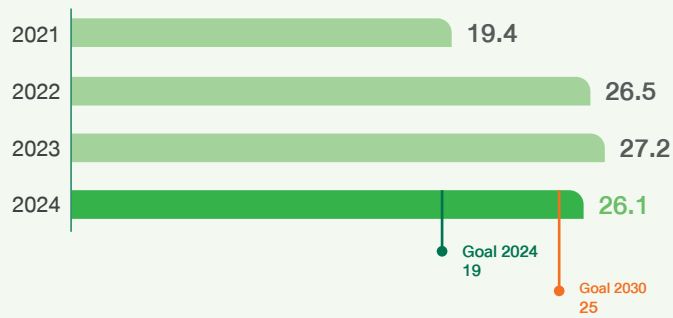
- Social Dimension

Impact level for application in business operations

- Critical Material Topics

Progress against Short-term and Long-Term Goals

Increase the number of new health & nutrition products and services.
(Unit: %)



Key Performance in 2024



New Nutritional Products 1,135 SKUs



Sales of New Nutritional Products 33.60%



Sales of Organic Products 5.72%



Sales of Organic Products (Non-Food) 3.04%



Participants in the health care awareness program:
“Healthy Community” 3,000 persons



Recall of products which may affect consumer
health 45 cases

Key Progress in 2024



Elderly food project



“Good Health with Healthy Boxed Lunch” under the brand EZYGO Eat Well, “Delicious, Easy, Healthy” healthy boxed lunch project



“Chef cares Ready Meal” Health food products project



Create safety and product quality awareness among employees and suppliers

Performance Summary in 2024

Research and development of products for good health and well-being



Personnel in research and
development 494 people



Research outcomes
75 projects



Allocated budget
42 million Baht



Research and development
agencies 4 agencies

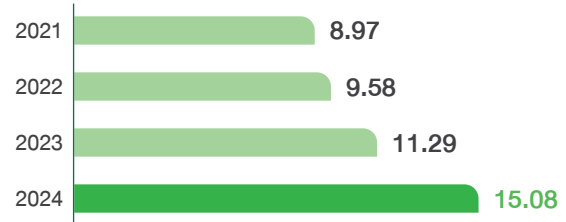


Suppliers/external agencies collaborating
in research and development 18 agencies

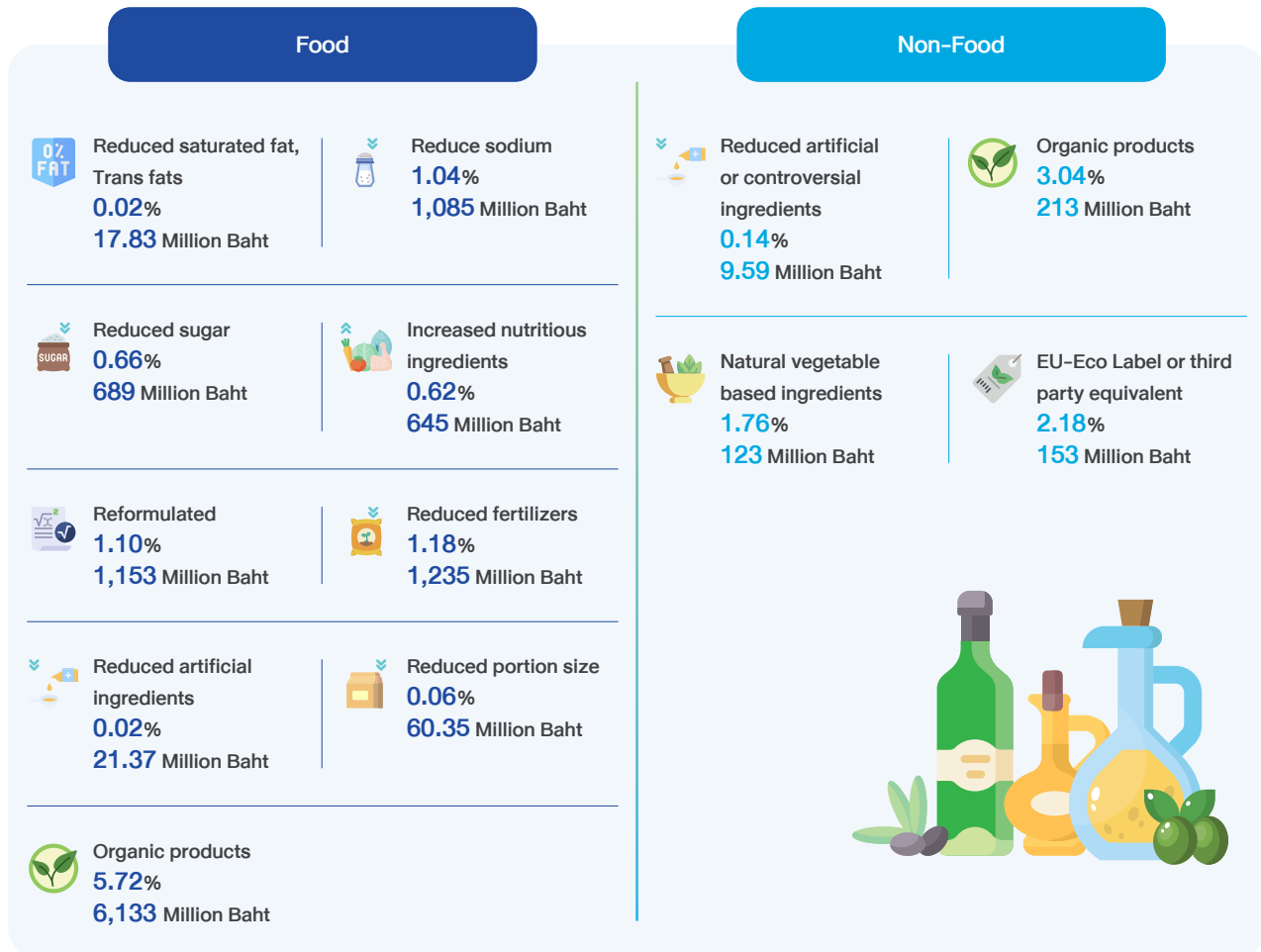
Total sales of Private Brand (Unit: %)



Total sales of Private Brand Health Product (Unit: %)



Total sales of Private Brand Health Product by Category



Remarks: The information reported only covers jointly developed products (Private Brand: PB) sold through various CP ALL offline and online channels.

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 and Beverage at 40.17%

Management Approach

The Company operates under the “Good Health & Well-being” policy and strategy in terms of health and nutrition to promote health and well-being among consumers through focusing on producing and distributing high nutritional value products, developing health products not only to satisfy consumer demands but also international safety standards, and ensuring product information transparency through easily legible labels according to respective national rules and regulations.

In addition, the company emphasizes food innovation and nutritional enhancement by focusing on research in collaboration with its affiliated entities, such as CP Foodlab Company Limited and the Product Management Division of CP ALL Public Company Limited. Furthermore, the company partners with external organizations involved in food innovation and health technology, such as the National Science and Technology Development Agency (NSTDA), to develop products that meet consumer needs.

The Company establishes standards for products jointly developed with the Company (Private Brands) through certification by external agencies and international standards. In 2024, the Company was granted “Healthy Choice” (Thai Healthier Logo) health product certification from the Institute of Nutrition Mahidol University for over 900 items. This achievement was a result of the Company’s continued support of food and beverage products consisting of both reduced amounts of potentially health impacting ingredients including sugar, fat, sodium, additives, preservatives, synthetic colors, etc. and added nutritional components namely vitamin A, zinc, iodine, fiber, and iron. Consumers currently have the option of over 200 healthy product offerings inclusive of fresh salads and fruits to select from.



To further increase the variety of choices for consumers, the Company delivers organic products and natural-based ingredient products in the beauty, cosmetics, and household category in addition to those offered in the food and beverages category.

The Company highlights responsible sourcing of quality materials which must be certified and traceable, especially for genetically modified organisms (GMOs).

The Company continuously monitors and reviews performance to ensure consistent promotion of consumers’ health and well-being is consistent with expected progress against short-term and long-term goals. Data is also collected to develop policies, operational plan and effective future research proposals. In addition, the Company emphasizes monitoring and inspecting product labels to ensure conformation to Company requirements and adherence to consumer safety. In 2024, the Company recorded zero cases involving vague descriptions of key ingredients, usage instructions, product recommendations, or advertisements deemed noncompliant with legal requirements, basic standards, the Company’s practices or relevant consumer expectations.



For more Information

► [Health and Nutrition Policy](#)



Research and development of health promoting products according to the health-conscious choice criteria

Criteria for health promoting products in the food and beverage category

The Company complies with and refers to the Ministry of Public Health announcements relating to nutritional and health standards to develop health promoting products in addition to determining food and beverage criteria classified as health products. 4 categories of products mentioned are as follows:

1



Products certified or fulfilling the criteria for “Healthier Choice” or Thai Healthier Logo certified by the Institute of Nutrition, Mahidol University

2



Foods that have an increased or decreased nutrition or without nutrients according to the law or standards, e.g., according to the announcement of the Ministry of Public Health (No. 445) B.E. 2566 (2023)

3



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

4



Medical food, functional food, or food supplement according to the announcement of the Ministry of Public Health (No. 238) B.E. 2544 (2001) and the Ministry of Public Health (No. 293) B.E. 2548 (2005)

Examples of healthy food and beverage products

Reduced sugar, fat or sodium products



Good Mate Sugar-free
Formula Oat Milk 180 ml.

Product features and health benefits

Good Mate 0% sugar oat milk is free from additives, cow’s milk, lactose, gluten and all kinds of nuts and is gentle towards the gastrointestinal system while retaining high amounts of calcium, vitamins, and fiber from natural oats.

Release date

August 22, 2024

Number of branches where products are available

Nationwide

Products with added nutritional value



Vitaday Vitamin C
Gluta Water 480 ml.

Product features and health benefits

Sugar-free vitamin infused beverage containing concentrated glutathione and vitamins imported from England which aids the body in glutathione absorption. The product also contains glycine and cysteine, amino acids essential towards body function.

Release date

March 21, 2024

Number of branches where products are available

Nationwide

Improved formula products



Spicy Minced Pork
& Grilled Pork with Rice

Product features and health benefits

Adding on to the deliciousness of the best-selling menu through recipe adjustments (Level Up), a protein source made even more delicious and spicy with authentic laab ingredients.

Release date

June 2, 2024

Number of branches where products are available

Nationwide

Additive Reduced Products



Jasmine Red Cargo Rice with Stir-Fried Basil Chicken Breast

Product features and health benefits

High in protein, no MSG added, no preservatives added and nutrition from carrots and broccoli.

Release date

February 15, 2024

Number of branches where products are available

500

Products with natural main ingredients



V Farm x Suwan Farm Corn Milk 280 ml.

Product features and health benefits

V Farm x Suwan Farm Corn Milk uses main ingredients from natural sources and contains probiotics from corn to promote intestinal health.

Release date

August 15, 2024

Number of branches where products are available

Nationwide

Fertilizer reduced products and Organic products



Organic Cos Salad 60 g.

Product features and health benefits

Ready-to-eat organic vegetables contain vitamins and minerals.

Release date

January 20, 2022

Number of branches where products are available

4,691

Fertilizer reduced products and organic products



BEAR BRAND Enriched UHT Milk 170 ml.

Product features and health benefits

Bear Brand Enrich Honey, Sugar-Free Formula—delicious in the signature Bear Brand way. Naturally fragrant and mildly sweet from real honey, with no added sugar. Perfect for health-conscious individuals.




Release date



June 18, 2020

Number of branches where products are available

Nationwide

Examples of Private Brand Health Product

Food Products	Food Products	Food Products
		
Whole Grain Pumpkin Bread	Riceberry Mixed Jasmine Rice with Spicy Chicken Breast	Grilled Salmon Salad
Product features and health benefits	Product features and health benefits	Product features and health benefits
low cholesterol and rich in dietary fiber.	High in protein, no MSG added, no preservatives added.	Contains vitamin A.
Release date	Release date	Release date
July 15, 2024	February 15, 2024	January 22, 2024
Number of branches where products are available	Number of branches where products are available	Number of branches where products are available
Nationwide	500	Nationwide

Food Products	Beverage Products
	
Spicy Mushroom Larb Ball	Drinking Yoghurt
Product features and health benefits	Product features and health benefits
A source of protein / A source of dietary fiber.	Contains 2,470 mL/100 mL of fiber and high in vitamin C.
Release date	Release date
September 19, 2024	May 2, 2024
Number of branches where products are available	Number of branches where products are available
Nationwide	Nationwide

Criteria for non-food health promoting products

The Company highlights and promotes the distribution of products beyond the health food category through offering beauty, cosmetics and household products. The Company has established criteria for the product categories mentioned as follows:

1



Organic product

2



Additives reduced products

3



Products containing natural components or ingredients

4



Products with eco-friendly product labels

Examples of non-food products for health

Personal Products / Cosmetics

Organic Products



Johnson's Baby Powder
Corn Starch Blossom 50 g.

Product features and health benefits

Johnson's Corn Starch Blossom Baby Powder, made from 100% natural ingredients and tested for safety by dermatologists (tested at the Johnson & Johnson Consumer Inc. laboratory, April 2017, United States), is powder product which absorbs moisture 2 times better to reduce chances of skin sensitivity. The refreshing scent helps your baby feel fresh for a long time.

Release date

July 20, 2023

Number of branches where products are available

Nationwide

Additive Reduced Products



Cute Press Full Night Sleep
10 g.

Product features and health benefits

Sleeping mask with gel texture and concentrated nourishing formula without additives including silicone, alcohol, mineral oil, parabens, and synthetic dyes, assists in restoring skin and retaining moisture for up to 10 hours. Apply before bed without washing off. It helps prepare the skin for makeup the next morning and gives a feeling of freshness and comfort to the skin with a gentle fragrance with helps with relaxation before bed.

Release date

January 30, 2020

Number of branches where products are available

Nationwide

Products containing natural components or ingredients



Tamarind Honey Scrub 70 g.

Product features and health benefits

Skin scrubbing cream with ingredients from natural herbs. Tamarind from Phayao province as the main raw material is combined with honey, turmeric, aloe vera, lime water and fresh milk to help reduce acne, blemishes, freckles, and dark spots. It also helps exfoliate old skin cells to make the face smooth and soft, reduce dryness and irritation and delays premature aging.




Release date

April 8, 2016

Number of branches where products are available

6,400

Household Products

Products with eco-friendly product labels	Additive Reduced Products	Products containing natural components or ingredients
		
SUNLIGHT Lemon M Size 485 ml.	KAYARI FLASH & COOL 30 ml.	Breeze Excel Signature Liquid Detergent Pink Floral Breeze 700 ML.
Product features and health benefits	Product features and health benefits	Product features and health benefits
Concentrated dishwashing liquid with components of real lemon is made from 100% natural enzyme extracts and comes with packaging made from 100% recycled plastic.	KAYARI mosquito repellent spray product dry and cool formula incorporates ingredients from chrysanthemum flowers, cloves and eucalyptus while reducing DEET to 10% (other commercial brands use 12%-15% DEET) to increase mosquito repellent efficiency for up to 7 hours.	Concentrated laundry detergent made from natural enzyme extracts which removes heavy stains even after 72 hours with a fresh scent lasting all day.
Release date	Release date	Release date
October 8, 2017	November 7, 2024	December 22, 2016
Number of branches where products are available	Number of branches where products are available	Number of branches where products are available
Nationwide	5,300	Nationwide

Creating awareness and support for healthy product consumption

The Company develops knowledge and research health products in collaborating with various agencies with expertise in food, cosmetics, and cosmeceuticals, CP Foodlab Company Limited has partnered with the Thailand Institute of Scientific and Technological Research (TISTR) to develop health products derived from holy basil oil to help alleviate inflammation in the oral cavity and throat. In product development, CP ALL Public Company Limited collaborates with the National Science and Technology Development Agency (NSTDA) to provide nutritional analysis services, including sodium, sugar, fat, and trans fat content, for both internal and external organizations.

Additionally, the Company specifies details of key components and safe usage for clarification through product labels in accordance with laws or standard practices, such as energy values per serving, fat, sugar, and sodium. In 2024, operations have been implemented to cover 100% of ready-to-eat food and beverage SKUs according to laws or regulations while implementation of other guidelines the Company adheres to is at 40.17%. This approach details main ingredient and nutritional value information to consumers who may wish to avoid certain foods inappropriate for their consumption, especially consumers with chronic diseases.

In tandem with other implementations, the Company emphasizes displaying environmentally friendly product labels, comprising Carbon Footprint information or Animal Welfare standards, etc., to build confidence and support sustainable consumption.

Managing product quality and safety throughout the supply chain

The Company considers quality and safety of products throughout the supply chain through establishing quality control standards from cultivation, production, receiving products, arranging and distributing products, sales and services to guarantee confidence in the safety and reliability of offered products and services. The Company has designated a unit to inspect product quality standards and 7-Eleven store standards while maintaining consumer safety as the number one priority, especially when concerning products containing GMO ingredients where compliance with laws and regulations is strictly abided to ensure the safety and standards of raw materials and products. In addition, the Company has established a stringent process for raw materials sourcing which ensures responsible sourcing throughout the supply chain. Suppliers are provided with resources and support in materials sourcing via questionnaires and certification of certain products as required by law. Suppliers are encouraged to display product labels transparently by specifying information regarding ingredients, raw materials, or genetically modified products to provide consumers with accurate and complete information.



For more information

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

Key Projects in 2024

In 2024, the Company performed awareness activities, product support and access to safe foods in addition to developing products for good health according to the health-conscious choices criteria continuously. This approach increases adequate and appropriate nutritional value under the “Good Health & Well-being” strategy through various projects as follows:

“Good Health & Well-being” strategy

Products & Services

Developing and selecting products which are delicious, diverse, safe, and nutritious.

Place

Find the right location, create a good atmosphere, drive consumption, increase distribution convenience and access for customers.

People

Provide knowledge and understanding among consumers and communities, along with staff skills development.

Communication

Create access to health products and services in all channels; offline and online, and vending machines.

Technology

Utilize artificial intelligence technology to analyze data, develop health applications and continue to increase sales and products which satisfy customer needs.



1

Research and development of health promoting products according to the health conscious choice criteria

Ongoing Project: Research and development of ready-to-eat products for good health

CP Foodlab Company Limited, a center of research and development know-how in research advancements, consultancy services, product testing, and engineering designs for ready-to-eat food, coordinates research and development cooperation among various government and private agencies to achieve sustainable development within the food industry.



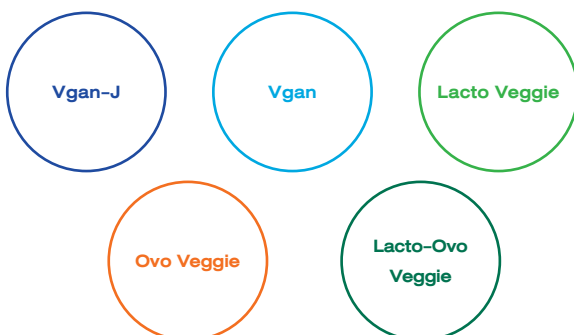
In 2024, CP Foodlab conducted research and development initiatives to increase the value of healthy food products. This effort integrates applied research through a pilot study to effectively transform theoretical knowledge into practical applications within the industry.

Research performance of CP Foodlab Company Limited

- Research projects conducted: 15
- Total value of the research project: 17 million Baht

Ongoing Project: “Product research and development for consumers who are health conscious (VG For Love)”

CPRAM is committed to researching and developing new products which promote good health and well-being to deliver quality nutritious food from multiple dimensions including food safety, nutritional value, and aesthetics, under the brand VG for Love. The product fulfills the requirements of health-conscious consumers inclusive of groups focusing on plant-based diet and flexitarians in 4 forms of love: love of health, love of animal life, love the environment and love the world. Products are developed to satisfy consumer needs in 5 main categories as follows:



In 2024, the proportion of income from plant-based food menus increased by no less than 0.15% (or 43 million Baht) of total income from food and bakery products.

EZYGO “Eat Well, “Delicious, Easy, Healthy” healthy boxed lunch project

Consumption of healthy food has become increasingly popular, and 7-Eleven has capitalized this opportunity through developing healthy boxed lunch products under the brand “EZYGO Eat Dee” to satisfy the needs of health-conscious consumers. This product offers are free from MSG or preservatives, uses canola oil which is high in unsaturated fatty acids, and does not exceed 450 kilocalories per box. The various menus comprise Riceberry Mixed Jasmine Rice with Spicy Chicken Breast, Fragrant Red Cargo Rice with Grilled Chicken and Thai Spicy Sauce, Riceberry with Stir-Fried Pumpkin, Egg and Chicken Breast, etc. The launch of this product not only provides a solution to consumer health needs but also aligns with goals of promoting good health and well-being, reduced environmental impact through quality raw material sourcing, and awareness of the benefits to healthy food consumption among consumers.

“EZYGO Eat Dee” project performance

- Sales of “EZYGO Eat Dee” healthy lunch box products amounted to 509,555 boxes valued at 26.85 million Baht



“Chef Cares Ready Meal” Health food products project

CP ALL selects food products which are good for Thai people’s health thus providing consumers easier access to quality food through “Chef Cares Ready Meal”, a ready-to-eat food product created by leading chefs attaining world-class awards including Asia’s 50 Best Restaurants/The World’s 50 Best Restaurants. Through using quality ingredients from CPF, including Benja chicken and Kurobuta pork, to revise fine dining menus into delicious and nutritionally complete ready-to-eat meals, the meals utilize world-class food technology innovations without preservatives or additional MSGs while controlling appropriate sodium levels according to Ministry of Public Health advice. In 2024, 12 Chef Cares products were sold at 7-Eleven stores, generating over 417 million Baht in revenue, with 100% of all Chef Cares profits given back to society to support various projects under the foundation. Through donating ready-to-eat food to underprivileged communities in accordance with the Chef’s Dream project, scholarships are provided to professional chef training programs for students who lack support. The project also doubles as an online knowledge hub.



Elderly food project

CPRAM is committed to creating high-quality food for Thai society and all consumers, promoting good health and well-being. The company has developed food specifically for the elderly, emphasizing health-conscious nutrition. “Creator” is designed with a focus on essential nutrients, the appropriate types and amounts of ingredients, and textures suited for chewing, digestion, and nutrient absorption according to aging needs. Not only for seniors, “Creator” is also a great choice for those seeking high-protein meals, ensuring complete nutrition. With its “easy to chew, easy to digest” formula, it offers a nutritious, delicious, and health-friendly option that aligns with the growing aging population in Thailand and worldwide. Currently, “Creator” is available at Makro, Lotus’s, and all 30 CPRAM outlets nationwide, generating an annual revenue of 561,128 Baht from this new product category.





2

Create safety and product quality awareness among employees and suppliers

CP ALL instills the importance of product safety and quality in all relevant parties, from internal employees to external suppliers, as an approach for everyone to participate in maintaining the highest product safety standards for consumers.

Examples of training to provide knowledge and create participation among relevant employees



Virtual Classroom

Participation topics	Details	Target Group	Frequency
Sanitation course for food service operators	Develop employee capacity in serving food according to safety requirements as announced by the Ministry of Public Health on criteria and methods for training business operators and food handlers, B.E. 2561 and according to the Department of Health announcement regarding criteria and methods in organizing training for business operators and food handlers through digital technology	<ul style="list-style-type: none"> Employee, store managers (store employees who have been trained for 3 years) 8,010 acting store managers and SBP store managers participated in the training 	Monthly
Sanitation course for food handlers	Provide knowledge and understanding of food sanitation principles, inclusive of relevant laws, to ensure food served to consumers comply with food safety norms	<ul style="list-style-type: none"> 75,797 operations staff (store employees who have been trained for 3 years) participated in the training 	Monthly
Good Manufacturing Practice (GMP)	Provide staff with knowledge and comprehension of the GMP standards system for application in distribution center or branch store operations as a means to prevent negative impact towards consumers	<ul style="list-style-type: none"> 90 Unit leaders and executives (distribution center) participated in the training 	2-3 times/year
Quality Store System Committee (QSSC)	Gain overview of complaints from branch stores and corresponding solutions from situations including foreign objects contamination during sales preparation, improper storage which affects product quality, delivery of substandard products, and sales of expired products	<ul style="list-style-type: none"> 53 employees participated in the Quality Store System Committee (QSSC) training 	1 time/year
Operation Network	Provide complaint clarification in terms of quality issues at the FC Conference meeting in each region	<ul style="list-style-type: none"> Branch store executives at the assistant district manager level and all district managers 	Once every two months



On-site training

Participation topics	Details	Target Group	Frequency
Food Coach	Provide technical knowledge in terms of branch store quality inspection (Sensory, Micro) and random inspections according to SQA team specifications in each month	<ul style="list-style-type: none"> 60 LSM employees participated in the training 	1 time/month
Quality Store System Standard Inspection (QSSI) training for batch 1	Organize a workshop for Quality Store System Standards Inspection (QSSI) employees and Panyatara lecturer team members to review knowledge and understanding related to inspections and resolving food safety issues and quality management standards in 7-Eleven stores. The comprehensive training, which includes both theory and practice, provides updates on current standards and new management practices. This approach reflects 7-Eleven's commitment to maintaining and raising the quality standards of products and services. The sustainability of operations is a result of cooperation from Quality Assurance (QA), Quality Store System Standard Inspection (QSSI) team and Panyatara team	<ul style="list-style-type: none"> 130 employees and Panyatara lecturer team members participated in the Quality Store System Standard Inspection (QSSI) training 	1 time/year

In 2024, the Company organized training workshops to provide food safety knowledge and understanding to over 84,000 relevant employees.



Examples of training to provide knowledge and create participation among suppliers



Virtual Classroom

Participation topics	Details	Target Group	Frequency
Collaboration with SMEs in raising production standards for agricultural products	<ol style="list-style-type: none"> Elevate SMEs standard and provide knowledge including: <ul style="list-style-type: none"> Managing production in unstable weather conditions Branding to elevate agricultural product image in line with current consumer needs Prototype development for agricultural product traceability system Elevate agricultural product SME capacity 	110 agricultural product suppliers participated in the training	1 time/year
Training and advice on product quality and safety	<ol style="list-style-type: none"> Provide suppliers with training and advice on quality and safety Training and coaching for suppliers to develop capacity in producing high quality and safe products Provide suppliers with training in legal knowledge related to food production 	898 suppliers and 2,037 people from the Fresh Food group and Dry Food group participated in the training	1 time/year
Product label preparation according to the Ministry of Public Health announcement	Product label preparation training to comply with the Ministry of Public Health announcement, issue 4, which comes to effect on July 2, 2024. Therefore, training is organized to provide knowledge relevant to "Preparation for product labelling according to the Ministry of Public Health Announcement No. 445-448" to ensure suppliers have correct knowledge and understanding of respective product labels	105 suppliers participated in the training	1 time/year



On-site training

Participation topics	Details	Target Group	Frequency
Training to provide knowledge and advice on product quality and safety	<ol style="list-style-type: none"> 1. Training to provide knowledge and create awareness of quality and safety to suppliers 2. Training and coaching for suppliers to develop capacity in producing high quality and safe products 	3 suppliers and 60 people from the Fresh Food group and Dry Food group participated in the training	1 time/year
QA-CP Group Relationship project	<p>Promote and support CP group supplier development in every dimension:</p> <ul style="list-style-type: none"> • Knowledge management in sustainable organization development • Call & Recall Analysis and Prevention 	23 CP Group suppliers participated in the training	1 time/year

In 2024, training was organized to provide food safety knowledge and comprehension for 3,236 suppliers.





3

Managing product quality and safety throughout the supply chain

The Company strives to create satisfaction and respond to consumer requirements through focus on the importance of cleanliness, hygiene, safety and reliability. Training workshops have been organized to provide food safety knowledge and comprehension among employees who are relevant parties involved in food safety. This approach ensures that products and services delivered to customers maintain safety and reliability. The Company has designated a department responsible for inspecting product quality standards and 7-Eleven store standards as follows:

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

Upstream

Food safety from farm

Product quality assurance Division

Provides knowledge in quality control and management methods to SMEs in terms of foreign object contamination controls from raw materials prior to production and sales in 7-Eleven stores.

In 2024

CP ALL in conjunction with manufacturers, have established foreign object contamination removal measures in raw material prior to production inclusive of agricultural advice and planning, crop rotations to reduce accumulation of disease, etc.

Recommendations were provided in terms of proper chemical use methods and usage duration, use of microorganisms to eliminate foreign matter to reduce reliance on chemicals and harvesting window to ensure high product quality.

Midstream

Control food safety along the process

Quality inspection agency at distribution centers

Conduct standards inspection for product quality and sorting during distribution, ensure proper cold storage and delivery vehicle temperature parameters for temperature-controlled products, and review considerations to not deliver products which do not comply with 7-Eleven store standards.

In 2024

0.023% of products were inspected for damage arising from distribution.

Downstream

Product traceability

Quality Store System Standard Inspection (QSSI)

Assesses service management and product quality according to SAVEQC policy.

S: cashier service, store employee service, convenience.

A: additional products and services.

V: value for money.

E: environment and atmosphere of the store, atmosphere and service of the gas station.

In 2024

the average store standards and customer satisfaction score was 94.83%.





Downstream

Product traceability

(continue)

Quality Store System Standard Inspection (QSSI)

Q: quality of products, inspection of product preparation and storage.

C: cleanliness, including maintaining store standards and providing customer service which ensures satisfaction through monthly inspections.

In addition, the Customer Satisfaction Survey includes questions related to product quality and safety in the section.

Q: Quality (product quality) to accept customer comments for development and improvement to further raise operational guideline standards.

Product quality standards inspection agency (QA)

establishes standards for improving the quality of products, services, quality management, and considers previous complaints. Random inspection are conducted to determine product standards, legal compliance, label conformity, and proactive recalls of sub-standard products.

In 2024

There were a total of 128 instances with 173 items of product recalls due to non-compliance with standards or legal regulations. Additionally, there were 32 instances with 60 items of product recalls resulting from customer complaints. In terms of branch store standards, knowledge and comprehension levels which encompasses product quality assurance skills among store executives, have been raised. This approach creates an understanding of product quality control processes throughout the food chain, enhances understanding in processes involving raw materials, production, distribution, and branch store management to provide consumers with quality food.

CP Aextra cares about product quality and safety, from sourcing to consumers

Upstream

Food safety from farm

The Company has established guidelines for environmentally friendly agricultural production, prioritizing consumer safety and ensuring quality under certification and standards such as GAP, ThaiGAP, GLOBALG.A.P., and organic agriculture (Organic). The Company provides knowledge and understanding to farmer groups and suppliers, assisting them in developing production processes to achieve certification. As a result, the Company can produce high-quality, safe, and traceable products under the MQP (Makro Quality Pro), aro Gold, and Selected brands, ensuring transparency and traceability from sources to consumer.

In 2024

Makro has enhanced agricultural production knowledge for farmers, SME suppliers, and community enterprises, leading to certification. As a result, a total of 447 farmers, SME suppliers, and community enterprises have received certification. They have successfully delivered over 574 agricultural products under the MQP (Makro Quality Pro), aro Gold, and Selected brands.



Midstream

Control food safety along the process

The Company has further developed the Makro Initiative Accreditation (MIA) Plus ESG (Environment, Social, Governance) system to ensure sustainable supply chain management. This includes integrating quality data and enhancing the packaging facility standards within the network of farmers, suppliers, and community enterprises to achieve GMP certification. Additionally, the Company collaborates with the Department of Medical Sciences to upgrade packaging facilities for certified chemical screening laboratories (HUB) covering agricultural production networks across all regions. Furthermore, the Company is enhancing laboratory standards at distribution centers to assist farmers, suppliers, and community enterprises in inspecting products before distribution. These distribution centers are certified under ISO 22000 and GHP standards, ensuring quality control and food safety throughout the entire distribution process.

In 2024

Makro has upgraded the standards of agricultural packing facilities, achieving GMP* certification for 939 facilities. Additionally, the Company has developed chemical screening laboratories, obtaining certified quality standards for toxic substance testing** for 24 agricultural networks, SME partners, and community enterprises across all regions. Furthermore, the Company's distribution centers have been certified for toxic substance testing standards**, ISO 22000***, and GHP*** at two locations.

Downstream

Product traceability

Makro has enhanced the Makro i-Trace system by integrating blockchain technology to enhance transparency and enable traceability of raw material sources and nutritional information of products. This initiative aims to engage customers in health literacy by providing detailed nutritional and wellness-related data. The system covers fresh food, bakery items, and food products under the aro brand.

In 2024

the Makro i-Trace system encompasses over 14,000 fresh food and bakery products, representing 100% of food products under the aro brand. The system has successfully raised awareness of nutrition and well-being, accumulating over 192,000 views.

Remarks: * Certified by the Food and Drug Administration (FDA)

** Certified by the Department of Medical Sciences

*** Certified by Bureau Veritas (Thailand) Co., Ltd.

Support for external organizations and trade associations in terms of product safety and quality

The Company cooperates with all sectors to promote and develop Thai SMEs through providing advice, exchange ideas, acknowledge requirements, provide knowledge and budget support to various associations to raise product safety and quality standards. Through business mentoring programs in collaboration with the Thai Chamber of Commerce and over 27 partner agencies, the focus is to develop SMEs into sustainable mid-size enterprises equipped with skills and knowledge vital towards operating present-day businesses and create a vision for business operations in various dimensions.

Establish a sustainable business plan

MARKETING

Create a sustainable growth business plan.

MANAGEMENT

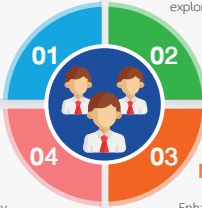
Learn management strategies from leading companies in the country to explore new business opportunities.

ACCOUNTING

Manage the system efficiently and secure funding sources.

MANUFACTURING

Enhance production efficiency to increase competitive capabilities.



Assess operation on-site to evaluate opportunities in developing SME capacity in terms of product safety and quality.



Certification of international standards for food quality and safety

CPRAM Company Limited is committed to creating confidence for consumers by comprehensively applying international standards in production. In 2024, production standards were raised through application of GMP, HACCP, BAP and BRCS in sourcing raw materials and stringent production control at every plant to ensure consumers receive high quality, safe and reliable products. In addition, 100% (117 factories) of the co-developed product manufacturing plants hired by the Company are GMP or GHP certified, and 89% (104 factories) are HACCP certified. This development reflects the Company's commitment to delivering quality and safe products to consumers and remains an important principle the Company has always adhered to.

Examples of products certified in terms of food quality and safety



For more information

► [Sustainable raw materials sourcing policy](#)

Corporate Governance and Anti-Corruption

Transparency and integrity are key principles that guide CP ALL in upholding good corporate governance and fostering trust among all stakeholders. The Company adheres to the Corporate Governance Code: Integrity, Transparency, Fairness, and Community Centricity, Society, and the Environment. These principles guide CP ALL and the Company's employees in conducting business to drive sustainable growth and create shared value for society.



Corporate Governance and Anti-Corruption

Supporting the SDGs



SDG12 Ensure sustainable consumption and production patterns

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



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

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

16.5 Substantially reduce corruption and bribery in all its forms

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

Risks and Opportunities

Good corporate governance is a key mechanism in organizational drive towards achieving established goals and intentions for sustainable business operations. Key factors in operations include the Board of Directors, which play a role in overseeing and monitoring the organization's operations, ensuring transparency, preventing corruption, and being mindful of ethics, morality, and human rights, as well as upholding sustainable development considerations. The effectiveness of the Board's work depends on the independence of its members, as well as diversity in skills and backgrounds. Furthermore, developing capabilities to compete in business and instilling confidence in stakeholders throughout the value chain through corporate governance shall enhance the organization's business operations, attract investor interest, and support long-term organizational success.

Additionally, continuous development of risk management systems to align with laws and regulations, and oversight by relevant departments, in addition to communication and fostering understanding among employees at all levels, enables proper implementation by employees. This approach can reduce risks associated with legal violations and human rights issues related to business operations.

Significantly Affected Key Stakeholders



Results of the "Double Materiality Matrix"

Sustainability Dimensions

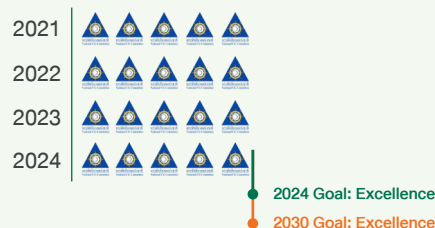
- Governance and Economic Dimension

Impact level for application in business operations

- Critical Material Topics

Progress against Short-term and Long-Term Goals

The Company's corporate governance rating by an internationally recognized institute. (Unit: Score)



Key Performance in 2024



Rated Excellent or 5-stars following corporate governance disclosure by the Thai Institute of Directors (IOD) for the 6th consecutive year.



Received the CAC Change Agent Award 2024 from the Thai Institute of Directors Association for the 4th consecutive year.



Encouraged suppliers to commit and become part of Thai Private Sector Collective Action Against Corruption (CAC). 13 suppliers, accounting for 29.55% of all suppliers, participated in the training.



Certified ISO 27701 standard for Privacy Information Management System (extension of ISO/IEC 27001 Information Security Management System) in the scope of

- CP ALL Public Company Limited membership system (ALL Member), personnel management system, and management of Thara Park Computer Center (IT Data Center)
- 24Shopping Co., Ltd. sales through 24Shopping
- Counter Service Company Limited



Awarded Advanced Level for Cyber Security Rating by BITSIGHT.



Received a score of 3.52 by Cybersecurity Resilience Survey 2024, a score higher than the industry average.

Key Progress in 2024



Corporate Governance Self-Assessment (CG Self-Assessment) for executives at the general manager level or equivalent and above.



Joint expansion of the transparency network with suppliers and SMEs to commit and declare anti-corruption intentions and conduct operations with good governance throughout the supply chain.



Training and providing knowledge regarding legal risk prevention measures for offices, 7-Eleven stores and subsidiaries, inclusive of trade partners (Store Business Partner).



Training, providing knowledge and organizing cyber vaccine testing for employees at all levels to create awareness of potential criminal activities and cyber safety



Adopt information security standards and personal information management systems (ISO 27001 and ISO 27701) and continuous implementation within CP ALL Public Company Limited and its subsidiaries.



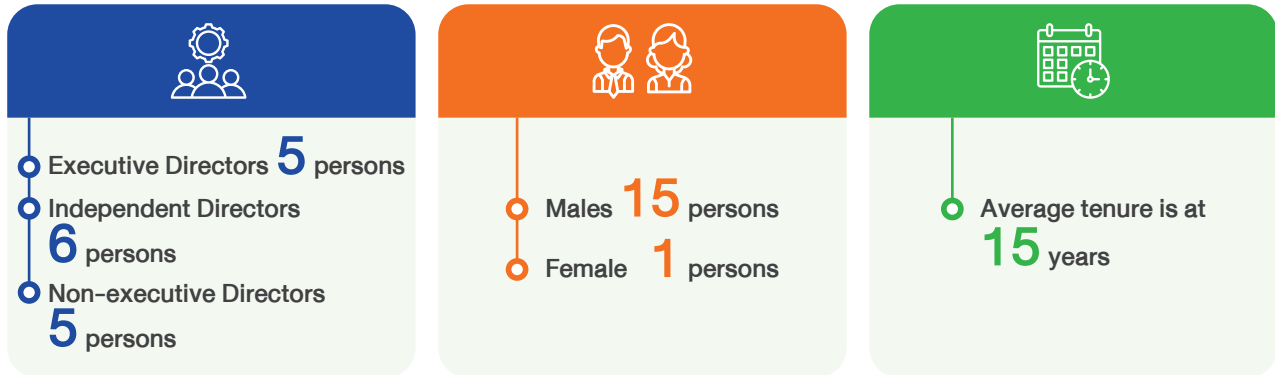
Data Protection Impact Assessment (DPIA) on all activities which process personal data.



Organize training courses and knowledge assessment via E-learning system for employees at all levels on sustainable development, which includes aspects of the environment, human rights, good governance, anti-corruption measures, personal data protection and cyber security risk management.

Performance Summary 2024

The Board of Directors' Composition



Governance and Anti-Corruption Training and Assessment



Create a culture of compliance with laws, regulations, and policies



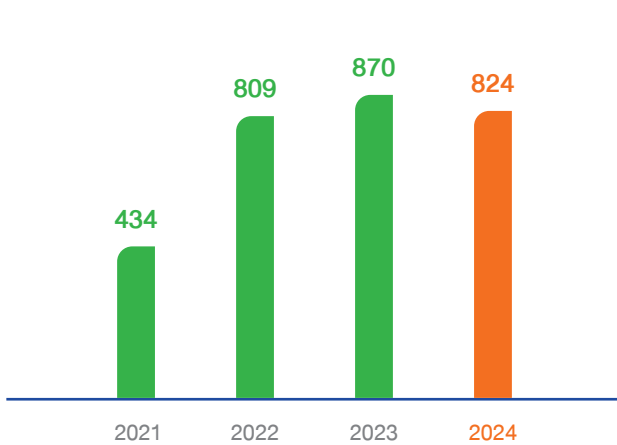
100% of departments with legal and corruption risks have been assessed.



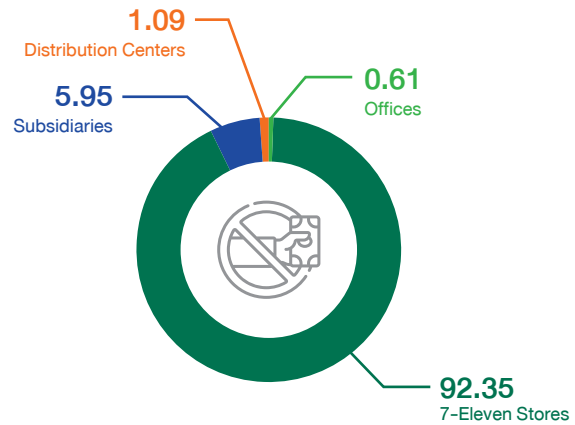
100% of departments at risk have established risk management measures.

Report on Fraud, Corruption, and Bribery Violations.

Number of Confirmed Cases of Fraud, Corruption, and Bribery (Cases)



Proportion of Operational Areas Affected by Fraud, Corruption, and Bribery Issues (%)



Grievance regarding personal data violation investigated and confirmed

(Cases)

Customers' data	Suppliers' data	Regulatory bodies
0	0	0

Management Approach

The Company Sustainability and Corporate Governance Committee establishes, manages, and reviews corporate governance policies, sustainability policies, anti-corruption policies, as well as business ethics and codes of conduct, to ensure alignment with corporate governance principles according to regulatory agencies, laws, and international standards. In addition, the Company has organized training workshops and post-training assessments covering aspects involving the environment, human rights, good governance, anti-corruption, personal data protection risk management and cyber security. The focus of this approach includes promoting good conscience among employees at all levels, maintaining operations according to good governance principles, creating an organization which conducts business sustainably, transparently, and becoming an industry leader in sustainability and good corporate governance.

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



For more Information:

- ▶ [Corporate Governance Policy](#)
- ▶ [Anti-Corruption Policy](#)
- ▶ [Sustainability Policy](#)

Good Governance Principles

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



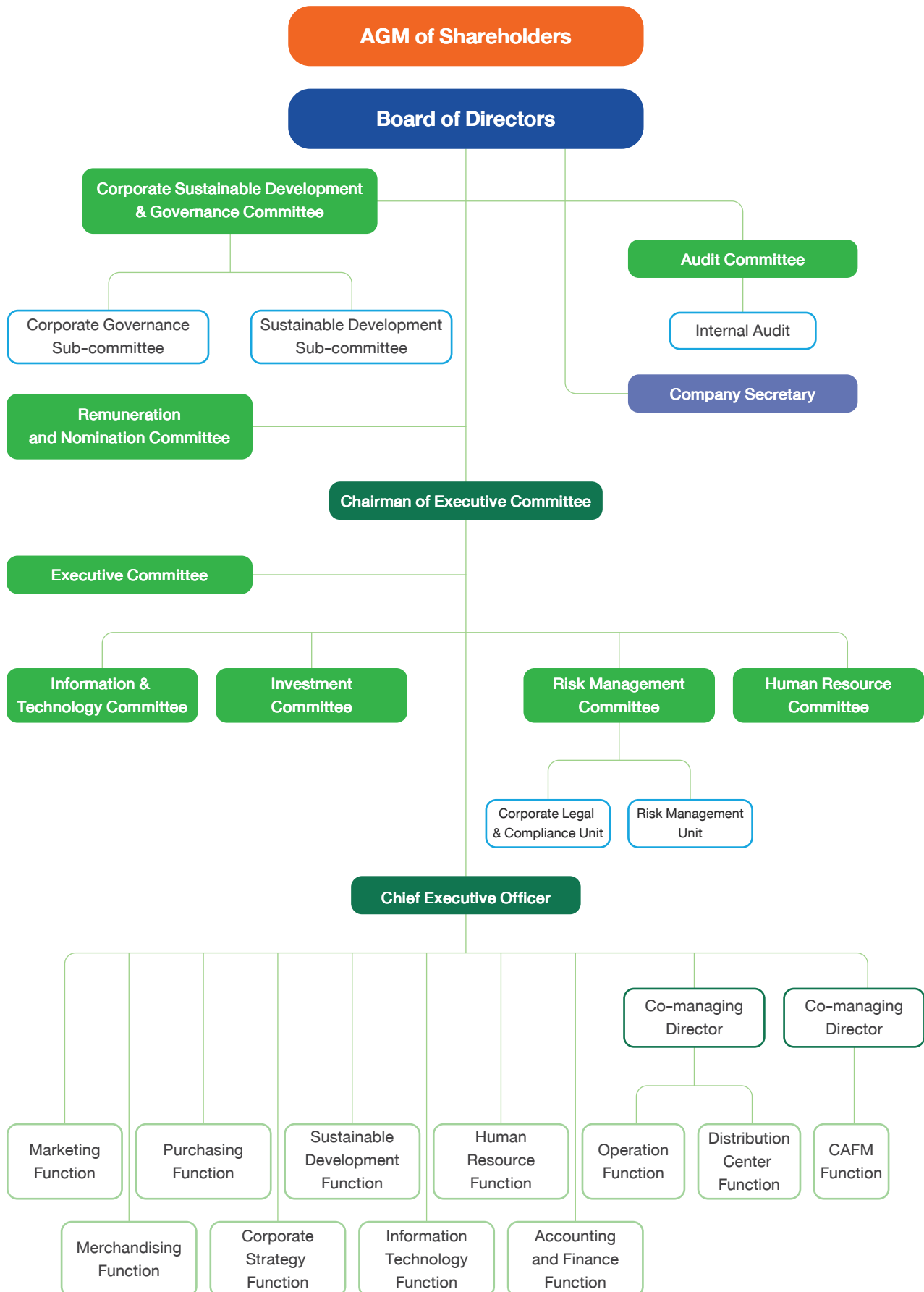
ESG Issue that may Impact Investment Performance

1 Environmental	2 Social	3 Governance
<ul style="list-style-type: none"> ■ Resource Management ■ Emission Reduction ■ Environmental Accidents ■ Risk Mitigation 	<ul style="list-style-type: none"> ■ Human Rights ■ Community Relations ■ Supply Chain Monitoring 	<ul style="list-style-type: none"> ■ Executive Compensation ■ Shareholder's Rights ■ Accountability of Board Leadership ■ Vision

CP ALL's Corporate Governance Policy



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

- Conduct financial audit.
- Review performance to ensure compliance. aligning policies, regulations, laws, practices and requirements of governing authority.
- Review internal control system and internal audits, as well as risk management system to ensure thoroughness.
- Discuss with accounting auditors regarding budget and internal audit.
- Consider lists which may be relevant or pertain to conflicts of interests to ensure compliance to the laws and SET's requirements.
- Report summary of related performance and provide recommendations to the Board of Directors 4 times per year.

Sustainability and Corporate Governance Committee

- Develop policies on governance, anti-corruption, sustainability, as well as relevant practices, business ethics and code of conduct.
- Review related policy for continuity and timeliness at least once annually.
- Govern the Management and employees' work to be in alignment with relevant policies.
- Review and assess performance according to policy in tandem with the Board and Management.
- Report related performance and provide recommendations to the Board of Directors at least twice a year.

Remuneration and Nomination Committee

- Consider criteria determining the Board's and high-level Management's remuneration and compensation forms, subsequently propose to the Board for approval of high-level Management' compensation. The Board's compensation is proposed to the Annual General Assembly for approval.
- Assess high-level Management's remuneration. to be in alignment with the performance.
- Consider the criteria and process in nominating appropriate individuals for an appointment in the Board.
- Select nominees for the nomination process as stipulated, including those nominated by minority shareholders.
- Make recommendation to the Board of Director prior to presenting to the Annual General Meeting.

Board of Director Structure

CP ALL Public Company Limited's Board is comprised of 16 directors, of which 5 were executives, 6 were independent directors, and 5 were non-executive directors. Furthermore, the Company allocated authority by dividing the authority between the chairman and the chairman of executive committee (CEC) in a distinct manner, including the company has disclosed information according to their knowledge and specific expertise to demonstrate proficiency, skills, and experience, as well as suitable qualifications for the position of director in accordance with the Global Industry Classification Standard (GICS). Other disclosed information includes Consumer Staples for the business to effectively operate in response to the Company's strategy and goals as well as stakeholders.



For more Information:

- ▶ [Management Structure by the Company's Board of Directors](#)
- ▶ [Board Skills Matrix](#)
- ▶ [The Board industry experience in accordance with the GICS Level 1 classification](#)

Strategy and Action Plan

The Company establishes the strategy “1 DNA drives goodness DNA 24 hours a day” and action plans for good governance and anti-corruption under the concept of “7 Go Right” as elaborated in the 6 operational guidelines as follows



1 Maintaining and enhancing regulatory processes in line with international standards

Good corporate governance

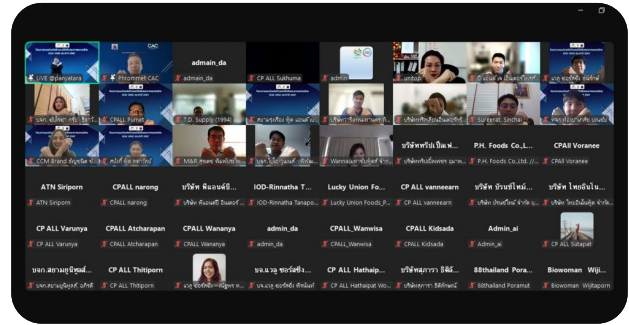
Ongoing Project: “2024 Corporate Governance Survey of Thai Listed Companies” –Year 20

The Company has undergone an evaluation of its corporate governance reporting for 2024 by the Thai Institute of Directors (IOD). With results being ‘Excellent’ or 5-stars for the sixth consecutive year, it scores higher than the average for service industry companies with a market capitalization of over 10,000 million Baht. Assessment criteria are divided into four categories as follows: 1. Shareholder rights and equal treatment for shareholders 2. Consideration of stakeholder interests and business sustainability development 3. Disclosure of information and transparency and 4. Board’s responsibility.

Ongoing Project: “ Encouraged SMEs to declare commitment to join the Private Sector Collective Action Against Corruption (CAC)” – Year 5

CP ALL organized the Thai Private Sector Coalition Against Corruption (CAC-SME) training project in 2024 via online format for 44 suppliers and SMEs. Through providing knowledge and sharing experiences in terms of anticorruption and preventative guidelines in business operations, executives, employees, and suppliers were encouraged to conduct business while adhering to the principles of good corporate governance. This approach instills operational values comprising the principles of honesty, transparency, and freedom from corruption. The Company received the CAC Change Agent Awards in 2024 for the 4th consecutive year with 13 suppliers (29.55%) declaring commitment to join the Private Sector Collective Action Against Corruption (CAC).

In addition, the Company supports its participating suppliers through incentivizing the development of product quality and standard in the form of cash coupons for raw material consulting services, product testing with ALL FOOD TECH, and financial support for expressing intent.



Business Ethics and Codes of Conduct in the Workplace

To uphold ethical business operations, The Company has made the Business Ethics and Code of Conduct Handbook for all levels of employees, from management to employees, as well as suppliers and contractors. They adhered as a guideline for honest work, including refutation against corruption and human rights violations. In 2024, 100% of employees of CP ALL, Subsidiary, Store Business Partners and suppliers were communicated Anti-Corruption policy through the ethics handbook and code of conduct.

Management of complaints regarding business ethics violations and workplace code of conduct

Types of complaints, suspicions	All complaints received	Complaints Investigated and Confirmed as Valid	Disciplinary punishment measures				Value of Remediation (Baht)
			Verbal warning	Warning in writing	Work suspension	Lay off	
corruption	811	796	-	7	-	789	0.00
Conflicts of Interest	4	4	1	-	2	1	0.00
Corruption and bribery	46	24	1	7	-	16	230,182.50
Trade competition and trade monopoly	-	-	-	-	-	-	0.00
Not following regulations or have inappropriate behavior	224	137	42	57	11	27	166,981.15
Collection, usage, and/or disclosure of personal information	-	-	-	-	-	-	0.00
human rights	280	157	40	101	1	15	41,364.00
Total	1,365	1,118	84	172	14	848	434,527.65



For more Information:

▶ [Business Ethics and Code of Conduct for Employees](#)

▶ [Supplier Code of Conduct and Guideline for Supplier](#)



2

Elevating work culture according to principles of good governance

Raise awareness, communicate, educate and organize campaign activities.

The Company aims to create awareness regarding compliance with good governance principles through communicating with employees at all levels, from executives to office staff, product distribution units to operations units, inclusive of companies within the CP ALL group to ensure operational compliance with the governance principles of “Honesty, Transparency, Fairness, Considerations for the Community, Society, and Environment”. Moreover, the Company has developed public relations media which proactively disseminates knowledge to target audiences through various channels, both offline and online, and includes activities for executives and employees to promote participation in good governance including:

- Knowledge revision and assessment via ESG Quiz for employees at all levels.
- Posters in offices and 7-Eleven stores.
- Communication and training videos “Prepared to be a supporter alongside society and community”.
- Facebook group “Kon CP ALL”.
- Public relations information via email, CPALL Connect, and LINE application.
- Install display cards (Tent Card) “channels for reporting tips and complaints” in offices throughout the business group
- Good governance communication video.
- Organize communication campaigns to reinforce comprehension of corporate governance and develop immunity for employee safety.
- Announce the direction of CP ALL Corporate Governance Policy 2024 to executives, employees, Store Partners, and suppliers to encourage participation in propelling the organization of good governance forward throughout the value chain with “Goodness DNA 24 Hours” towards sustainability.



- CP ALL CG TALK & Variety CG Game 2024 event brings together Mister & Miss Good Governance, the new generation with the heart of good governance, driving the organization to end the year under the policy of “2 reduces, 4 creates, 1 DNA”.



- This project crowns Mister & Miss Good Governance, a new generation of leaders to promote good governance and uphold representative “ambassador” roles. The mentioned role entails disseminating gained knowledge among colleagues to promote understanding of good governance and correct application, participation in field trips to assist with developing management approach, promote sustainable corporate governance and disseminate knowledge in collaboration with all 343 selected representatives.



In 2024, the Company organized training and knowledge assessment in terms of good governance and anti-corruption for 204,701 employees at all levels nationwide. Assessment results indicated that 100% of CP ALL business group employees possessed satisfactory awareness and comprehension. The Company simultaneously organized the “Goodness DNA 24 Hours” project to praise aspiring employees who have performed good deeds, assisted society, and created a lasting impression on customers, society, and communities, which includes suppressing fires, returning lost money to customers, etc. Employees who have performed good deeds are awarded ALL Member points, with a total of 141 employees cumulatively awarded 91,200 Baht in 2024. In addition, the Company supported the Anti-Corruption Journalists Association (Thailand) in organizing the award ceremony, ANTI-CORRUPTION AWARDS 2024, which is organized to honor individuals, agencies and organizations that adhere to the principles of good governance, work ethics, honesty and integrity.

Management of complaints and corruption cases

The Company has established a policy for whistle blowing and the protection of whistleblowers (Whistleblowing Policy), along with establishing channels for reporting information or complaints related to fraud or unethical behavior within the organization. The channels for receiving complaints are as follows:

Whistleblowing Channels	Contact Channels	Receiver
 Whistleblowing Channels	Telephone Numbers 02 826 7744	Call Service
	Telephone Numbers 02 071 2770	Internal Audit Division
	FAX Numbers 02 071 8623	
	Postal Address Internal Audit Division (Whistleblowing), CP ALL Plc. 119, 16th floor, Thara Sathorn Bldg., Sathorn 5, South Sathorn Rd., Maha Mek, Sathorn, Bangkok 10120	Internal Audit Division
	Email AuditCommittee@cpall.co.th CGcommittee@cpall.co.th BOD@cpall.co.th	Audit Committee Sustainability and Corporate Governance Committee Board of Directors
Contact Channels	Company's Online www.cpall.co.th/whistleblowing or www.facebook.com/CPALL7 (Inbox)	Internal Audit Division Corporate Communications Management Division
	Application for Employees CP ALL Connect>More>Portal>whistleblowing	Internal Audit Division



For more Information:

▶ [Whistleblowing Policy and Protection of Whistleblowers](#)



The Company has established processes in managing complaints, corruption tips, and receiving reports of corruption incidents from various channels including the audit office and/or human resources department. The Company conducts preliminary fact checks with transparency and fairness through strict complaint handling protocols by dedicated inspectors. The Company has appointed a committee to further investigate the matter upon complaint validity confirmation. In a situation where an actual grievance has been conducted, penalty considerations and punishment towards the offenders will proceed according to specified measures in conjunction with a relevant report to the Board of Directors for acknowledgement.

To prevent recurrence of grievances, the Company reviews existing measures, considers enhanced measures for integration into operations, and communicates developments to relevant parties for strict compliance. In 2024, the Company received 824 reports of corruption which were verified and found to be true, totaling 19 million Baht worth of loss to the Company. All complaints have subsequently undergone due consideration and processing.

Status of Complaint Management for Fraud and Corruption Cases in 2024

Total number of complaints and whistleblowing of wrongdoing (cases)	Audit status		The number of cases reviewed and completed, and found to be guilty of corruption (cases)	Establishing measures to prevent recurrence	
	Under investigation	Completed		In Process	Completed
861	7	854	824	0	824

Report on Violations and Disciplinary Actions

Type (Cases)	2021	2022	2023	2024	Measures of Penalty			
					Verbal warning	Warning in writing	Work suspension	Lay off
Conflict of interests	0	0	0	4	1	0	2	1
Corruption in reports (document Forgery and fraud)	7	6	13	24	0	13	0	11
Embezzlement	427	803	855	772	0	3	0	769
Corruption	0	0	2	24	1	7	0	16

Examples of corrective actions and measures against reoccurrence

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

Supervision to ensure that employees correctly follow the specified procedure

- Set up corruption reduction target for 7-Eleven stores' operation line.
- Establish a working group to develop and enhance the fraud risk management process related to 7-Eleven stores and customers.
- Review the regulations and guidelines regarding the sales of the store's products

Communicating and raising awareness among 7-Eleven store employees

- Communicate business ethics and code of conduct in meetings of 7-Eleven stores' operation line of each area quarterly, as well as

Mechanisms for monitoring and inspection

- Supervisors monitor/examine employees' work regularly, such as:
 1. Random cash counts at branch stores without prior notice.
 2. Reviewing wage reimbursement by comparing the store branch's task roster with the work performance certificates in the system.
 3. Conduct random inspections of product write-offs performed in front of CCTV cameras and cross-check them with the system-generated write-off reports.

Supervision to ensure that employees correctly follow the specified procedure

- Improve operational standards for 7-Eleven stores, including guidelines on employees' personal financial transactions.
- Improving standards for inspecting store quality systems, such as cash verification by Field Consultants: FC, monitoring cash register usage, inspecting employee personal financial transactions, and conducting immediate cash counts upon store arrival.
- Updating the identity verification standard by implementing Two-Factor Authentication (2FA) using One-Time Passwords (OTP) along with the User ID to enhance the security level of accessing operational systems. For example, when changing the password for Mobile POS, adding a step to send the OTP (One Time Password) to the personal mobile number of the employee who owns the User ID for identity confirmation, along with the national ID number and other personal information.
- Following up on the outcomes of corruption cases at monthly senior executives meeting

Communicating and raising awareness among 7-Eleven store employees

- Communicate and emphasize that employees at all levels should strictly comply with the policy and guidelines including: 1) Product Write-Offs – All product write-offs must be conducted in front of CCTV cameras. Employees purchasing products must record the transaction in the Product Consumption List (PCL) every time. 2) Promotional Product Sales – The sale of promotional products through both offline and online channels must be conducted correctly and in accordance with company regulations. Prohibited actions include bulk sales, invoice splitting, and altering customer payment channels
- Organize training and education representatives of 7-Eleven's operation line representatives through the project Mister & MissGood Governance
- Develop and administer a test on the company's sales regulations for 7-Eleven operational employees to enhance their knowledge and understanding of the company's sales policies and guidelines.
- Having an emphasis on store managers the importance of keeping employee records up to date.
- Organizing meetings to promote positive attitudes toward life and work for employees and caution against common pitfalls.
- Communicate and prevent misconduct by compiling statistics on detected fraud and improper actions, along with providing Do's and Don'ts guidelines for implementation. This information will be disseminated through the FC CONFERENCE, held nationwide on a monthly basis.

Mechanisms for monitoring and inspection

- Develop the transaction notification system through Alert Banking Agent to categorize those performing transactions, unusual accounting items, or suspicious items through the counter service channel, enabling faster identification of abnormal cases and damage prevention.
- Set up a monitoring system and a lock system preventing employees from doing Banking Agent transactions in the stores where they work.



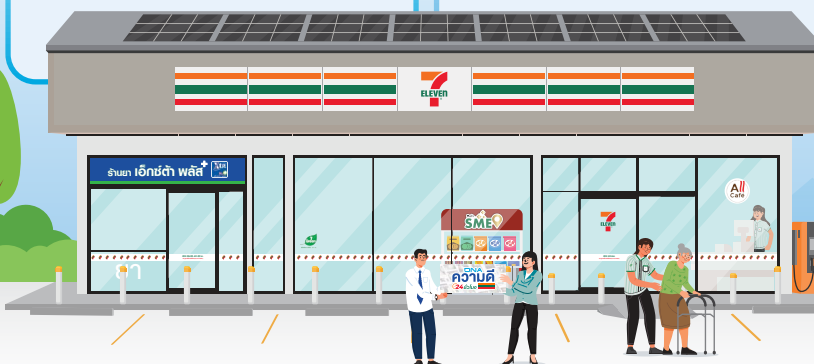
- Sales in all channels (Offline/Delivery/ All Online) through the website "Buddy" to monitor and close the sale of the stores with abnormal transactions
- Improve the task closure system following the monitoring of irregularities on the "Buddy" website, ensuring that the responsible personnel attach supporting evidence for verification with every task closure.
- Develop alert notification systems and inspect abnormal money top-up and payments through the 7Delivery app and Mobile POS. Examples are the cases of riders with high top-up frequency and amounts in TMW or customers requesting cash payments but paying via TMW.
- Enhance the stringency of enforcement measures when sales activities are found to be non-compliant with regulations
- Enhance the system to regulate the appropriateness of stock quantities in alignment with actual sales volumes. Additionally, implement monitoring and tracking of excessive promotional product orders by branch stores to prevent improper, incorrect, or non-compliant sales practices, such as bulk sales and invoice splitting, which violate company regulations.

Supervision to ensure that employees correctly follow the specified procedure

Communicating and raising awareness among 7-Eleven store employees

Mechanisms for monitoring and inspection

- Monitor abnormalities in sales cancellation transactions (voided receipts)
- Implement control systems to monitor sales during promotional periods, such as generating reports on irregular sales transactions during stamp promotions and notify supervisors to inspect branch store sales.
- Enhance data storage systems by managing additional logs when processing product sales via Mobile POS, including device information, location, and MAC address.
- Develop a device verification system (Mobile POS) to comply with the Company security standards; transactions will not be allowed if the device is not registered with the Company.
- Conduct inventory audits by the accounting team to ensure the completeness and accuracy of store products.
- Follow up operations through CCTV cameras in an online format.
- Inspection of the store quality system by the store quality system inspection unit
- The Loss Prevention team monitors CCTV footage online to oversee product sales, identify irregularities, and provide guidance on proper procedures for branch stores. Additionally, on-site inspections are conducted at branch stores where physical inventory counts do not match the recorded accounting values.





3

Managing organizational compliance with laws, regulations and policies

Elevating compliance culture with laws, regulations and policies.

The Company has established a Legal and Compliance department to oversee various departments within the organization in terms of legal matters. Through providing legal consultation and monitoring legal developments published in the Royal Gazette and drafted laws in cabinet meetings, the department notifies relevant departments of potential legal risks and solutions in addition to organizing legal knowledge training. This measure provides various departments with comprehension and awareness regarding material legal developments and best practices in response to respective developments.

In 2024, laws related to the Company's operations were disseminated through an organization-wide communication system in addition to providing relevant employee training, for instance trade competition laws, intellectual property laws, technology and digital laws, advertising and promotion laws, and regulations associated with trademark laws, halal certification, price tags, and advertising media. 5,000 employees from 692 7-Eleven stores received relevant legal training to acquire improved comprehension, awareness of legal matters in operations, and respective legal compliance.

Elevating oversight mechanisms, inspection systems, and reports

The Company promotes compliance with laws, regulations and policies by announcing the Compliance Policy and a Compliance Charter to establish the roles and responsibilities of relevant parties, from the board of directors, executives, employees to stakeholders. Through observing the stated policy and charter, inclusive of determining the scope and responsibilities of legal compliance oversight within various departments both within the Company departments and its subsidiaries, operations proceed according to laws and regulations. The various legal consultations provided by the legal department to multiple departments include the evaluation of operations which may pose legal risk and the creation of a checklist related to laws, regulations, and policies, to support high-risk departments in reducing risks and increasing effectiveness in legal compliance.

Furthermore, to enhance the efficiency of legal screening and monitoring for implementation, the Company has integrated the "Compliance Universe System" IT system and applications to be used as a repository and filter of laws related to respective department of CP ALL and its subsidiaries.

The Company additionally developed governance mechanisms and a system to verify and report legal compliance performance in relation to each department within the Company and its subsidiaries.

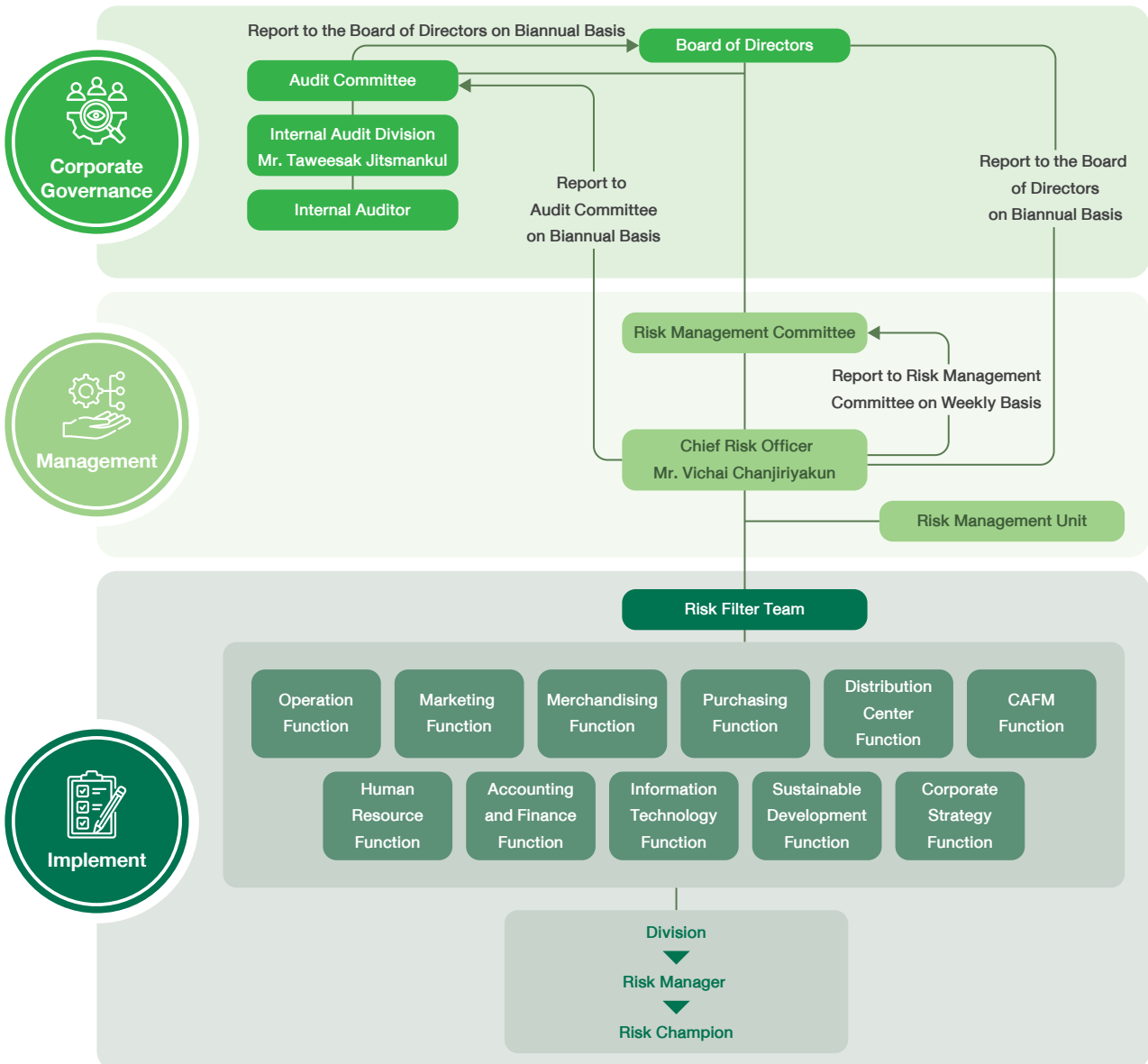




4

Managing risks and mitigating potential damage

Corporate Risk Management Structure



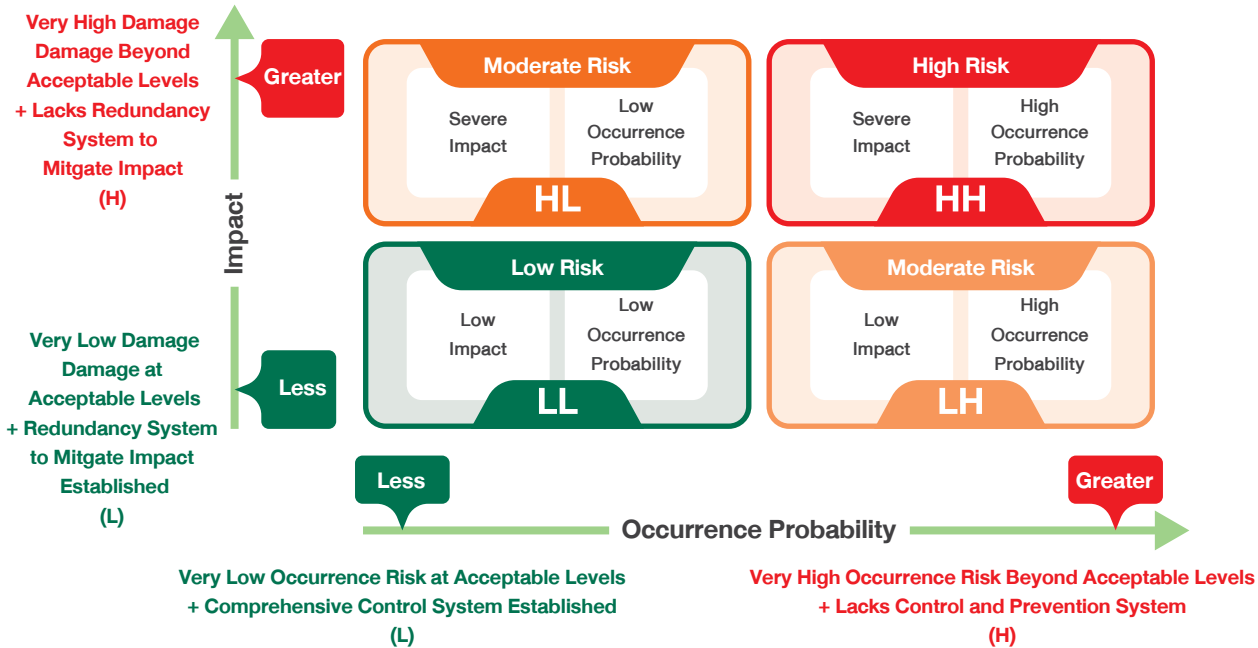
The Company established a Risk Management Committee to determine risk management policies, plans, and acceptable risk appetite in conjunction with the risk management department and regulatory agencies. This approach enables effective risk operations and alignment with good corporate governance principles. The Risk Management Committee is also tasked with reporting operational performance to the Audit Committee and the Board of Directors twice a year for risk management review, follow-ups, and resolution of identified organizational risk issues. The mentioned practices support an internal control mechanism, enable efficient risk monitoring, and ensure conformity to international standards.

In addition, the Risk Management Committee has conducted self-assessments and group assessments using an assessment form adapted from the Thai Institute of Directors Association in conjunction with the charter. In 2024, the Risk Management Committee received an excellent performance score for 94% of operations and a good performance score for 6% of operations.

Risk Analysis and Assessment

The Company prioritizes risks through assigning the respective Risk Owner to analyze the risk Probability Rating Scale and Impact Rating Scale utilizing a Risk Matrix with principles and guidelines described in the following text.

Risk Matrix



The Company creates a risk control plan according to risk prioritization based on risk matrix analysis, which assesses both the likelihood and impact of each risk, including risks related to fraud and corruption. This plan requires continuous monitoring of the Key Risk Indicator (KRI) for risk management effectiveness in addition to mitigation contingencies and preparedness to manage impending situations with the aim of supporting organizational business operations in achieving sustainable goals.

In addition, the Company determines guidelines and frameworks for risk and crisis management consisting of enterprise-wide level risk management to focus on planning and managing risks which may affect general operations and operational risks associated with processes in each department. Risk information is communicated to employees at all levels for complete understanding.



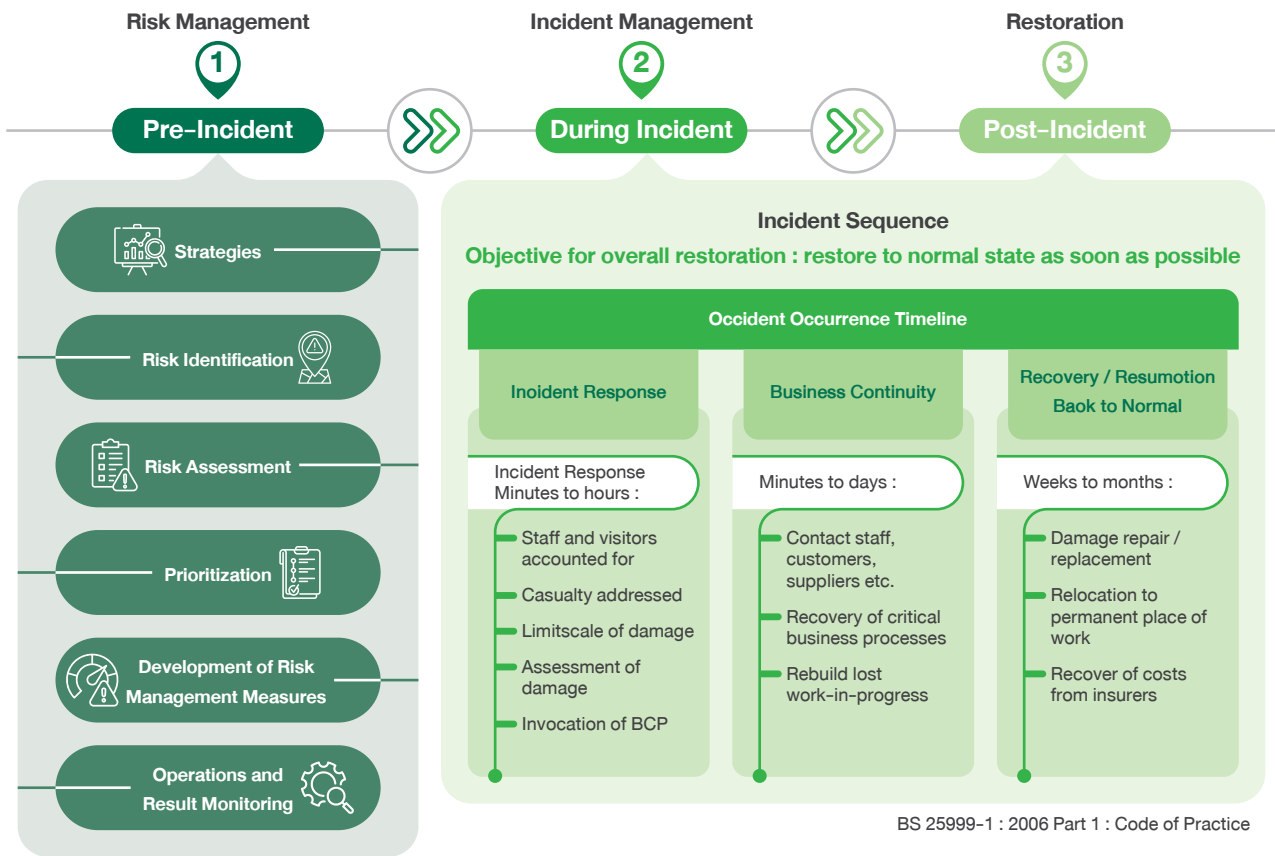
For more Information:

- ▶ [Risk Management Policy](#)
- ▶ [Risk Management Manual](#)

The Company has prepared a Business Continuity Plan (BCP) in anticipation for rapidly changing situations with goal to ensure Company operations remain continuous and uninterrupted. In addition, a progress report for operations is prepared by the Risk Management Committee every 6 months and presented to the Audit Committee and the Board of Directors.

The Internal Audit Office is responsible for inspecting and evaluating operations according to risk reduction measures as a means to ensure operations are aligned with good corporate governance principles, including the Committee of Sponsoring Organizations of the Treadway Commission (COSO) internal control framework and the international standard for business continuity management ISO 22301: Business Continuity Management (BCM). The key objective is to manage the Company's risks at an acceptable and manageable level. In 2024, the Company received business continuity management certification (ISO 22301: BCM) for 2 additional locations, including the Khon Kaen Distribution Center and Hat Yai distribution center.

Risk and Incident Management Framework for Sustainable Business Operations



The Company conducts risk assessments and reviews risk management continuously through considering organizational strategic plans and business goals combined with results from the Materiality Analysis of important sustainability issues to develop risk management guidelines which cover all 4 important types of risks: Business Risk, Sustainability Risk, Black Swan, and Emerging Risk. Effective risk management processes not only determine measures to prevent and reduce potential impact from various risk issues but also bolsters organizational drive to achieve goals and create value for all stakeholder groups.

The Company conducts risk assessments on a quarterly basis to ensure effective risk management according to determined goals. Risks which may impact business operations are identified are categorized into 4 groups as follows:



To encourage employee participation in risk management, mitigate changes within the business environment promptly, as well as support organizational strategy implementation, the Company organizes training to provide knowledge about relevant risk reduction measures to various departments, with a risk coordinator (Risk Champion) responsible for providing knowledge every quarter. Specified mechanisms for controlling and monitoring risks are as follows:

Internal control and risk monitoring mechanisms



Assessing high-risk activities

- Operated by Risk Champion
- Evaluating risks, which are:
 - Compliance with the Personal Data Protection Act (PDPA)
 - Adherence to process standards, laws, regulations, and Company policies related to business continuity planning (BCP) activities
 - Stakeholders' grievance



Establishing risk control measures

In 2024, high-risk processes were addressed through the implementation of 3 control measures: a comprehensive risk review by developing the ARI application to enable real-time monitoring and reporting of key risks, crisis communication to enhance response strategies during critical situations, and BCM (Business Continuity Management) drills to ensure training and simulations are aligned with current risks. Additionally, risk control measures were directly communicated to relevant stakeholders to ensure awareness and compliance.



Selecting high-risk processes

In 2024, there were 44 high-risk processes identified out of a total of 228 processes assessed. These covered processes across Operations Division, Product Management Division, Human Resources Division, Information Technology Division, CAF-M Division, Accounting Division, Sustainability Development Division, and Strategy Division.



Randomized assessment of control measures by auditors

The auditors comprise the Risk Management Unit, Corporate Process Simplification Unit, and Audit Unit.

Ongoing Project: Risk Management and Business Continuity Management Training Program for Risk Champion

The Risk Management unit, in collaboration with Panyatara Co., Ltd. and All Training Co., Ltd., organizes the online training course "Risk Management and Business Continuity for Risk Champion 2024". The training objective includes skills development, new learning experiences applicable as guidelines for risk management within the CP ALL business group, and increased capability to evaluate organizational risk management according to the Risk Score criteria. Project participants will undergo post-training assessments to verify comprehension and enhance awareness of processes to determine risks and subsequent prevention methods to ensure continuous and uninterrupted operations. Over 317 Risk Champions from the CP ALL business group participated this year.

Ongoing Project: Black Swan Search continuation

The Company has continued the Black Swan project for the 11th 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 6 issues, as follows:



1 Continuous Business Operations



2 Work Process



3 Products and Services



4 Outsources Hiring



5 Corporate Sustainability



6 Activities Related to the Company's Subsidiaries

The awarded risk issues will be considered for further development of appropriate support measures and management strategies to effectively implement them. In 2024, there were a total of 1,460 risk issues submitted by employees for competition. The top five risk issues with the highest number of submissions are: 1.) Health and Safety Risks 2.) Cybersecurity Risks 3.) Environmental Risks 4.) Customer Service Risks 5.) Regulatory Compliance Risks

Furthermore, the Company conducts Risk Score evaluations to measure the overall risk management effectiveness of each department. The Company welcomes suggestions for further development and improvement of risk management systems in all areas to enhance efficiency. This covers over 80 departments on a quarterly basis, along with providing guidance and knowledge exchange through online systems. Additionally, exemplary risk management practices are showcased to elevate capabilities through the Risk Score Clinic project weekly. Departments demonstrating consistent excellent performance will be publicly acknowledged by the Chief Risk Officer and the CEO as role models for the organization, fostering pride among the department's risk management personnel.

Emerging Risks

The Company considers risks toward business operations important, thus, measures and guidelines for management and administration have been established to promptly respond to risks. This includes regular annual reviews of issues and various trends to analyze new risks which may affect business operations. Moreover, the Company can identify 3 new risks and analyze the impact of these risks on business operations, along with outlining preliminary management measures and guidelines as follows:



Risks from rapid changes in Generative AI technology in the e-Commerce business

Online sales trends in 2024 include increased utilization of Generative AI technology in e-commerce businesses, specifically through Live Commerce and Cross-border e-Commerce, Chinese products increasingly penetrate the Thai market with predictions of new e-Commerce players contending established players. The anticipated new player, an overseas online shopping platform which focuses on cheap products, could fuel growth potential in the Thai e-Commerce market where growth is expected at 19% according to Google's Southeast Asia Digital Economy Report summary last year. The robust growth resulted in CP ALL's e-commerce business growth reaching 11% of total sales.

However, the integration of Generative AI technology will most likely impact new investment projects, investments in subsidiaries and distribution centers, and lead to more business operations within group companies in a manner which preserves and creates a good service experience at 7-Eleven stores in a sustainable way.

Business Impacts

The rapid introduction of Generative AI technology in the e-Commerce business has impacted new investment projects, investment in subsidiaries and distribution centers in CP ALL's group business operations. It helps maintain and create sustainable customer experiences at 7-Eleven stores. In 2024, investments will account for approximately 31% of the total 13,000 million Baht budget. In the scenario where Generative AI technology is introduced and fully adopted as an aid in analyzing products and services for consumers within the next 3-5 years, a significant increase in investments can be observed in new projects, subsidiaries, and distribution centers. Examples of potential investments include developing work processes throughout the value chain at branch stores, at warehouse systems, and at support units within the head office to enhance the purchasing experience throughout all channels, AI Ordering to replenish inventory appropriately according to various situations and environmental factors. The developments mentioned increase the average revenue per store per day

and sustainably maintains good customer experience for 7-Eleven store patrons in the future.

Measures and Management Approach

CP ALL aims to invest in Generative AI technology as a tool to assist in analyzing product and service needs of individual customers. This approach which identifies products or product categories customers are personally interested in (Personalization) to be appropriately selected and ordered (AI Ordering) while taking into account various situations and environmental factors, yielded an increased average revenue per store per day of approximately 6-7%. Other developments include initiating communication channels with the diverse customer base while considering customer communication behavior, especially via online channels through popular social media comprising TikTok, Instagram, X (Twitter), Line, YouTube and Facebook, including live streaming. The in-depth analysis targets and recognizes customer needs quickly and accurately through technological applications to enable product and service presentation which satisfies customer requirements in the future.

CP ALL closely monitors Generative AI technology advances which affect the Company's business strategy through defining business strategy, focus on growth from current strengths, and responses to new living norms and the digital society. In managing the changing trends and improving formats for good customer experience, the Company has introduced new products, sales promotions in conjunction with the signature service of employees within the store who double as product organizers and product deliverers, etc. The interactions create customer bonds and trust and allow store employees to understand customer needs, thus building capabilities to provide offerings which align with customer requirements. Interactions encompass the various customer contact points, channels to product and service, services through branch stores, vending machines, and online platforms. The online platforms include 7Delivery, an on-demand delivery service, and All Online which represents a department store near home. The mentioned strategy has received consistently good customer response, especially at branch stores where foreign tourists often frequent.



The risk from transitioning into a Completely Aged Society increases the demand for health products

Thailand is transitioning into a Completely Aged Society, according to data from the Department of Provincial Administration, Ministry of Interior, in 2023. It was found that Thailand has a population of people aged 60 and above, or the elderly, accounting for 1 in 5 (13 million people) of the total population (66 million people), with a continuous upward trend projected over

the next 5-10 years. It is estimated that Thailand will evolve into a Super Aged Society, with the elderly population increasing to 28% of the total population. This will directly impact the demand for health-related products and services, resulting in greater need for health-focused food products, functional foods, and foods with modified ingredients. This trend may influence CP ALL's strategies, budget planning, research in product and service development, as well as procurement of health-enhancing products.

Business Impacts

CP ALL has been actively managing health and nutrition products through various support programs and promoting research in health products internally and externally. However, with the transition into a Completely Aged Society and the trend towards becoming a Super Aged Society, CP ALL needs to adapt and prepare to deliver products and services which can fulfill future needs. The effect and risk of losing opportunities in selling health products and the elderly group, which accounts for 12.88% of total sales compared to all food and beverage products sold in 7-Eleven stores, may also impact organizational direction-setting and strategy. Additionally, CP ALL is preparing to respond by increasing its budget for research on products and services suitable for the elderly. The budget has been raised to 44 million Baht, an increase of 42% compared to 2023, to support the procurement of health-related products by 25%.

In 2024, the Ministry of Public Health announced policies to reduce chronic non-communicable diseases (NCDs), which include high blood pressure, high blood cholesterol, obesity, cardiovascular disease, etc., among the population. According to the National Statistical Office Health and Welfare Survey in 2023, Thailand found NCDs among people aged 60 years and over, with a 56% incidence of illness when compared to other age groups. To reduce new cases and promote sustainable health for Thai people, the Food and Drug Administration (FDA) collaborates with network partners in both the public and private sectors, including the Ministry of Public Health, Institute of Nutrition Mahidol University, Health Promotion Support Office (Thai Health Promotion Foundation) and private food SMEs to promote and strive for food products with modified formulas which reduces sweetness, oil, and saltiness. The offered alternatives for consumers are identified by the symbol "Healthier Choice" as a means to help consumers notice and make consumption decisions more conveniently. Currently, products certified with the Health Choice Symbol cover 14 groups: main meals, beverages, condiments, dairy products, instant foods, snacks, ice cream, oils and fats, bread, breakfast cereals, baked goods, snack products, fish and seafood products, and meat products.

The health alternative products identifiable with the symbol "Healthier Choice" may have an impact towards purchasing decisions among elderly people with NCDs.

In addition, campaigns from the government sector have motivated the Company to source healthy products to fulfill the "Healthier Choice" category and meet demands for health-conscious product alternatives, especially among the elderly. Product manufacturers are required to apply for product registration with certification costs of 10,000 Baht per time per product and symbol renewal of 5,000 Baht per renewal per product by January 1, 2025, when the regulation comes into effect. Product manufacturers have to accept increased costs for product registration and certification, thus impacting supply chains and CP ALL. The expected increase in product cost amounts to 10-15 million Baht accounts for costs forwarded to good health and well-being food, and other food and beverage groups.

Measures and Management Approach

CP ALL develops products through researching food innovations and continually increasing nutritional value in collaboration with CP Food Lab Co. Ltd., Product Development and Quality Assurance Office (PDQA) CP ALL Public Company Limited, and external organizations with expertise including the Thailand Institute of Scientific and Technological Research (TISTR) and the Department of Product Development, Faculty of Agro-Industry, Kasetsart University. The Company concurrently determines criteria for health products within the Company's Private Brands in line with certification standards of external agencies and international standards.

The Company aims to promote and support food and beverage product groups which reduce sugar, fat, sodium, additives inclusive of preservatives, food coloring, sweetener substitutes, antibiotics, etc. and product groups which increase nutritional value, including fortification with vitamin A, zinc, iodine, fiber, iron, etc. The Company has promoted CPRAM's elderly food project which emphasizes the importance of health under the "Creator" brand. The brand focuses on foods with specific nutritional value and amount, food properties or raw materials conducive for chewing, digestion and absorption, nutrition suitability according to age, and high protein foods not specifically designed for the elderly. Customers can choose to eat "Creator" to gain complete nutrients while experiencing a "easy to chew, easy to digest" product with high nutritional value and good taste to fulfill the needs of the aging society in Thailand and globally.

In addition to the food and beverage product group, the Company carefully selects quality raw materials from responsible sources for its products which contain Genetically Modified Organisms (GMOs) and ensures its

certification and traceability. The Company has established a process to continuously monitor and review operating results to ensure continued promotion of health and well-being, and capabilities to fulfill the organization's short-term and long-term goals. This process entails compiling a database for policy development, operation plans and various research plans in the future to support trends of changing products and services for the elderly group in the future. The service level has been elevated to cater to customer groups with difficulty visiting 7-Eleven stores through ordering products from the application '7App' with delivery service. The elderly who are not comfortable accessing digital systems or customers without a smartphone or mobile internet can opt for CP ALL's new ordering service via the Call Center by dialing 1371. The Chat & Shop and Line OA services also facilitate ordering of various products in 7-Eleven stores.



The Risk of Failing to Achieve Net Zero Target due to Scope 3 emissions

CP ALL assigned the Sustainability Development Subcommittee to oversee climate change management and specialized operations teams for instance, teams to manage energy efficiency and energy conservation, the solar installation team, environmentally friendly packaging development team, etc. The subcommittee performs administrative duties related to managing climate change under the strategy "7 Go Green", which focuses on reducing greenhouse gas emissions from business operations to meet stipulated targets. With aims for carbon neutrality (Carbon Neutral) by 2030 and net zero greenhouse gas emissions (Net Zero Emission) by 2050, greenhouse gas management is divided into 3 categories: direct greenhouse gas emissions (Scope 1), indirect greenhouse gas emissions from energy usage (Scope 2), and other indirect greenhouse gas emissions (Scope 3). The Company has considered establishing goals to reduce the organization's greenhouse gas emissions to net zero through a validation process according to the guidelines of the Science Based Targets initiative (SBTi). In addition, the Company has established a framework for operations and guidelines to conduct business responsibly in terms of climate change throughout the supply chain in alignment with Task Force on Climate-related Financial Disclosure (TCFD) guidelines with climate change information disclosures (IFRS S2 Climate-related Disclosures).

Achieving the stipulated goal is critical as the majority of the Company's greenhouse gas emissions come from other indirect activities (Scope 3) arising from activities within the supply chain, inclusive of greenhouse gas emissions occurring from production processes of intermediary products used by the Company, internally produced products, transportation, distribution, product utilization

and garbage disposal. The mentioned processes account for the highest proportion of greenhouse gas emissions, reaching 88% of all greenhouse gases or equivalent to 13,030,541 tCO₂e in 2030.

Business Impacts

Achieving the established climate goals affects business practices within CP ALL's supply chain whereby the Company aims for both small and large suppliers to adapt to a low-carbon society. In adopting low-carbon measures, production processes are modified and the cost of production increases. Smaller suppliers are confronted with limitations in collecting and reporting greenhouse gas emissions data thus requiring additional financial support and knowledge from the Company. CP ALL's internal operations require investment in additional projects to reduce greenhouse gas emissions, including employee transportation modifications and waste management, etc. which contributes to an overall business operating costs of 8,976 million Baht. Successful adoption of this initiative not only requires Company commitment but also stakeholder cooperation and their varying capabilities. The inability to proceed accordingly may impact the realization of goals and affect corporate image in the form of "greenwashing" accusations and potential societal resistance in the future, etc.

Measures and Management Approach

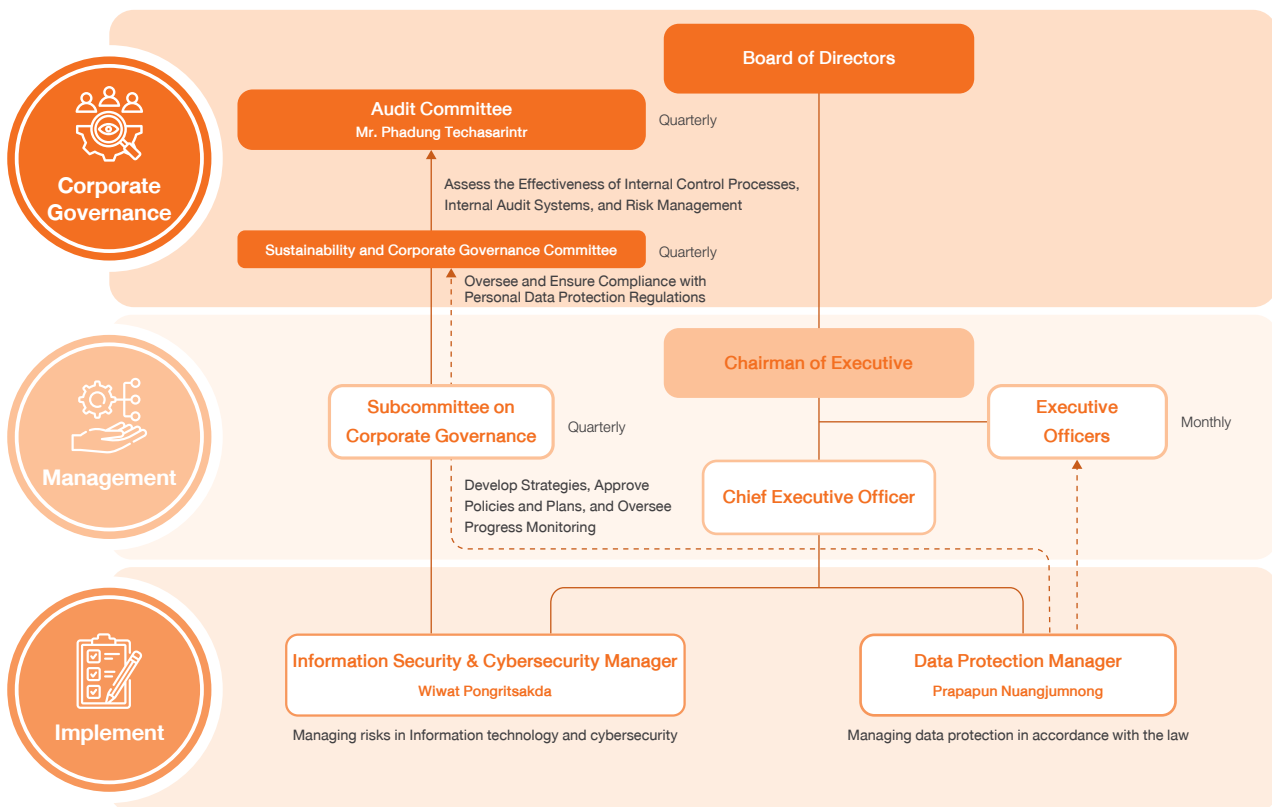
CP ALL is committed to operating under sustainability strategies covering the dimensions of good governance and economics, society and the environment, including: 7 Go Green, 7 Go Together and 7 Go Right strategies. In risk assessments of material impacts toward all stakeholder groups, encompassing positive and negative impacts in reducing greenhouse gas emissions from suppliers, CP ALL has established a policy and manual for sustainable procurement used to select and promote business suppliers. Instance of policies include sourcing from sustainable agriculture and utilizing environmentally friendly products, etc. To reduce greenhouse gas emissions generated by suppliers, the Company established initiatives and prepared capacity assessments and supplier readiness assessments for low-carbon society adoption appropriate for each supplier group. For instance, two events to enhance awareness and basic knowledge on reducing greenhouse gas emissions for small suppliers were organized in 2024. Incentives were provided to suppliers who cooperate with the Company in driving the country's greenhouse gas emissions reduction goals, etc.

CP ALL has invested in developing the production systems in addition to managing and reducing waste within business operations, a means to reduce indirect greenhouse gas emissions associated with the Company. Executives involved in overseeing the Company’s sustainability policy are tasked with regularly monitoring developments regarding missions of Thailand Carbon Neutral Network (TCNN) and the Global Compact Network of Thailand (GCNT). Awareness of updates keeps the Company informed of trends, including participation in expressing opinions and driving forward the agenda for climate change management at the national level, modifying organizational policies consistent with national policies, as well as allowing the organization’s business activities to proceed continuously while taking into account the positive and negative impacts on all relevant stakeholder groups.

5

**Managing cyber security and data protection****Cybersecurity and Information Management Structure**

The Company establishes a management structure to promote integration between central and business units, with central units responsible for and providing support, including the IT Governance Committee, tasked with setting policies and guidelines for system usage. The Committee also monitors technology and cybersecurity investment projects to ensure alignment with business strategies.

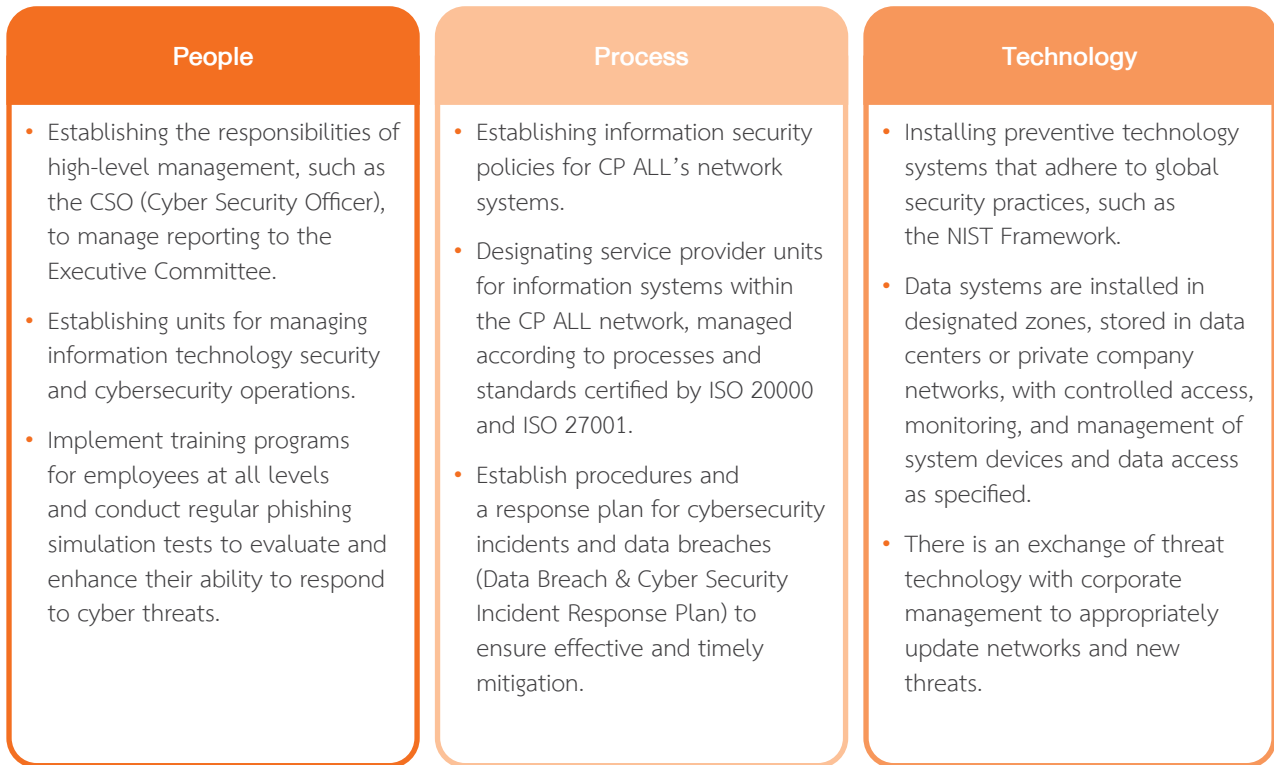


The Company has established policies regarding information technology (IT Policy) as a guideline for data usage, proper operations, development, and maintenance of information technology systems to comply with the law and related security requirements for both employees and business suppliers. The adopted standards to respond to policies stated include ISO 20000 certification standard for information technology services, ISO 27001 certification standard for secure information technology management

as a framework for IT and cyber management and the PCI/DSS V.3 security standards for financial transactions.

**For more Information:**▶ [Information technologySystem Security Policy](#)

Cybersecurity Management within CP ALL's Businesses



In tandem with standards adoption, the Company has conducted a cyber threat risk assessment in accordance with international guideline NIST (Cyber Security Framework). The guidelines are reviewed in conjunction with business goals and the current environmental situation to determine the most appropriate information technology systems security policies and appropriate application which considers personnel, processes, and technology through various projects as follows:

Ongoing Project: Cyber Security

In the digital era, where businesses increasingly rely on online systems, cybersecurity has become a critical priority. The Company constantly face cyber threats and must implement proactive measures to mitigate risks. To address this challenge, the company has planned and implemented comprehensive security measures across all dimensions, including training employees to raise awareness of cyber threats, strengthening cybersecurity protection systems, and ensuring that software is continuously updated to remain effective against emerging threats.



In 2024, the Company underwent cyber security assessments and ratings from BITSIGHT Security Rating Service, a third-party organization which analyzes cyber security levels and corporate cyber. Through utilizing the Security Ratings scoring method and continuous assessment to measure cyber security level for listed companies and securities companies (Cybersecurity Resilience Survey 2024), Cybersecurity Levels which reflect management, data administration, and cyber security are determined. Enhanced security levels promote credibility and corporate image thus the Company proceeds according to the following important guidelines:

- Promote important policies regarding cyber security, instill awareness regarding imminent cyber threats and provide recommended guidelines for correct and secure use through various channels including the company website, email, CPALL Connect Cyber Security Portal, etc.

- Organize cyber security awareness training on a variety of topics to all employees, both online and onsite, in addition to communicating through various channels and including arranging cyber vaccine assessments for 101,160 Company employees and executives.



ซีพี ออลล์ ให้ความรู้ภัยไซเบอร์ 'ปลอดภัยทุกคลิก ไขความลับ Cyber Security รู้ทัน PDPA' ส่งเสริมผู้นำรุ่นใหม่ 'Mister & Miss Good Governance'



ในยุคที่เทคโนโลยีดิจิทัลเข้ามามีบทบาทสำคัญในชีวิตประจำวัน ความปลอดภัยไซเบอร์ ข้อมูลส่วนบุคคล กลายเป็นเรื่องที่ไม่อาจมองข้ามได้ คณะอนุกรรมการบรรษัทภิบาล ซีพี ออลล์ เดินหน้าจัดงานสัมมนา “ปลอดภัยทุกคลิก: ไขความลับ Cyber Security รู้ทัน PDPA” เพื่อสร้างความเข้าใจ และความตระหนักรู้ให้แก่ผู้นำรุ่นใหม่ด้านธรรมาภิบาล หรือ Mister & Miss Good Governance (MMGG) เพื่อเป็นพลังสำคัญในการสื่อสาร ถ่ายทอดองค์ความรู้ให้กับพนักงานในองค์กร

Cyber Awareness
ภัยไซเบอร์ใกล้ตัวคุณ

13 ข้อซีพีออลล์ปลอดภัย

นโยบายการรักษาความปลอดภัยระบบเทคโนโลยีสารสนเทศ บริษัท ซีพีออลล์ จำกัด (มหาชน) และบริษัทในเครือ

- 1 ไม่แชร์ ไม่โพสต์ ไม่เปิดเผยข้อมูลสำคัญ หรือที่เป็นความลับของบริษัท
- 2 ไม่นำอุปกรณ์ภายนอก หรือไม่มีการป้องกันความปลอดภัยมาเชื่อมต่อกับเครือข่ายบริษัท
- 3 ไม่ติดตั้งซอฟต์แวร์ละเมิดลิขสิทธิ์
- 4 ไม่ใช้เครื่องจ่ายคอมพิวเตอร์ บริษัทจะเปิดผู้รับ หรือกระทำผิดกฎหมายใดก็ได้
- 5 ทำรหัสผ่านให้แข็งแรง ใช้คนละตัว และเปิดใช้งานการยืนยัน 2 ขั้นตอน
- 6 ทำเรื่องหม่าจอง สิ่งเครื่องเสมอ เนื้อหาโซเชียลมีเดีย และโซเชียล
- 7 ทำให้นำเครื่องใช้แบบบริษัทสื่อสารทางธุรกิจ จัดเก็บไฟล์ แอปพลิเคชัน ระบบ หรืออุปกรณ์ที่บริษัทกำหนด
- 8 ทำเวบไซท์ หรือบริการที่เปิดเผยต่อสาธารณะ ต้องมีใบเวบไซท์ หรือบริการ มีความปลอดภัยตามมาตรฐานที่กำหนด
- 9 ทำให้นำเราปลอดภัย โดยดูแล แจ้งคำ หรือบุคคลภายนอกให้ปฏิบัติตามมาตรการความปลอดภัยเมื่อใช้อินเทอร์เน็ตทุกครั้ง
- 10 ระวังการแจ้งเตือน หรือข้อความ เสียง วิดีโอ ที่ถูกปลอมแปลงและแอบอ้างชื่อของผู้นำซีพีออลล์
- 11 ระวังข้อมูลบางฉบับของทุกฉบับ อาจถูกเปิดเผย หรือเป็นที่รู้กันในสาธารณะ มีรายละเอียดทั่วไปแต่อาจได้แก่เวลา
- 12 ระวังไลน์ (ส่วนบุคคล) ถูกใช้ในกรณี และนำสู่การหลอกลวงของมิจฉาชีพมากที่สุด
- 13

2024

Data Breach & Cyber Security Incident Response Plan



แผนตอบสนองเหตุการณ์ละเมิดความปลอดภัยไซเบอร์และข้อมูลรั่วไหล

Cyber Security Management

10-03-2024

- Review policies to maintain consistency with international standards for information security management systems (ISO 27001) and personal data management systems (ISO 27701).
- Assess risks from cyber threats and review security measures once a year, integrate security technology according to the Cyber Security Roadmap to maintain confidentiality, accuracy, integrity and availability of all information.
- Organize a Data Breach & Cyber Security Incident Response Workshop for operational and management level employees according to live scenarios to simulate appropriate responses to developing situations and determine improvements, twice a year.
- Organize training and instill cyber security awareness comprising:
 - > 1,938 new employees, equivalent to 100% of new employees, signed acknowledgment of policies and guidelines through the On-boarding Program
 - > 116,179 current employees, equivalent to 100% of employees, at all levels of CP ALL and its subsidiaries received training
 - > 48 suppliers, equivalent to 100% of suppliers, received communication and support on the safe usage of data when connected to the Company's IT system, and signed acknowledgment to comply with safety procedures prior to working
 - > Educate customers on the cyber security topic, “Cyber vaccine, recognize scams, resist online dangers”, which emphasizes key cautionary issues relevant to online services and cyber threat protection through social media channels
- Organize Cyber Security Drills Test every quarter through simulating a virtual situation as outlined in the Phishing Simulation Test for all employees at all levels to enhance awareness of cyber threats, reduce the risk of becoming a victim, and develop correct and prompt response capabilities.
- Organize training, assessments, and support security practitioners to pass international standard certifications including CISSP, CISA, CDPSE, C|JHE (Certified Ethical Hacker), CompTIA Security+, etc.

- The Security Operation Center (SOC) adheres to the Incident Management process according to ISO20000 standards, with operating teams working 24 hours a day to monitor and manage security systems, thus users can report Security Incidents or others threats through the Call Center by dialing 1500 at any time
- Conduct a Data Breach & Cyber Security Incident Response Workshop for operational and administrative level employees as planned in a virtual environment in order to develop correct and prompt response capabilities and determine improvements, twice a year.

Impacts and Benefits

100%

of the Company's network information systems comply with the Information Security Management System (ISO 27001) certification through installations.

100%

of employees passed the Phishing Simulation Test.

100%

of employees working in cyber security systems (33 people) passed training and knowledge testing on cyber security topics.

100%

of Company internet network systems and websites have undergone Vulnerability Assessment by a third-party company and the internal system hacking expert unit (Red Team), with results considered in future improvements by the operating team to enhance security.

Personal Data Protection Management

The Company is cognizant of the importance of data privacy, a key privacy right upheld by the Constitution of the Kingdom of Thailand and the principles of the Universal Declaration of Human Rights. In an approach to increase confidence among stakeholders throughout the value chain, supervision is provided as follows:

- Establishing and reviewing personal data protection policies
- Supervision of personal data protection includes:
 - > Managing records of personal data processing activities and determination of legal bases
 - > Notification of personal data processing
 - > Consent management
 - > Rights management and personal data owner complaints
 - > Managing personal data processing agreements
 - > Assessment of personal data protection impacts
 - > Procedures upon occurrence of personal data breach
- Review and improve activities to maintain consistency with the PDPA law and secondary laws at least 1 time per year
- Developing and applying information technology systems to business operations while considering maintenance of security and protection of personal data through Security and Privacy by Design, inclusive of the automatic Privacy by Default system
- PDPA on Tour (site visit) to review relevant operations of activities which contain personal data to ensure compliance with PDPA laws and secondary laws
- Expanded request for certification to international standards in information security management system ISO 27001 and personal information management standards ISO 27701 for 24Shopping Co., Ltd. warehouses.
- Review processes and simulate incidents of breaches and personal data leaks with senior executives and the data breach incident response team, in addition to performance reviews to determine improvements 1 time per year

Ongoing Project: Raising Awareness of Personal Data Protection

The Company is committed to raising awareness regarding personal data protection among employees at all levels through adhering to guidelines established in the organization's key strategies and plans as an approach to reducing risks which may occur to the Company. In 2024, the Company implemented steps to raise the level of personal data protection to international standards. The details are as follows:

- Communicate and promote awareness of PDPA laws to employees at all levels in addition to disseminating and promoting PDPA Mindsets to employees, consisting of 1) Respect the privacy of others (Respect) 2) Be honest and transparent (Transparency) and 3) Be responsible for your actions (Accountability) through offline and online channels inclusive of posters, Company website, email, PDPA Portal, CPALL Connect, etc.
- Organize activities to support personal data protection to employees at all levels, inclusive of training with knowledge assessments, seminars, workshops, webinars, etc. to provide knowledge and create awareness regarding PDPA to employees in the Company and its subsidiaries, including suppliers and business allies handling personal data. The training curriculum/seminar content is tailored to respective participants, for instance general employees, employees with access to personal information, executives, administrators/developers of information systems, etc.
- Create a PDPA Champion capable of communicating, educating, and monitoring personal data protection.

Impacts and Benefits

100% of activities managing personal data comply with the Personal Data Protection Act.

100% of employees passed PDPA guidelines training and knowledge assessment.

100% of respondents exercised the rights of personal data owners within the specified time.

serious grievances reported. **0**

in value of the damage caused by personal information leaks or violations. **0 Baht**

*PDPA is the Personal Data Protection Act (2019) or the Personal Data Protection Act, B.E. 2562.



For more Information:

- ▶ [Data Privacy Policy](#)
- ▶ [Additional information about Cyber Attack reports and User Security Incident can be found on the website](#)



6

Disclosing information according to the international reporting framework

In addition to developing governance structures, mechanisms, and risk management including cyber security issues to display transparency in accordance with good governance and anti-corruption principles. The Company develops and maintains quality and standards in preparing both the annual report (One Report) and the sustainability development report according to international criteria and reporting frameworks on an annual basis, continuously.



For more Information:

- ▶ [56-1 One Report](#)
- ▶ [Sustainability Report](#)

Occupational Health and Safety & Labor Practices (Human Rights)

“CP ALL respects fundamental human rights, upholding equality and treating everyone fairly, regardless of race, religion, gender, or social status. The Company is committed to ensuring safety and occupational health for employees, customers, and communities in accordance with international standards, fostering a safe and high-quality living environment for all.”



Occupational Health and Safety & Labor Practices (Human Rights)

Supporting the SDGs



SDG3 Ensure healthy lives and promote well-being for all at all ages

- 3.4 Reduce premature death from non-communicable diseases through prevention, treatment, and support for mental health and well-being
- 3.6 Reduce deaths and injuries due to road accidents



SDG5 Achieve gender equality and empower all women and girls

- 5.1 End discrimination against women and girls everywhere



SDG8 Promote sustained and sustainable economic growth, and decent employment for all

- 8.5 Achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value
- 8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment



SDG10 Reduce inequality within and among countries

- 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



SDG16 Promote peaceful and inclusive societies for sustainable development

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

Risks and Opportunities

Human rights are an important issue of global concern, particularly the issue of labor practices that do not adhere to human rights principles, such as forced labor, working in unsuitable environments, the denial of the right to form labor unions, and restrictions on the freedom of expression. The United Nations Guiding Principles on Business and Human Rights (UNGP) have set standards for operations that consider human rights throughout the value chain to elevate business activities and reduce human rights risks.

Currently, labor remains a crucial force driving business processes such as raw material procurement, production, transportation, and services to respond to the rapidly changing market demands. Labor and workers may be at risk of human rights violations, such as labor discrimination, sexual harassment, child labor, and forced labor. The Company should establish measures and guidelines to prevent the impact on the human rights of all stakeholders through continuous monitoring and risk assessment to ensure that the organization's operations align with international human rights protection principles and the laws of the country. Additionally, the Company should promote human rights awareness in business operations throughout the value chain. This not only enhances the Company's image and builds trust in the organization but also generates acceptance and support for the products and services in society.

Significantly Affected Key Stakeholders



Results of the “Double Materiality Matrix”

Sustainability Dimensions

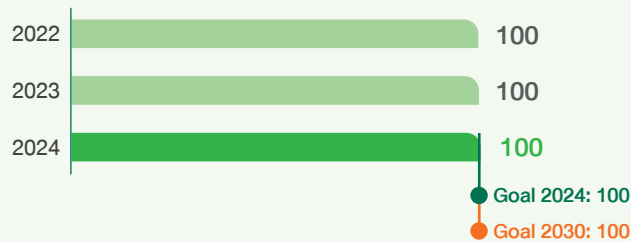
- Governance and Economic Dimension

Impact level for application in business operations

- Critical Material Topics

Progress against Short-term and Long-Term Goals

The Company has continuously conducted Human Rights Impact Assessment following United Nations Guidelines, of its operations and suppliers with high sustainability risks. (Unit: %)



Key Performance in 2024



CPRAM received the award as a model organization for human rights in 2024, at an outstanding level, in the category of large-sized businesses for the fourth consecutive year from the Rights and Liberties Protection Department, Ministry of Justice



100% of FTE in the Company’s operations and business activities have been assessed for human rights risks and impacts



100% of FTE in high-risk operational areas have risk management measures in place



100% of new employees have completed the “Basic Training for New Employees” course



100% of new store partners and new business partners have been educated and assessed for human rights impacts



100% of current employees at all levels have been educated and passed the knowledge assessment for the “Human Rights and Business” course



100% of target areas as per the plan have been certified with the international standard for occupational health and safety management, ISO 45001: 2018

Key Progress in 2024



CPRAM participated in the 2024 human rights model organization assessment



Conducted a review of human rights risks (Human Rights Risk Assessment) through the comprehensive human rights due diligence process (Human Rights Due Diligence Process: HRDD)



Developed, reviewed, and monitored preventive, mitigating, and remedial measures for risks that need to be managed first



Organized activities to promote DEI (Diversity, Equity, Inclusion) through the ALL PRIDE 2024 campaign to support diversity, equity, and inclusion

Performance Summary 2024

Human Rights Risk Assessment: HRRRA

The Company's operation area and business activities

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

54.77% of FTE
have significant human
rights risks

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

The company's Tier-1 suppliers

completed risks assessments
100%
2,412 suppliers

identified to be at risk
2.74%
66 suppliers

identified to be at risk and
has impact mitigation measures
100%
66 suppliers

Salient issues

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



Work-related accidents, such as accidents from delivery of goods, slipping or falling from stairs, items falling from a height, accidents from a forklift crash, and knife-related accident



Issues with inappropriate Personal Protective Equipment (PPE), such as safety shoes, workwear, temperature control room workwear, etc

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
1 Case

Discrimination
0 Case

Harassment or
Sexual Assault
0 Case

Violations of
Indigenous Rights
0 Case

Mitigation measures and corrective actions

CP ALL Public Company Limited guarantees that appropriate corrective actions will be taken in the event of human rights violations through continuous monitoring, inspection, and reporting. In addition, the Company will consider compensation and remediation in all forms to ensure that affected rights holders receive appropriate remedy and to mitigate the damage to restore the situation to an appropriate or improved condition. This includes official apologies, compensation for damages, rehabilitation, compensation in monetary or non-monetary forms, penalties, and harm prevention measures, such as prohibition orders or guarantees to prevent recurrence.



Promoting equal opportunities and diversity for employees

Capability Building of Female Employees (%)



People with Disability

Number **1,303** person
FTEs **0.52%**



Freedom of Association



100% The Welfare Committee of
the Company's workforce

Management Approach

The Company established and operated in accordance with policies on human rights and labor practices, encompassing all areas of business operations, including suppliers and business partners-which are in accordance with the UN Guiding Principles on Business and Human Rights (UNGPR) and International Labor Organization (ILO) This includes the labor laws of each country where the company conducts business, encompassing significant human rights issues. Such as child labor, forced labor, discrimination, harassment, etc.

In this regard, the Company has a process to assess important issues, impacts, and human rights risks on a regular basis every 3 years in all areas of business activities, encompassing workflow analysis (Full time equivalent: FTE), especially for units with risks. The Company also established integrated preventive measures and mitigated the impact of high-risk issues through the human rights process. The details are as follows:

1



Human Rights Due Diligence: HRDD

2



Human Rights Risk Assessment : HRRR)

3



Human Right Impact Assessment: HRIA

The Company aims to raise awareness of and promote compliance with international human rights principles among employees at all levels., business partners, and level 1 key suppliers through various projects. The Company pushes for equality in the cost of living and employment in accordance with the policy and principles of compensation and benefits. This includes assessing the livelihood of employees and Tier-1 suppliers. Other topics revised are salary and benefits for employees and business partners (Store partners) to receive equal and fair compensation. The Company aims to expand the target to cover 100% of employees by 2025.

There are plans to extend the assessment to suppliers Furthermore, the Company assesses risks related to safety, occupational health, and environmental conditions in the workplace, covering all the Company's operational areas. This also involves implementing various projects to support and promote well-being for employees and their families through different initiatives, support for the education of employees' children, and employees' health care. Employees are also provided with the option to choose healthcare benefits for their parents, spouses, or children (IPD), flexible working arrangements, among other benefits.



For more information

- ▶ [Human Rights and Labor Practice Policy](#)
- ▶ [Compensation and Benefits Policy](#)





Comprehensive human rights due diligence process

The Company has an effective human rights due diligence process and conducts regular human rights risk assessments every three years to identify key risks that need to be managed first for rights holders affected by the Company's business operations. This includes operations across all business areas of the Company, extending to partners, suppliers, contractors, joint ventures, and mergers and acquisitions. The Company takes into consideration of important human rights issues that may affect business operations, including forced labor, human trafficking, child labor, the freedom of association, the right to form unions, equal pay, discrimination, sexual harassment, among others, as well as security, safety, environmental, and customer rights. This is accomplished through consultations and addressing issues from stakeholders at risk of human rights violations, such as employees, local communities, partners, suppliers, contractors, customers, and consumers, including vulnerable groups such as women, children, indigenous people, migrant laborers, workers hired through third parties, people with disabilities, the elderly, and LGBTQI+ individuals, to ensure that the Company's business operations do not result in human rights violations.

1	2	3	4	5	6	7	8
Policy Commitment	Embedding	Assessing Impact	Integrating and Acting	Tracking Performance	Communicating Performance	Stakeholder Engagement	Remediation and Grievance Mechanism
Human Right Policy		<ul style="list-style-type: none"> Identify existing and potential human rights risks in the business operations Identify concerned parties that may be affected by human rights violations, including those belonging to vulnerable groups, such as women and children, migrant workers, people with disabilities, and elderly people Human Right Risk Assessment: HRRA Human Right Impact Assessment : HRIA 		<ul style="list-style-type: none"> Design preventative and mitigation measures pertaining to human rights risks Implement initial measures with relevant functions Result monitoring and process reviews 		Engage with Various stakeholders. both internal and external consisting of employees, community. Public agencies, civil organizations. The aim is to Communicate the Company's human rights performance	<ul style="list-style-type: none"> Remediation for impacted Individuals, pertaining to human right violation Setting a Grievance mechanism for human rights grievance



For more information

▶ [Human Rights Risk and Impact Assessment Guide](#)



Human rights risk assessment

The Company conducts human rights risk assessments (Human Rights Risk Assessment: HRRA) every three years to identify key risks that need to be managed first and the rights holders affected throughout the value chain. This is part of the comprehensive human right due diligence process (Human Rights Due Diligence: HRDD), covering 8 main business units, which accounts for 100% of business operations and 100% of business activities. These activities include 4 categories: Employee Practice, Supplier & Contractor Rights, Customer Rights, and Community Rights.

From the most recent human rights risk assessment in 2024, the Company considered the previous risk issues, current risks, and risks that are likely to arise in the future. These include issues related to the rights of employees, suppliers, and contractors, community rights, and customer or consumer rights. The issues include working conditions, occupational safety and health, discrimination and harassment, illegal labor use, standard of living, and data privacy. The Company identified key human rights issues in the convenience store business group 7-Eleven, CPALL warehouses, CPRAM, and 24Shopping, which include: 1) Employee occupational health and safety, 2) Discrimination and sexual harassment, 3) Supplier occupational health and safety, 4) Community health and safety, 5) Community standard of living, and 6) Customer health and safety (food safety and well-being).

Additionally, the Company conducts human rights risk assessments for all Tier-1 suppliers, covering a total of 2,412 suppliers. The key issues evaluated include safety training for workers, inspection of work equipment and emergency response equipment, and fire evacuation drills. Moreover, the Company encourages suppliers to develop comprehensive prevention and remediation measures for human rights issues across all Tier-1 suppliers. In cases of human rights violations, the Company is prepared to address these issues according to preventive measures and to mitigate the human rights impacts of high-risk issues through integrated follow-up, monitoring, and reporting. This ensures that affected rights holders will receive appropriate compensation and remedy, as well as the mitigation of impacts to restore the situation to an appropriate or improved condition, such as official apologies, compensation for damages, rehabilitation, compensation in monetary or non-monetary forms, penalties, and harm prevention measures, such as prohibition orders or guarantees to prevent recurrence.

Employee Practices	Community Practices	Customer Practices	Supplier and Contractor Practices
Working Condition	Health and Safety	Health and Safety	Working Condition
Health and Safety	Standard of Living	Discrimination	Health and Safety
Discrimination and Harassment		Data Privacy	Discrimination
Illegal of Labor used			Legal of Labor used
Freedom of Association and Right to Collective Bargaining			



Human rights impact assessment

From the human rights risk assessment process, the Company evaluates the human rights impacts on those affected by the business operations regarding the risks that need to be managed first through data collection, surveys of rights holders, covering all employees in all areas with Salient Issues and high risks that need to be managed first. The evaluation covers 4 main groups: 1) 7-Eleven store operations, 2) CP ALL Distribution Centers, 3) CPRAM's production and logistics, and 4) CP Retailink employees. When impacts are identified, the Company will enhance preventive, mitigating, and remedial measures and communicate equal treatment based on human rights principles within the organization through various forms of communication, such as infographics, campaigns, and messages from senior executives through organizational memos, safety training, use of CCTV cameras to monitor employee driving behaviors, and the use of technology to manage Rider data.

Additionally, in 2025, the Company plans to assess the human rights impact on key issues and high risks identified from the 2024 risk assessment, including 7-Eleven store employees, CP ALL distribution center employees, CPRAM production and logistics employees, CP Retailink employees, and 7-Eleven customers.

Integrated preventive and mitigating measures for high-risk human rights issues

Under the scope of the Company's responsibility and store partners (business partners)

Right holder	7-Eleven store employees, CP ALL distribution center employees, CPRAM, and 24Shopping employees
Salient Issues	<ul style="list-style-type: none"> Workplace accidents include accidents from product deliveries Sexual harassment issues include an employee being sexually harassed by a colleague inside the store Accidents within distribution centers and road accidents during deliveries Workplace accidents include employees being hurt by machinery or injured from being hit during moving activities Air pollution from truck exhaust fumes Health issues related to transport vehicles obstructing parking at bus stops Community health and safety issues, including road accidents during transportation

Preventive and mitigating measures	<ul style="list-style-type: none"> • Safety manual • Conduct safety analysis in operations • Use technology to manage Rider data • Use CCTV cameras to monitor employee driving behaviors • Safe driving clinic for employees who do not follow traffic laws and have accidents • ISO45001 / TIS 18001 certification • Occupational health and safety training for employees • Safe road driving training for employees • Provide personal protective equipment and labor-saving tools for employees • Comply with labor law regulations • Set penalties • Have a policy for equal treatment • Communicate equal treatment and harassment prevention through channels like Line groups, CPALL Connect, FC Conference meetings, OPT-Meeting • Create a memo requesting appropriate behavior for a happy working environment posted behind 7-Eleven stores for employees to notice • Conduct Human Rights Impact Assessment (HRIA) for employee groups • Monthly personal protective equipment checks by the Occupational Safety, Health, and Environment (OSH&E) Committee and checks before use by managers • Set standards for lifting and moving items and train employees on procedures • Inspect employee operations daily • Conduct new accident transport training to prepare employees for safe work and driving • Set a transport vehicle inspection schedule
Integration of measures	<ul style="list-style-type: none"> • Corporate policies (e.g., safety, occupational health and working environment policies, human rights policies, etc.) • Regulations for work sites • Occupational safety, health, and environment committee • Announcement of vehicle safety operation targets • Operational standards



Creating awareness of human rights

Training course on Human Rights Policy and Practices and Labor Practices, and ESG Quiz

To build understanding and promote the proper implementation of human rights principles, as well as prevent human rights violations both inside and outside the organization, the Company organizes training for the course 'Human Rights Policy and Practices, and Labor Practices' via the e-Learning system. The course on sustainability and governance, also known as the ESG Quiz, covers the following topics:

1	2	3	4	5	6
Human Rights and Labour Practices Policy and Guideline	Diversity, Equality and Inclusion Policy	Non-Discrimination and Anti-Harassment Policy	Foreign Workers Recruitment Policy	Guidelines to prevent human rights violations	Organizational culture and respect for human rights

In 2024, 116,179 people completed the e-Learning course on sustainability and governance, also known as the ESG Quiz, and the 'Human Rights Policy and Labor Practices' course for new executives (onboarding), with a total of 1,430 people. The Company plans to expand the scope of raising awareness and understanding for employees at all levels, across all locations, including suppliers and store partners (business partners), through online systems, achieving 100% coverage by 2025.

Additionally, employees can access human rights knowledge through the Company’s portal ‘CPALL Connect,’ online seminars, emails, employees’ desktop computers, morning briefing meetings (Morning Talk), and various learning media such as digital media, videos, posters, bulletin boards, representative mascot symbols, as well as promotional activities like the ‘ALL Pride 2024’ diversity campaign.



Fair treatment of labor

The Company considers labor rights and fair treatment of employees in accordance with laws and policies under both Thai and international labor protection acts. Additionally, the Company also considers appropriate employment practices, wages, working hours, holidays, and benefits, as well as a safe working environment with good conditions. The Company provides employee benefits including:

Employee Benefits	Legal rights	Rights that the Company provides to employees
Paid parental leave for the primary caregiver	98 Days	120 Days
Paid parental leave for the non-primary caregiver	0 Days	7 Days
Leave for the care of an adopted child for employees with diverse sexual orientations	0 Days	7 Days
Public holidays	Not less than 13 days per year	14-18 Days
Annual leave	Not less than 6 days per year	6-12 Days
Business Leave	3 Days	3-7 Days
Personal leave for personal matters to promote work-life balance	-	7 days of paid leave, not including holidays that fall between the leave period

Besides benefits that comply with legal standards and various policies, the Company also provides a wide range of benefits to employees to promote their well-being while working with the Company. These include emergency loan benefits from financial institutions with special interest rates, housing rent assistance, assistance for employees working at branch offices in remote areas (hardship allowance), and life security benefits such as pension funds, life insurance for illness and accidents, and voluntary group health insurance that covers both employees and their families. The benefits also include emergency loans for employees and their families, as well as disaster relief assistance, among others.

The Company prioritizes the health of employees by providing health services through the CPALL Health Care Center and a fitness center for employees (The Tara Fitness Club), offering training by experts in various fields, and promoting employees’ overall well-being. The Company also provides health check-ups by pharmacists using modern equipment through the ‘Exercise My Way’ program and organizes the ‘Good Health & Happy Family CP ALL 2024’ activities.

Remark: The key areas for providing support cover employees working in office areas, distribution centers, and 7-Eleven store operations.



For more 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 2024 Human Resource Information, Appendix.”



Freedom of Association

The Company respects the freedom of expression and concerns of employees at all levels through various feedback channels such as emails, information reporting centers, the Company's online media, the Voice of Employee system, and through the Welfare Committee in the workplace (Welfare Committee) established under the Labor Protection Act, B.E. 1998. Currently, there are 1,472 employees representatives on the Welfare Committee, accounting for 100% of all employees. Quarterly meetings are held for discussions. In 2024, the following proposed suggestions were approved for further action:



Promoting equal opportunities and diversity in the workforce

The Company values diversity and differences among employees, based on non-discrimination of race, religion, gender, skin color, language, age, and including persons with disabilities. The Company treats all employees equally, promotes equal opportunities for employment, development, and career advancement. The Company supports job creation by employing people with disabilities in suitable positions. Additionally, the Company organizes continuous campaigns to provide opportunities for employees to participate, exchange opinions, and promote equality and diversity. It encourages all personnel to fully demonstrate their potential, as well as promoting efforts to reduce disparities both inside and outside the organization through diverse feedback from societal groups. This will help reduce discrimination and harassment in all forms during business operations.

In 2024, the Company organized the ALL PRIDE 2024 event: Diversity, Equity, Sustainability, under the theme of Diversity, Equity, and Inclusion. The event included a parade, seminars sharing ideas and life experiences from influencers, a fashion and idea presentation contest reflecting the theme 'Diversity, Equity, and Inclusion,' and booths selling products from suppliers. Additionally, the Company collaborated with Teayii, or Teayi- Prapassorn Kanjanasoot, to design the 'Pride Collection' products, which were sold at all 7-Eleven stores nationwide during Pride Month, such as canvas bags from 7-Eleven x Teayii, water bottles, umbrellas, socks, etc. The proceeds, after expenses, were donated to the Thai Red Cross, totaling 3.5 million Baht.



Additionally, the Company, under the operation of CPRAM, provides opportunities for foreign employees to showcase their talents and participate in the Company's key activities with equal rights to Thai employees. These activities include foreign employee cooking contests with dishes such as Lok Lak and Waat Sarr Hainn, and the Songkran beauty queen contest, among others.



Living Wage

The Company values employees as a key pillar that drives business success. To ensure employees are well taken care of, the Company provides benefits, a good working environment, and a safe workplace, as well as fair compensation. This is achieved through policies and guidelines for managing compensation and benefits, as well as considering fair and equitable salaries and benefits for employees and business partners (store partners) in each area. The Company strictly adheres to legal requirements and sets competitive compensation compared to the industry. Additionally, the Company provides support and compensation that exceed the minimum wage set by law, including additional payments for expenses such as overtime, travel, special allowances, housing, meals, and attendance bonuses, ensuring employees receive compensation suitable for a decent living.

The Company has established a process for evaluating compensation and benefits in collaboration with leading global consulting firms, including Korn Ferry Hay Group and the Personnel Management Association of Thailand (PMAT), a leading human resources management professional association in Thailand. Additionally, the Company analyzes the impact of changes in the cost of living and employment factors in various aspects of the business. The goal is to ensure 100% coverage of all employees by 2025. There are also plans to expand the evaluation to include suppliers and contractors in the future to ensure that the Company offers fair and competitive compensation and benefits.



Enhance occupational health and create a safe working environment

The Company prioritizes respecting the rights of occupational health, safety, and the working environment of employees and contractors working in the Company's areas. This includes establishing safety and occupational health policies, as well as ensuring that work areas meet international safety standards and comply strictly with relevant laws. The goal is to create an accident-free organization by 2030.

The Company has established a committee to review and evaluate safety, occupational health, and environmental management. This committee is responsible for setting policies, operational guidelines, and developing occupational health and safety systems. Additionally, it works with Charoen Pokphand Group to assess the effectiveness of management practices to prevent serious accidents and minimize potential impacts. The Company also organizes annual workshops on safety, occupational health, and the working environment (OSH) to align management with international standards and reduce environmental impacts both inside and outside the organization, ensuring that all employees work in a safe environment.

Additionally, the Company provides opportunities for employees to report accidents and high-risk activities, and has established procedures for investigating accidents. An accident investigation committee is responsible for investigating and analyzing the incidents and developing appropriate corrective actions. From the safety risk assessment in 2024, it was found that there are two high-risk activities: 1) Rider Delivery and 2) Work involving transportation contractors.

In 2024, there was a fatal accident from high-risk activities. The report summarizes the cause and preventive measures as follows:

High-risk activities	Rider Delivery
Unsafe Situation (cause)	<ul style="list-style-type: none"> The road is insufficiently lit The road includes intersections and alley entrances The road is narrow and lacks emergency pull-off areas, such as underpasses or curved sections on bridges
Unsafe Actions (cause)	<ul style="list-style-type: none"> Not slowing down the speed of the car at the intersection, a curvy road Not physically ready to work Refrain from overtaking vehicles traveling at high speeds Riding a motorcycle over the speed limit (50 km/h)
Solution/ Preventive Measures	<ul style="list-style-type: none"> Comply with the guideline from 7 Do's, 11 Don'ts <ul style="list-style-type: none"> (Do) wear a helmet and lock the chin strap (Do) prepare your stage of health to be ready to drive (Do) study traffic routes and weather conditions (Don't) drive faster than 50 kilometers per hour (Don't) drive fast when driving through intersections and curved roads (Don't) drive near the blind spot of a car or follow a car in front too closely Provide safe driving training for Rider employees Implement supervision and monitoring of Rider employees by their supervisors Offer rewards for safe driving performance Conduct risk assessments for delivery routes



For more information

► [Safety, Occupational Health and Environment Policy](#)





Occupational Health and Safety System Development Plan for 2024

The Company enhances occupational health and safety management in the workplace for employees and stakeholders by obtaining ISO 45001:2018 certification. This involves organizing training and appointing certified experts from the distribution centers to develop the system in collaboration with target areas. The Company has also developed guidelines to assess and select locations that are ready to apply for certification, undergo evaluation by external auditors (Third Party), and prepare for the actual audit, including conducting annual surveillance audits to maintain system standards.

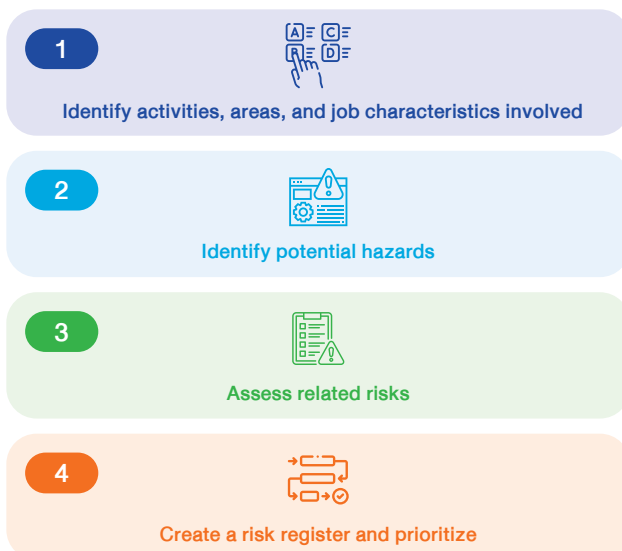
In 2024, the Company received ISO 45001:2018 certification for an additional 5 locations: CDC Phuket distribution center, BDC Mahachai distribution center, BDC Chonburi distribution center, BDC Hat Yai distribution center, and BDC Khon Kaen distribution center. This brings the total target areas certified to 90% of the 30 target distribution centers, with plans to expand in 2025 to an additional location, the ALL COMPLEX distribution center.

Occupational Health and Safety (OHS) to the international standard ISO 45001: 2018



Policy, Goals, and Safety Risk Assessment

The Company has established policies for safety, occupational health, and the working environment and set a goal to reduce the number and rate of fatalities among employees and contractors, as well as reduce the Lost Time Injury Frequency Rate (LTIFR) by 40% since 2022, aiming for zero within 2030. To achieve this goal, the Company has systematically conducted risk assessments in the workplace with 4 key steps, which are:



Additionally, the Company integrates the prioritization of risks into operational plans with quantitative goals to establish risk management measures. These are presented to the Occupational Safety, Health, and Environmental Committee (OSH) for approval of monthly and annual action plans. The Company also encourages employee participation by providing channels to report accidents or potential risks to effectively reduce, control, and prevent accidents, thereby enhancing safety in all aspects of operations.



For more information

► [Occupational Health and Safety](#)

Integration of actions to prepare for and respond to emergency Situations

In 2024, The Company has an integrated workflow to prepare for and respond to emergency situations, as well as operated with works related to safety, occupational health, and environmental conditions in the workplace, while also promoting a good quality of life for employees within the organization through 3 main programs, as follows:

1 Program to support employees and their families for better well-being

Flexible Work Arrangement Program

The Company works to create a work-life balance for employees by allowing office staff to choose work hours that align with their lifestyle, within the time frame set by the Company, as follows:



The Company has implemented flexible work policies, allowing employees to choose their work location (Work from Anywhere) and the option to work from home (Work from Home) up to 3 days per week. The Company has developed a support system that allows employees to communicate and access work resources efficiently, such as online meetings via platforms like Webex, BlueJeans, Microsoft Teams, and Zoom. Additionally, internal communication systems like CPALL Connect and True Virtual Connect are used. The Company also encourages employees to use laptops equipped with Company software rather than desktop computers to increase convenience and flexibility in working anytime, anywhere.

In addition, in cases where employees have necessary reasons or responsibilities such as taking care of family, their health, or their education, which prevent them from working full-time as specified in the employment contract, employees can discuss and seek approval from their supervisor and request approval from the highest management of the department to adjust the workdays and hours, including a suitable and reasonable timeframe that aligns with the employees' responsibilities. This adjustment is subject to the Company's rules and procedures, while maintaining their employment status and receiving proportional pay based on the actual days and hours worked (Part-time working options).

Employee Family Welfare Project

The Company prioritizes the well-being of both employees and their families to foster strong relationships and a sense of security within the family. This approach helps reduce employee concerns and strengthens their engagement with the organization. The Company is committed to supporting employee family welfare for a better quality of life through the following benefits:

Learning activities for employees' children

To ease the burden on parents and provide children with valuable learning experiences and productive use of their free time, such as:

- "SPIM Active Learning Science" activity featuring online science experiments with a nationally recognized biology teacher, including free home-delivered experiment kits.
- Training programs in "Robotics and Coding" and "Coding Camp" for employees' children.
- "All Art for Kids" Cartoon Camp, an activity for the children of PIM personnel.

Learning activities for employees' children (continue)

- CP ALL KIDS DAY 2024 offers children the opportunity to role-play as employees, such as sales staff, cashiers, stock replenishment staff, beverage makers, and online shoppers in the 7 Kids Club or a miniature 7-Eleven store. The event also includes various activity stations, such as environmental awareness activities, pot painting and tree planting, and the 7Art mask painting workshop, creating a joyful space for children.
- Summer Kids Camp provides children of employees with a productive way to spend their school break. The activities are designed by faculty members from the Creative Learning Management program to ensure an engaging and educational experience.



Analysis services for the capability and personality of children and youth in the Luk Rieng Scholarship Program

- The “Discover Yourself, Unlock Your Potential, and Plan for the Future” project

Emphasizes the importance of self-exploration and understanding one’s capabilities and personality. The program aims to support academic and career planning, enhance communication skills, and provide appropriate parenting guidance. This initiative helps strengthen relationships among family members.

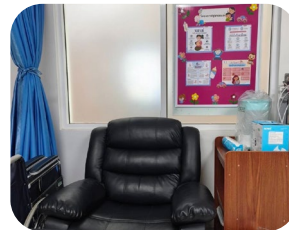
Ongoing Project: “Breastfeeding Corner” – Year 8

The Company provides benefits for female employees to support them in their journey to motherhood, from pregnancy and childbirth to raising their children, as follows:

- Adjust job responsibilities to be suitable for mothers during pregnancy.
- Postpartum visit activities to provide encouragement and strengthen relationships.
- Designated breastfeeding areas within CP ALL distribution centers.

Impacts and Benefits

- Reduce the resignation rate of female employees after childbirth
- Foster positive relationships between employers and employees



Health for ALL Project

The Company prioritizes and respects employees’ health rights by encouraging participation in activities and exercise programs to promote well-being and reduce the risk of diseases such as obesity and diabetes. Currently, 17,474 employees have joined the program.

- CP ALL Public Company Limited organizes various activities to promote employee health, such as Fit From Home, where employees are encouraged to exercise and submit their calorie-burning results for a chance to win prizes. Another activity includes blood-type-based exercise, where employees submit photos of themselves exercising along with their reasons for choosing that particular method.



2

Safety Risk Reduction Program

Ongoing Project: Safe Driving for Delivery Employees (Rider) – Year 4

The Company has established strict measures for delivery employees to comply with legal requirements, such as wearing helmets, possessing a valid driver’s license, having compulsory motor insurance (Por Ror Bor), and voluntary insurance, as well as completing safe driving training. The Company regularly reviews and communicates safety guidelines for driving while on duty as follows:

1. Improve safety measures for vehicle usage	<ul style="list-style-type: none"> • 7 Guidelines and 11 Prohibited Actions for Employees at 7-Eleven Stores • Vehicle Readiness Inspection • Complaints, Roles of Stakeholders, and Disciplinary Actions
2. Foster a culture of safe driving	<ul style="list-style-type: none"> • Provide training on “Safe Driving” • Implement proactive communication through easy-to-understand safety campaigns for 7-Eleven employees nationwide, including electronic books (E-Books), video clips, 7 Must-Do & 11 Don’ts posters, and weekly employee awareness assessments
3. Provide accident prevention equipment	<ul style="list-style-type: none"> • Personal protective equipment for delivery employees (Rider), such as reflective safety vests and motorcycle phone holders
4. Strengthen supervision and monitoring measures for delivery employees (Rider)	<ul style="list-style-type: none"> • Establish vehicle safety measures for 7-Eleven stores • Maintain a registry of delivery employees • Verify delivery employee information and assess awareness of “Safe Driving” practices • Require delivery employees to conduct self-checks and supervisors to inspect vehicle readiness using the Safe Driving Record Form • Conduct random inspections of unsafe driving behavior with CCTV footage as evidence, reviewed monthly by the Store Quality Assurance Department • Report accidents through the Call Center within 15 minutes and conduct an accident investigation within 5 days • Implement the Last Mile Application to monitor delivery employees’ driving behavior and provide 30-day advance notifications before the expiration of driver’s licenses, motorcycle taxes, and compulsory insurance (Por Ror Bor)
5. Pilot the use of electric motorcycles	<ul style="list-style-type: none"> • Limit the speed to no more than 50 kilometers per hour to control speed, reduce the risk of accidents, and minimize pollution in the community. This measure is currently being piloted in 1,569 7-Eleven Stores

The Company regularly monitors accident reports. In 2024, it collaborated with the Honda Riding Training Center, Yamaha Riding Center, driving schools, and mobile training units to provide safety training for employees. The training sessions, conducted by expert instructors, include both theoretical and practical components in standardized training facilities. The Company aims to ensure that all employees nationwide receive standardized training to achieve zero accident rates.

Additionally, the Company has developed the Last Mile application to track the work of Rider employees. This initiative aims to enhance operational safety, maintain high standards, and improve efficiency in monitoring work performance.

Ongoing Project: Transport Safety Management – Year 2

CP ALL aims to reduce the risk of workplace accidents for logistics contractors through the Transport Safety Management Project, with the goal of achieving “zero accidents” across all distribution centers nationwide by 2030.

In 2024, the Company implemented the following key initiatives:

TRAIN-THE-TRAINER

The Company has developed professional safety driving instructors for delivery employees through the Train-the-Trainer model. This program aims to raise awareness of safe driving practices among contractors. The Company has successfully trained 100% of delivery employees in designated areas and continues to inspect the standards of delivery vehicles. Additionally, the Company analyzes accidents occurring at distribution centers to identify preventive and corrective measures.



DRIVING CONTEST

The Company organizes a Safe and Fuel-Efficient Driving Competition for delivery employees by monitoring and recording GPS data from delivery vehicles. The objectives are:

- 1) To encourage safe and fuel-efficient driving behavior among delivery employees continuously.
- 2) To maximize the benefits of the existing GPS tracking system for delivery vehicles.
- 3) To reduce accidents and losses caused by delivery vehicle incidents. The Company rewards delivery employees who demonstrate safe and responsible driving behavior.



DRIVING BEHAVIOR MONITORING

The Company monitors delivery employees’ driving behavior using a GPS system and an automated warning system for instances of speeding beyond the set limit. Receiving a warning affects work assignments, and violations result in measures such as suspension or termination. Upon contract completion, procurement evaluations will consider any history of risky behavior that could lead to accidents or harm the Company. To enhance safety, the Company has designated rest areas for contractors on long-haul routes exceeding 250 kilometers or requiring continuous driving for more than 4 hours. These rest areas are in locations where vehicles can park safely, allowing drivers to take breaks and reduce fatigue.



Safety Innovation Project

CPRAM Co., Ltd. (Lat Krabang) has improved the product forming process under the “Efficiency Enhancement of Croissant Forming Process for Easier, More Comfortable, and Safer Work” project. The initiative focuses on making work easier, more comfortable, and safer by implementing semi-automatic safety innovation technology in the sheet-cutting and rolling stages, replacing manual labor. This reduces risks associated with blade contact, exerting pressure on blades, and blade cleaning. Additionally, the upgrade has increased croissant production capacity. As a result, in 2024, the number of accidents involving cuts and fatigue from manual slicing was reduced to zero.

Participatory Accident Reduction Project: Modular Safety – KYT SAFE LIFE

CP ALL and the subsidiaries launched the “Modular Safety: KYT SAFE LIFE” project in October 2024 to enhance safety across all work processes. The initiative focuses on fostering safety awareness and encouraging employee participation in sustainable accident reduction. The project aims to reduce the lost-time injury rate by 40% compared to 2022 and achieve zero accidents by 2030.



Security Personnel Training Program

CP ALL Public Company Limited requires security companies to conduct essential training for all security personnel before they commence their duties. This training ensures that they understand the policies and operational procedures in accordance with human rights regulations, with an emphasis on security and the fundamental rights of all individuals.

In 2024, **no human rights-related complaints** were reported concerning the operations of the Company’s security personnel.

Impacts and Benefits

- 100% of contract security personnel from external companies have received training

3



Ergonomic Risk Reduction and Stress Management Program

CPALL Health Care Center

The Company collaborates with medical professionals, including doctors, nurses, and physical therapists from Ramathibodi Hospital, to implement the Health Care Center project. This initiative aims to continuously promote employee well-being through five key services as follows:

1 General medical treatment.

2 Specialized medical treatment, such as orthopedic, dermatological, and ear, nose, and throat (ENT) conditions.

3 Physical therapy (as determined by the physician).

4 Observation or recovery beds.

5 Emergency or critical care assistance, as well as additional benefits such as prescription services for employees with medical prescriptions or certificates. Employees are not required to make advance payments and can choose to receive their medication at home or the workplace.

Additionally, the Company promotes vaccine accessibility for employees at all levels and provides rehabilitation services for muscle pain, stiffness, leg weakness, back pain, and office syndrome. Employees also receive health consultations and care from professional physical therapists. In 2024, a total of 1,878 employees and executives participated in the program.

Ongoing Project: Stretching to Reduce Illness – Year 5

The Company implemented the “Stretching to Reduce Illness” program in an online format, inviting specialists to provide knowledge on office syndrome, physical therapy, and traditional Thai medicine. Experts from eXta Health & Wellness educated employees on proper posture and ergonomics to prevent muscle pain. In 2024, a total of 251 employees.



Ongoing Project: Promoting Workplace Wellness: “Health Massage Activity” – Year 2

The “Workplace Wellness Promotion Project: Health Massage Activity” was organized to help employees relax their muscles, reduce office syndrome issues, and improve their overall health. The primary target group consists of employees experiencing muscle pain and those at risk of office syndrome. A total of 884 employees participated in the program. Additionally, CPRAM Co., Ltd. (Khon Kaen), in collaboration with the Traditional Thai Medicine Department of Sirindhorn Hospital, provided health massage services, chiropractic adjustments, and health consultations twice a month. As a result, 99.07% of participants reported improvement in their muscle pain.



Safe Work Program to Prevent Office Syndrome



CPRAM Co., Ltd. promotes health and workplace safety for employees to prevent office syndrome by surveying the current working conditions and job characteristics that may lead to office syndrome in the office. The Company evaluates the knowledge, attitudes, and behaviors of the target group regarding the prevention of office syndrome. The results of the assessment are used to improve the working environment for greater safety, such as providing additional work equipment like mouse pads, lumbar support cushions, laptop stands, and footrests, to reduce the risk of office syndrome and enhance the work environment.

PAT Walk Together Project

Panyapiwat Technology College, through its Safety Committee, organized the “PAT Walk Together SEASON 3” step accumulation activity from February to March 2024. The initiative aimed to encourage employees to prioritize their health by accumulating steps. The competition was divided into team and individual categories, with a total of 84 employees participating, forming 28 teams. Altogether, participants successfully accumulated 28.95 million steps.



Human Capital Development

“People are the most valuable resource... CP ALL is committed to developing employees’ skills to prepare them for current and future risks and challenges. The Company promotes effective training and hands-on experience, ensuring equal access to self-development opportunities for all employees.”



Human Capital Development

Supporting the SDGs



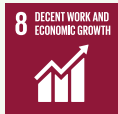
SDG4 Ensure all persons have inclusive and equal access to quality education and support life-long learning opportunities

4.4 Increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs, and entrepreneurship



SDG5 Achieve gender equality and empower women and girls

5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making



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

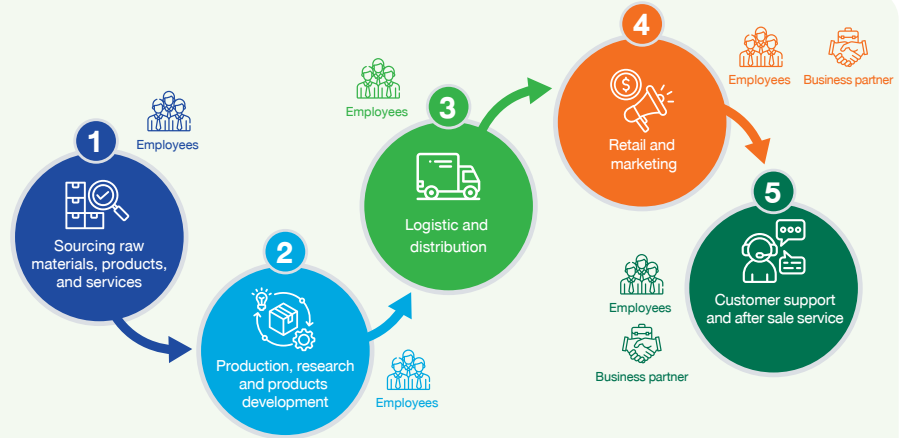
Risks and Opportunities

During the digital age where technological and business environments shift rapidly, resilient organizations succeed, and human resources remain key in managing changes for sustainable organizational growth. These changes require organizations to invest and focus on skills development, creativity and flexibility, as a means for effective adaptation, challenge management, and realization of benefits from new opportunities.

Emphasis is granted to principles of "Equality" in personnel development, granting everyone self-development opportunities to realize respective maximum potential in terms of aptitudes, knowledge, career growth, and vital skills for the future, including digital technology skills, critical thinking skills, data analysis skills, etc. This approach enables personnel to increase capabilities in adapting to rapid changes within the business sector and the creation of innovative solutions. Additionally, promoting operations efficiency in conjunction with employee participation in self-development and organizational development instills a feeling of ownership and increased commitment to respective duties.

However, if human capital development process lacks equality, this may lead to issues including discrimination, human rights violations, etc., which will impact organizational image, and long-term growth. As an approach to drive sustainable organizational growth, efficient human capital development must be ensured in combination with creating clear human capital development plans consistent with personnel capability, needs, and the regular evaluation of the aforementioned developmental milestones.

Significantly Affected Key Stakeholders



Results of the “Double Materiality Matrix”

Sustainability Dimensions

- Governance and Economic Dimension

Impact level for application in business operations

- Focus Material Topics

Progress against Short-term and Long-Term Goals

All leaders and employees engage in the learning process and sustainability projects or activities annually (Unit: %)



Key Performance in 2024



Average hours of training 29.45 hours/person/year



100% of employees at all levels received “Human Rights” knowledge and awareness training



10,156 employees are knowledgeable in Science, Technology, Engineering and Mathematics or STEM



100% of employees at all levels received “Environment” knowledge and awareness training



100% of employees at all levels enrolled in the “Sustainable Organization Development (ESG)” course via e-Learning



82.20% of job openings recruit employees internally (38.66% increase from 2023)

Key Progress in 2024



Develop sales and customer service skills among 7-Eleven store employees through the development programs “Own sales manager model for ALL Online, Signature Service”



Productivity Improvement Program for employees at all levels to increase work efficiency capacity



Organize training and assessments to ensure employee Digital Literacy and crucial skills comprising Analytic Skills, Automation Skills and Digital Marketing are at the Advanced level, in addition to operations enhancements via Power app & Power Automate



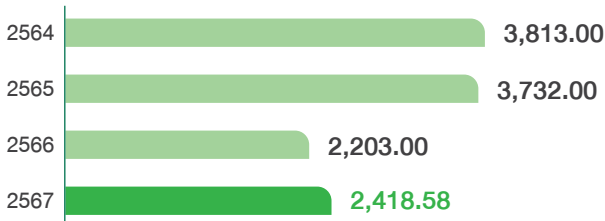
Provide knowledge and raise awareness regarding environmental issues, including efficient resources, energy, and water consumption across all employee levels through the 7S project

Performance Summary 2024

Average hours per FTE of training and development (hours/FTE)



Average amount spent per FTE on training and development (Baht/FTE)



Human Capital Return on Investment (equal)



Employee Engagement Score (%)



% of FTE Employees survey respondents

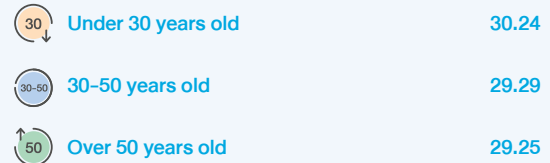


2024 Performance Breakdown

Gender hours/FTE



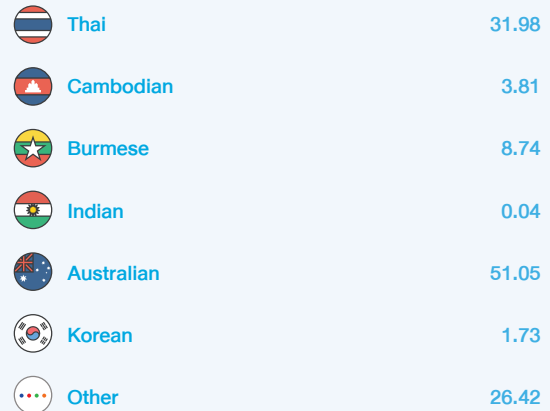
Age hours/FTE



Level hours/FTE



Nationality hours/FTE



Categorized by the types of training hours/FTE



Management Approach

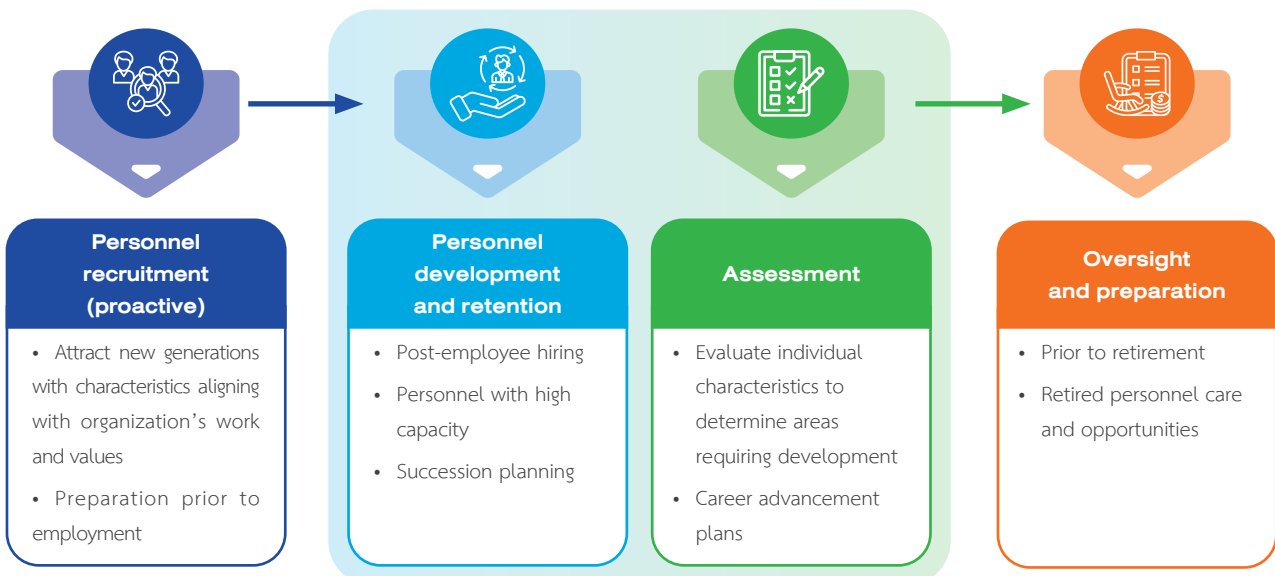
The Company aims to develop and manage human resources within the organization under the concept of “work succeeds, people are happy”, which focuses on outcomes and employee happiness throughout their professional life within the organization, opportunities for opinion exchanges, engagement, and the promotion of equality and ethics. With the intention to instill consciousness and public service attitude within employee DNA, a mean for employees to achieve their full potential, the Company must establish an environment conducive towards learning and development. Emphasis towards the principle of “Equality” is iterated among employees to encourage opportunities for self-development in terms of skills, knowledge, and career advancement opportunities.

In 2024, the Company implemented strategic developments to reflect existing operational necessities through human capital training comprising various skills development programs dedicated to business alliance groups, Store Business Partners, and Sub Area stores. The various professional skills mentioned include uplift skills, organizational sustainability, personal data protection law, data analysis and digital literacy through learning

methods consisting of Virtual Training, e-Learning, On the Job Training (OJT), Project Assignments, and Coaching & Mentoring, in addition to self-learning via organizational learning platforms, are designated to prepare employees for emergencies, crisis, and shifting situations in the future.

The Company continuously evaluates employee’s performance through engagement metrics utilizing guidelines for job satisfaction comprising employee goals, happiness, and stress. Evaluation results are integrated into employee development plans to ensure their knowledge and skills are relevant, with necessary operational knowledge, and capabilities to innovate. This approach grants employees work contentment, employee-company engagement, and resilience when confronted with changing business environments, thus increasing business operational efficiency.

Sustainable development framework for personnel skills and career opportunities



Course Structure Categorized According to Work Discipline



The Company emphasizes organization-wide personnel skill and knowledge development through encouraging executives and employees at all levels and disciplines to incorporate operational developments from corporate training programs. This approach improves and raises work efficiency and creates a learning culture for employees within the organization. In 2024, the Company implemented important actions as follows.

Skills Development and Raising Sustainability and Good Governance Awareness

The Company emphasizes organizational development through focusing on communication and increasing knowledge for employees at all levels, a means to increase employee risks and opportunities management capacity and support for business growth. In 2024, the Company provided new employees at all levels with knowledge on sustainability and good governance via the on-boarding process. Current employees received Refresher Training via e-Learning courses on sustainability and good governance or ESG Quiz to ensure up-to-date knowledge and skills. 100% of employees at all levels participated in post-training assessments to determine the level of knowledge and understanding with 100% successfully passing the assessment. Employees can also access sustainability and governance knowledge through the company portal, online seminar training, promotional activities including contests to conserve electricity within THE TARA office building and various learning media comprising videos, posters, mascots, etc.

Sustainability and Governance Course Contents (ESG Quiz)



7S Environmental Training and Awareness Continuation Project

Objective:

To create understanding inclusive of creating employee participation in environmental conservation and efficient resource utilization.

Target Group:

Employees at all levels and areas including operations, product distribution, and office.

Progress:

Establish policies and campaign topics for 7S operations, focusing on efficient use of resources while reaping maximum benefits, nature conservation, reducing global warming impact, and maintenance of a pleasant environment according to the 1A3R principle: Avoid, Reduce, Reuse, and Recycle. Educational media was created to provide employees with guidelines in reducing electricity and water consumption, reducing material usage, and reducing and managing waste separation through the Company portal, promotional campaigns and activities, and various learning media inclusive of videos and posters. In 2024, 204,701 employees accounting for 100% of all full-time employees, participated in the awareness raising activity.



Develop Professional Skills and Growth

Ongoing Training: Program for ALL Online Sales Manager Model

The Company organizes “exemplary entrepreneurs” online training courses to develop operations and service skills of 7-Eleven store employees in response to customer behaviors and digital age changes. The training courses, which provide employees with knowledge and comprehension of product sales processes and technological literacy as tools to efficiently support sales and services. The training has been divided into 6 categories: 7-Eleven Delivery, ALL Online, TRUE, Coffee, and Bakery. In addition, processes have been implemented to raise “Able entrepreneurs” to “Skilled entrepreneurs” through rapid business expansion support to increase sales. This approach encourages employees to self-study content and receive evaluation for the 3 products: TRUE, ALL Online, Food & Beverage. In 2024, sustainable learning through “Exemplary entrepreneurs for ALL Online” has been further developed to include hands-on practice, sales team creation, sales figure evaluation and monitoring, ideas sharing to increase sales for all 7-Eleven stores through TKO Knowledge Sharing via the Company portal.

Impact and Benefits for employees

- 351,258 employees participated in developing skills and techniques in product management and passed “Able Seller Entrepreneurs” competency assessments
- 84,224 employees passed “Skilled Seller Entrepreneurs” competency assessment
- 472 employees collectively passed “Exemplary entrepreneurs for ALL Online” competency assessment

Impact and Benefits for the organization

- Upon enrolling in the “exemplary entrepreneurs” project, employees were able to generate an average of 1,399 Baht per store per day, an increase of 12.16% or 151 Baht per day when compared to the period prior to enrollment



Ongoing Project: Signature Service (Service Charm)

The Company enhances its practice and develops the skills of 7-Eleven store employees in line with customer needs and business strategies directed at heightened customer experience through impressive, prompt, complete and worthwhile offerings. In 2024, training conducted for FC (Field Consultants) consist of mentoring skills, coaching, and hands-on advising according to the 5 principles of “joint thinking, joint doing, helping, joint solving, jointly creating experiences” in addition to sincere communication. Additionally, a campaign to promote the best service according to “Signature Service Award” has been implemented and assessed according to 3 dimensions: customer service, team member care, and sales. Service etiquette expected among 7-Eleven store employees are determined and “catch-up” inspections to assist with implementation are conducted through CCTV cameras, manuals and learning media inclusive of posters promoting techniques in providing services to win hearts and increase sales. As a result, 2024 saw an 85% increase in the number of compliments from customers regarding in-store services and a 7% increase in compliments from delivery services.

Impact and Benefits

- 18,800 7-Eleven store employees have passed the services assessment
- 16,621 employees have passed the Service Fan Club activity
- 2,200 FCs have completed the FC Service Coach O2O training course to promote services, team coaching skills, and complaint analysis skills during the 2023-2024 period
- 97%, with a 2% increase, was the customer satisfaction score in terms of service



Ongoing Project: Productivity Improvement

The Company encourages employees to advance work processes through integration of technology which increases personnel operational potential. A senior executive tasked with providing advice and elaborating various implementation techniques, including project progress and results monitoring, promotes the goal of continuous learning and collective development to increase the potential of executives and employees at all levels. The Company envisions this measure to increase capabilities for the delivery of quality products and services to customers and organizational management cost reduction through instilling awareness, concepts, attitudes, and hands-on learning processes (Active Learning). Participating employees gained the opportunity to practice analyzing, synthesizing, and exchanging opinions, in addition to Cross-Functional Team and TK (Tanpin Kanri) improvement experience. The mentioned small group improvement focused on improving minute aspects to raise work efficiency level in line with the organization's NEXTSS strategy and promoted a culture of autonomous work improvement according to "4 Additions 1 Control".

Impact and Benefits for employees

- A total of 16,000 employees participated in the program, representing 100% of the total target workforce
- 5,418 hours per year reduction in working hours

Impact and Benefits for the organization

- 288 million Bhat per year in increased income
- Process efficiency increased by 30%
- 114 million Baht per year in reduced cost
- 402 million Baht in total value from improvements



Developing Skills Critical for the Future

Ongoing Project: Employee Digital Mindset & Digital Literacy Development

The Company highlights the importance of continuously developing employees' digital literacy abilities and thereby elevates office employee digital skills to the Intermediate level through the "Intermediate Digital Capability Development" course with skills assessment. Further developments in raising skill level from Intermediate to Advanced entails assessment of important skills as follows:

• Data Analytic Skill

through organizing the Data Analytic Upskilling for Business Strategy course where personnel learn Advanced Excel, which includes data preparation and analysis utilizing statistical principles, and visualizations.



Impact and Benefits

- A total of 1,510 employees participated in the training
 - 1,051 employees participated in Intermediate Digital Capacity Development
 - 292 employees participated in Data Analytic Upskilling for Business Strategy
 - 113 employees participated in Power App & Power Automate process development
 - 54 employees participated in Advanced Digital Marketing
- 100% passed skills evaluation
- 113 projects developed through digital tools processing with 100% implemented into practice

Automation Skill

through organizing the “Improving work processes with Power App & Power Automate” course to increase technology literacy through hands-on learning (Action Learning).



Digital Marketing Skill

through organizing the “Advanced Digital Marketing Program” course. To be able to apply the Digital Marketing Concept and Framework to create interesting digital marketing.



Holistic Health & Well-being project

The Company promotes awareness raising among employees at all levels in the organization and emphasizes Holistic Life. The CP ALL Holistic Development Model concept focuses on employee creation of holistic balance composed of balancing physical health, mental health, social relationships, spiritual aspects, financial aspects, and career building, etc. to employee quality of life throughout professional life in the organization.

The Company simultaneously realizes the significance of employee care and retirement preparation through organizing training courses which provide relevant and necessary knowledge for employees of each age group to ensure an appropriate retirement transition. This ensures adaptation for their retirement years in society with tranquility. The Holistic Development course offered in 2024 includes the retirement life design course, mindfulness and self-reflection course, Happy Money & Happy Life course, Ikigai, seeds of happiness cultivation, and careers building. The courses are designed to provide holistic development, strengthen each life skill dimension, instill work-oriented encouragement and positive mindset, and disseminate techniques to ensure sustainable happiness through continuous training.

Leaders Development Program

CP ALL focuses on creating and developing leaders capable of managing businesses in times of changing global trends and technology through the Charoen Pokphand Group Leadership Development Course. This approach enables the development of knowledge and various critical skills utilized in managing organizational change, streamlining operations, increasing decision-making authority, as well as fostering cooperation within the group to increase efficiency and realize maximum benefits. Leadership developments are categorized as follows:

Impact and Benefits for employees

- 290 employees participated in the training
- 95.87% overall satisfaction in 2024



The Company develops leaders through various learning processes including the following: Action Learning, coaching, workshops, guest speaker events, and online conferences. Program results are assessed in addition to providing participants with certificates to congratulate and encourage continuous self-improvement among personnel.



Impacts and Benefits

- 597 employees participated in the Leaders Development program in 2024
- 33 projects have been implemented into practice
- 81,332 million Baht in income generated for the organization



Talent Management

The Company establishes guidelines for talent management through capacity assessment processes, Individual Development Plan (IDP) and group specific development projects which adhere to the 70:20:10 learning and development model. This approach promotes career advancement and reduce obstacles which may arise in developing and advancing employee careers.



(70)

Hands-on Training

Conducted through the Talent Pool development course and the Charoen Pokphand Group leadership development course.



(20)

Learning through coaching and mentoring

Conducted through coaching and mentoring via various media including articles and videos from:

- Senior executives
- Direct supervisors
- Mentors
- Colleagues
- Specialists



(10)

Learning through various training course

Promote both intra- and inter-organizational learning, and self-studying via online system.

Type of Performance Appraisal

The Company adopts a performance management approach which focuses on Management by Objectives and Key Performance Index (KPI) categorized as Corporate KPI, Business Unit KPI, and Individual KPI. The performance, which is evaluated by direct supervisor, is interconnected between main operations and supplementary operations as a means of requiring all individuals to participate in achieving organizational goals.

In addition to managing performance as benchmarked by results, the Company utilizes multidimensional performance appraisal via 360-Degree Feedback to evaluate behavior and leadership abilities. By means of evaluating and collecting information from supervisors, colleague, subordinates, customers, a comprehensive image of employee performance is acquired. This assessment is crucial towards continuous employee self-development and development of the Company's Performance Management System (PMS) capable of transparent and fair assessment while maintaining continuous and sustainable corporate-wide performance.

Components used by the Company to evaluate individual employee performance include:

1. Corporate KPI, Business Unit KPI, and Individual KPI

2. Indicators of individual work behavior towards the organization's core values include:

- 1 Accept Change
- 2 Simplification
- 3 Innovation
- 4 Speed & Quality
- 5 Integrity & Honesty
- 6 Operations with consideration for the organization, people, and nation (3 Benefits)

3. Leadership Competency indicators include:

- 1 Ability to think
- 2 Ability to Communicate
- 3 Ability to Drive results
- 4 Ability to work with others

In addition to Individual KPI, common Team Based KPIs will be considered upon initiation of team-based projects beyond normal responsibilities. Employees will receive evaluation for individual responsibilities and collaborative responsibilities in normal operations and projects beyond the normal duties scope in the form of Team-based performance appraisals.








The Company recognizes materiality in promoting and developing employee capability to enable the highest quality and efficiency performance. This is achieved through specifying clear guidelines for operations, inclusive of ongoing regular and continuous two-way communication throughout the year, Agile Conversations via All Perform Plus, team meetings, and feedback. The objective is to enable employees to perform respective operations and realize targets according to specified individual, departmental, and organizational goals consistent with stipulated vision, mission, values, and strategies.

In 2024, employees received performance appraisals through various formats as follows:




Type of Performance Appraisal	Frequency	% of Appraised Employees
Management by Objectives appraisal conducted by direct supervisors	Quarterly	70.27
Team-based appraisal conducted by supervisors and colleagues within the same project	Quarterly	32.94
Multidimensional performance appraisal conducted by supervisors, co-workers, subordinates, and customers	Yearly	5.62
Agile Conversation	Ongoing	46.78

Employee engagement assessment

The Company values the opinions and suggestions of all employees. Therefore, Gallup Company Limited (Gallup) was assigned to perform employee engagement surveys consisting of 30 closed-end format questions to reflect employee opinion covering various dimensions as follows:

Job satisfaction	Purpose	Happiness
Sample questions		
 At work, I have the opportunity to do what I do best every day.	 My company's aim makes me feel like my work is important.	 There are some people at work who encourage myself-development efforts.
 At work, my opinion seems to have been listened to.	 In the past 6 months, someone at work has talked to me about my progress.	 At work, I have a best friend.
	 Within this past year, I've had the opportunity to learn and thrive at work.	

Investigating various factors which may induce employee stress remains key in assisting the Company to manage employee concerns more effectively and determine methods to increase employee happiness at work and professional engagement. By measuring the factors affecting employee "happiness and stress" stress levels can be assessed, stress causes can be identified, and methods to reduce stress while boosting morale and increasing happiness at work can be determined. According to the organization's philosophy of "We want smiles from our customers with a happy team" both closed-ended and open-ended questions formulated are as follows:

Degree of happiness	Degree of stress	Stressors of stress factors
Sample questions		
 How happy are you?	 How stressed out are you?	 What stresses you out the most? <ul style="list-style-type: none"> • Work • Personal issues (finances, family, health, other issues, please specify)

Survey results are analyzed to appropriately develop human resource policies, strategies, guideline reviews and projects to enhance engagement with senior executives and engagement working group representatives from each business unit. In 2024, the Company organized an engagement promotion project to reduce employee stress. Examples of key projects include Harmony Bonding, a project to improve cross-agency and cross-department relationships, Performance Feedback project for employee recognition, environment improvement projects, and employee stress management projects. These projects aim to attract, retain and develop talented employees and foster employee engagement with the organization to achieve the Company's established business goals.

Employee Engagement Enhancement Approach

1



Establish a CP ALL Group engagement committee.

2



Human resource consultants for business units (HRBP) work with representatives to promote employee engagement in each unit, establish guidelines for key improvements relating to engagement and implement guidelines under PDCA principles, including reporting progress to the employee engagement working committee monthly until all units have been monitored.

3



Conduct employee engagement surveys, both Pulse Survey and Full Survey, regularly to collect information crucial towards efficiently improving strategies and developing guidelines.

4



Establish a CP ALL Group engagement committee.

Business unit level executives are encouraged to uphold role model actions through implementing steps to improve employee engagement as follows:

1 Assign executives with outstanding comprehension and communication skills to instill other executives with positive energy to promote employee engagement building through suitable activities.

2 Regularly monitor progress according to engagement plans and provide advice to improve operating procedure efficiency.

3 Establish an atmosphere for all executives and employees according to the organizational culture of Harmony (5-7-11) and CCSF: Clear Care Share Fun, which promotes happiness and success while working together.

From implementing the above actions in 2024, the employee engagement score increased from 91% to 93%, a value which exceeds the target, and employee stress levels have decreased to 25.12.

Long-Term Incentives for Employee (LTIs) program

The Company has designed an effective long-term incentive program with the objective to attract and retain employees, as well as talent executives with notable achievements to continue working with the Company in the long term. It also helps employees feel more ownership of the Company and motivates them to work hard to achieve the company's goals. The Company has therefore implemented 2 performance incentive formats as follows:

Performance Shares



Stocks provided to employees with at least 3 years of service (under the EJIP program) whereby employees can choose to sell their shares to receive profits after the 3-year period as specified by the Company or hold stocks to create long-term returns. In 2024, the 76% of employees below senior management level participated in the program.

Performance-based cash



Special bonuses given to employees at an amount corresponding to employee performance and Company performance in achieving determined long-term goals including environmental goals. The mentioned goals include striving for carbon neutrality by 2030, social goals including the engagement of over 80% of all stakeholder groups by 2030.

Employee Retirement Plan Project

Retirement is an important transition period in every employee's life, thus preparations for retirement is necessary towards smooth transition and adaptability for both the employee and organization. In 2024, the Company prepared employees for retirement by inviting experts to provide knowledge and advice regarding financial planning upon retirement, which covers investment, debt management, health care and insurance through online training. In addition, the Company assist employees in the event of termination or support continued employment post employee retirement through providing financial benefits and welfare, medical allowances, the establishment of a retiree club and opportunities to become 7-Eleven store owners or employment as Company consultants. In 2024, a total of 20 retired employees were rehired as consultants.

Impact and Benefits

- 459 employees participated in the pre-retirement preparation program
- 369 retired employees continued their employment, accounting for 75.15% of all retirees

Reward and Recognition Program

To strengthen employee engagement and create an atmosphere of strong relationships between departments, colleagues and supervisors, the Company has implemented various projects including: Reward & Recognition program, the New Employee Meets Executives Project (elder sibling meets younger sibling) to create familiarity and connections between new employees and executives, the Im Yok Gang, Taeng Yok Gang project to promote good relationships through joint activities, the Happy Survey project to monitor and develop employee satisfaction and the Hall of Fame project to honor employees with outstanding contributions and notable deeds for the organization. In addition, the Company emphasizes managing compensation and welfare of employees at all levels appropriately and continuously. The established policy allows for annual salary adjustments to attract and retain quality personnel and promote sustainable bonding between employees and the organization.

Responsible Supply Chain

“CP ALL is committed to ensuring supply chain sustainability by prioritizing responsible procurement, effective risk management within supply chain, and sourcing high-quality, safe raw materials from responsible sources. These efforts aim to deliver sustainable, high-quality products to consumers.”



Responsible Supply Chain

Supporting the SDGs



SDG4 Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

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



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, 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



SDG12 Ensure sustainable consumption and production patterns

12.7 Promote public procurement practices that are sustainable, in accordance with national policies and priorities

Risks and Opportunities

In 2024, businesses must rapidly adapt to meet consumer demands for convenience and speed in purchasing and consuming products. The adoption of new technologies in the supply chain, such as artificial intelligence (AI) for warehouse and logistics data analysis, is essential. However, inefficient use of technology-due to a lack of knowledge, poor planning, or system integration issues-can lead to delays or disruptions in delivery processes. Additionally, business partners may face pressure to adapt to market and technological changes. These risks could result in consumers not receiving the expected experience and may negatively impact the business's long-term credibility.

Additionally, responsible supply chain management enhances production quality and improves the efficiency of product and service delivery to consumers, with business partners playing a crucial role in the supply chain. Selecting capable suppliers, developing their competencies, and fostering engagement through sustainable collaboration programs help mitigate various risks, such as rising costs, raw material shortages, and human rights violations.

The Company is committed to enhancing the potential of all business partners for sustainable growth, considering social, environmental, governance, and human rights factors throughout the supply chain. The goal is to create business opportunities, mitigate risks, and strengthen competitiveness while driving positive change that reinforces the resilience of suppliers and business alliances.

Significantly Affected Key Stakeholders



Results of the “Double Materiality Matrix”

Sustainability dimension

- Governance and economic dimensions

Impact level for application in business operations

- Focus Material Topics

Progress against short-term and long-term goals

Significant Tier-1 Suppliers must be assessed and receive development and improvement. (Unit: %)



Key Performance in 2024



100% of Tier-1 and Critical Non-tier 1 suppliers have completed risk screening



100% of Significant Tier-1 Suppliers and Non Tier-1 Suppliers have completed the assessment



100% of Significant Suppliers evaluated to pose negative ESG impact have devised a corrective action plan



100% of Significant Suppliers evaluated to pose negative ESG impact have received capacity development to improve ESG practices and performance

Key Progress in 2024



Improve the proactive sustainability supplier assessment model to align with international standards, covering risks by industry, business size and product



Promote knowledge and support SMEs to join the Private Sector Anti-Corruption Coalition (CAC) project



Conduct training for Critical Tier 1 Suppliers on greenhouse gas accounting



Promote capacity building of construction and transportation contractors to improve ESG practices and performance



Collaborate with suppliers on sustainability initiatives, encouraging participation in programs to eliminate shrink film usage and reduce greenhouse gas emissions



Implement the “Safe Oranges, Smiling Thais” project for the 10th year, promoting the elimination of chemical pesticides in favor of locally sourced herbal alternatives

Performance Summary 2024

Identifying Significant Tier-1 and Non-Tier-1 Suppliers



Note: The company identifies significant partners based on as follows:

- Suppliers with Significant Business Relationships – Suppliers that pose a risk due to the Company’s dependency, including:
 - Suppliers with high purchase value
 - Suppliers impacting competitive advantage and market success
 - Suppliers that are irreplaceable or have limited alternatives
- Suppliers with High ESG Risks – Suppliers that have a high risk of causing negative environmental, social, and governance (ESG) impacts.



For more information

► [Supplier Identification and Spending Analysis](#)

Spending value (million Baht) categorized by spending source



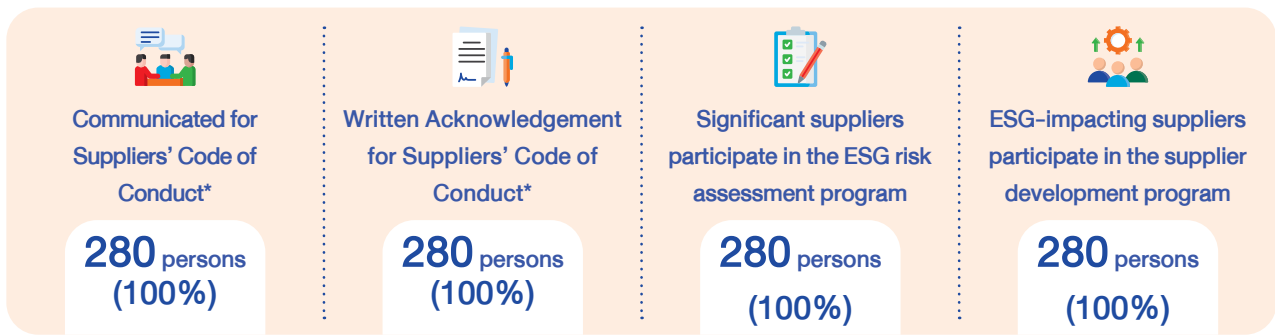
* Note: Total spending with SMEs includes agricultural products, community products, and community enterprise products.

Tier-1 Suppliers Engagement



*Remark: Target 2024: 100%

Engagement of Significant Tier-1 and Non-Tier-1 Suppliers



*Remark: Target 2024: 100%

Managing risks of significant Tier-1 and Non-Tier-1 suppliers



Management Approach

The Company integrates sustainable procurement policies, supplier ethics guidelines, and social and environmental considerations into supply chain management. The focus is on maximizing efficiency with transparency, fairness, and respect for human rights, covering key areas such as human rights, business ethics, environmental standards in production processes, and sustainability of supplier products and services. Additionally, the Company encourages all supplier groups to adopt sustainable and responsible procurement policies to minimize negative impacts on stakeholders. The Company also promotes collaboration with Tier-1 suppliers and significant subsequent suppliers in sustainable operations.

The Company conducts risk screening for all Tier-1 suppliers using criteria that encompass environmental, social, governance (ESG), and business significance dimensions. In the screening process for significant suppliers, the Company considers factors such as high purchase value, strategic importance, limited supplier availability, and irreplaceable suppliers, along with suppliers that may pose negative ESG impacts based on country, industry, and product-specific risks. By assessing these risks, the Company can identify significant suppliers and conduct assessments to mitigate supply chain management risks.

Additionally, the Company focuses on improving quality of life and fostering strong relationships with communities and society while actively participating in mitigating environmental and ecological impacts in alignment with the Company's sustainable supply chain management policies and goals.



For more information

► [Sustainable Sourcing Policy and Suppliers' Code of Conduct](#)

Corporate Supply Chain Management Strategy

CP ALL places great importance on developing a strong and sustainable supply chain management strategy to meet the rapidly changing consumer demands and gain a competitive advantage. The strategy is guided by four key principles as follows:

1



Provisions, procurement, contracting, procurement management of equipment, products, services, and construction according to specifications at the highest level of service (product quality, cost, after-sales service, and delivery).

3



Develop and co-create innovative products, services, and equipment with partners/suppliers to increase variety and operational efficiency.

2



Integrated demand and supply chain management (through balancing data utilization and reflecting on cost and supply management).

4



Strengthen strategic alliances and manage sustainable business partnerships.

Ethics and Guidelines for Suppliers

The Company is committed to encouraging suppliers to conduct business responsibly by supporting their compliance with the suppliers' code of conduct and guideline, which applies to Tier-1 suppliers and Critical Non-Tier-1 suppliers throughout the supply chain. This guideline consists of 16 key practices. In 2024, the company communicated the Supplier Code of Conduct and Guidelines to 2,412 Tier-1 suppliers, both existing and new, representing 100% of all suppliers. To ensure effective operations, the Company has conducted Buyer Development Training on Sustainability Procurement for relevant employees. This training aims to raise awareness and understanding of the updated 2022 suppliers' code of conduct at all levels, providing a framework for sustainable supply chain management.



For more information

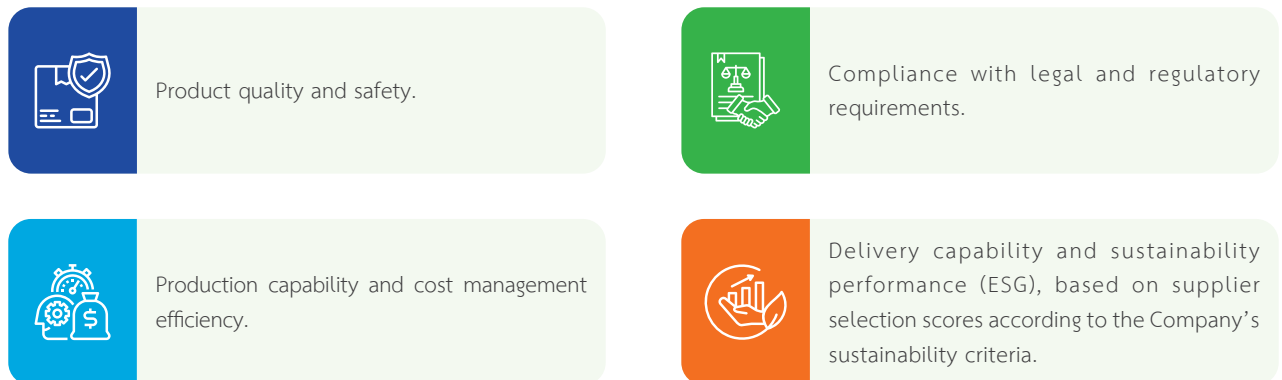
► [Suppliers Code of Conduct and Guideline](#)

Sustainable Supply Chain Management Process



1 Communicate expectations, source, and select potential suppliers

The Company selects suppliers responsibly and efficiently by integrating sustainability considerations into every stage of the sourcing and selection process for new suppliers. The Company has established evaluation criteria for assessing supplier potential and qualifications, covering key aspects such as:



Suppliers who do not meet the minimum score criteria and fail to improve their sustainability performance within the specified timeframe will not be considered for contract renewal. Additionally, the Company communicates expectations through the suppliers' code of conduct and guidelines to ensure suppliers are informed and adhere to these standards.

The Company continuously reviews and improves its procurement practices to align with the suppliers' code of conduct and guidelines while mitigating risks associated with non-compliance with the organization's ESG requirements. Emphasizing sustainable procurement, the Company conducts training sessions to raise awareness

among executives and employees involved in supplier selection and procurement, as well as external stakeholders such as contractors and business partners.

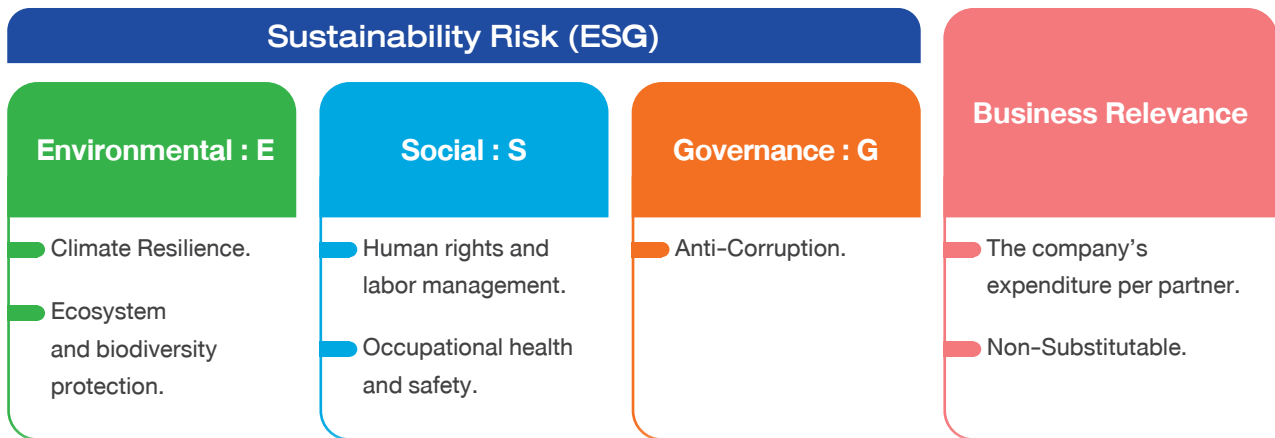
In 2024, a total of 189 new suppliers, accounting for 100 percent, were selected based on criteria integrating sustainability considerations. These criteria encompass environmental, social, and human rights aspects, as well as governance and economic factors.

2

**Managing sustainability risks for suppliers (screening and assessment)****Screening significant suppliers**

The Company places importance on thoroughly screening suppliers by evaluating all Tier 1 and Non Tier 1 Suppliers, including both existing and new suppliers, to identify those that are significant to the business. This screening process is carried out jointly by the procurement department and the supply chain risk assessment unit, which continuously evaluates suppliers' preliminary risks. The evaluation considers two key factors: 1) Business relevance, assessed through two sub-factors: high spending (significant purchase value) and non-substitutability (difficulty in replacing the supplier), or their essential role in the Company's production and operations. 2) ESG risk, covering environmental, social, and governance concerns.

The topic of assessment of important sustainability risk issues for identify significant suppliers as follows:



The Company evaluates the significance of suppliers to the business alongside their level of sustainability risk (ESG Risk). The sustainability risk associated with a supplier's business operations is assessed based on various relevant factors, including:

1. Country-Specific Risk – Risks arising from economic, social, and political volatility, as well as external factors such as natural disasters in the regions where suppliers operate.
2. Sector-Specific Risk – Risks specific to the industry in which suppliers operate, such as environmental risks in the chemical industry or labor risks in the textile industry.
3. Commodity-Specific Risk – Risks associated with the characteristics of the products that suppliers manufacture or distribute, such as product quality or safety concerns.

The Company integrates business significance and sustainability risk assessment results to identify significant suppliers. Suppliers with high business importance and high sustainability risks are classified as significant suppliers through the screening process. In 2024, the Company identified 263 significant Tier-1 suppliers, and 17 significant non Tier-1 suppliers, with all significant suppliers totaling 280, representing 11.53% of all suppliers.

Additionally, the Company regularly reviews supplier evaluations annually to ensure accurate and appropriate classification of significant suppliers.

**For more information**▶ [Report and Corrective action plan](#)



Assessment of Significant Suppliers to Business

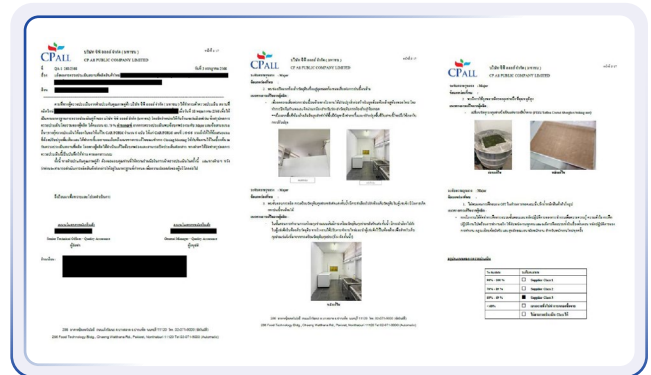
The Company employs various supplier assessment methods to ensure accurate, comprehensive, and appropriate information based on the supplier's business size, as follows:

Desk Assessment

Desk Assessment is a process conducted by the supply chain sustainability assessment unit by gathering essential data for evaluating business partners from various sources, including: 1) Supplier Self-Assessment - Suppliers must fill out information such as general company details, ESG policies and management approaches, risk management, and various performance results. 2) Relevant Documents and Reports - These include financial reports, sustainability reports, or various certification documents that suppliers may be requested to submit. And 3) Public Databases - Information that suppliers have disclosed publicly. The supply chain sustainability assessment unit then analyzes the collected data to assess risks associated with the supplier and ensure that the supplier has appropriate measures in place to manage those risks.

On-Site Assessments by 2nd Party

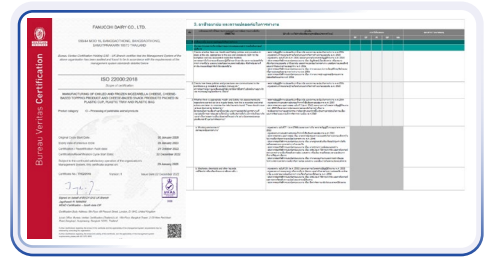
In cases where suppliers are unable to provide evidence or risk management measures, the Company will conduct supplier assessments through on-site evaluations by the internal Quality Assurance department (2nd Party Assessment) to identify existing risk issue. The risk assessment checklist is designed in alignment with internationally recognized standards and best practices, such as the SMETA standard, which covers human rights risk issues, including labor standards, discrimination, employment and compensation practices, health and safety, environmental impact management, business ethics, and the traceability system for raw materials through to finished products.



On-Site Assessments by 3rd Party

The Company places great importance on strict supplier assessments, particularly for Critical Tier-1 Suppliers that export products internationally. These suppliers are required to undergo an ESG (Environmental, Social, and Governance) risk assessment conducted by independent external experts to ensure compliance with international standards, such as ISO 14001, ISO 54001, SA8000, ISO 45001, ISO 22000, ISO 22301 (BCM), and ISO 50001.

In addition, CP ALL hires an accredited external independent agency (Third Party) to assess significant suppliers using international standards, such as SMETA, for supplier evaluations, ensuring that monitoring and assessments are conducted efficiently. The Company will request suppliers to provide audit results and certifications from independent bodies for use in Surveillance Audits. This information will be reviewed to assess ESG risk management practices and evaluate supplier performance, ensuring that suppliers meet both the Company's requirements and international standards.



In 2024, the company conducted assessments of 263 significant Tier-1 suppliers and 17 significant non Tier-1 suppliers, totaling 280 suppliers. It was found that 20 suppliers had actual or potential significant negative impacts, representing 7.14% of all significant suppliers, across 47 issues.

The Company also encourages suppliers to establish their own sustainability risk management measures. Suppliers with actual or potentially significant negative impacts have developed corrective action plans or improvement plans in accordance with the agreement, accounting for 100%.



[For more information](#)

[▶ Report and Corrective Action Plan](#)

The Company continuously monitors suppliers' risk management progress while supporting their development and capacity-building to enhance efficiency and promote sustainable business growth alongside organizational development. In 2024, suppliers receiving support in implementing corrective action plans accounted for 100%, while Significant Tier-1 and non-Tier-1 suppliers receiving capacity development support accounted for reduce impacts according to the corrective action plan, representing 100 % (20 suppliers).

3



Promote and support capacity development

The Company is committed to continuously enhancing suppliers' capabilities, enabling them to apply the knowledge and skills acquired to further their sustainable business operations. Various initiatives have been implemented to support this goal, such as training programs delivered through online and offline channels. These programs cover topics including responsible and sustainable business operations in alignment with ESG principles, business ethics development processes and best practices for suppliers, and examples of good practices for sustainable operations.

Supplier Information/Trainings on Company's Supplier ESG Program, Process, and Requirements

The Company communicates and shares ESG knowledge with suppliers through the following initiatives:

- Communicating the Company's ESG expectations to suppliers by clearly explaining ESG standards, along with the rationale and significance of ESG in business operations.
- Conducting regular ESG training sessions and workshops to educate suppliers on ESG concepts, principles, and best practices.

In 2024, the Company implemented various initiatives to enhance suppliers' sustainability knowledge and capabilities, with notable project as follow:

Ongoing Project: “Vendor Conference 2024”

CPRAM hosted the “CPRAM Vendor Conference 2024” under the theme “RESONANCE SYNERGY: Uniting Strengths for Unity.” The event reflects the company’s commitment to fostering strong relationships with suppliers and partners as strategic allies. It also aimed to communicate the organization’s policies and growth direction, while providing a platform for knowledge exchange. The conference featured discussions on topics such as “Opportunities for Sustainable Business Development,” “Global Quality Standards,” and a lecture on “Sustainable Development Goals - ESG.” This collaborative effort is focused on advancing sustainable development in the areas of ESG: Environment, Social, and Governance, promoting sustainable business practices, and creating strong, mutual understanding between the organization and its strategic partners. Over 200 key partners, as strategic allies, attended the event, sharing a vision for growth and sustainability.



Ongoing Project: ALL Delica Alliance (ADA) – Year 2

CPRAM is committed to continuously developing appropriate technologies and innovations throughout the value chain. The Company has established the ALL Delica Alliance (ADA), a sustainable food partnership, to implement the FOOD 3S concept (food safety, food security, and food sustainability) with the goal of efficiently managing the food supply chain and covering nutritional care for the elderly.

Additionally, the Company shares knowledge and expertise from business management specialists in various fields, such as product development, marketing, process improvement, quality assurance, and cost management. It also places importance on safety and the environment to promote the stability and sustainability of business partners, as well as driving continuous innovation and development.

This approach, the company is committed to contributing to the development of the economy, society and the supply chain system to grow steadily and sustainably.



Seminar on “Uniting to Reduce Carbon Emissions for a Sustainable Society”

The Company is committed to sustainable growth under the “2 Reductions, 4 Creation, 1 DNA” strategy, emphasizing the reduction of plastic and energy consumption in line with the “7 Go Green” policy to continuously protect the environment 24 hours a day. The Company has set targets to achieve carbon neutrality by 2030 and net-zero greenhouse gas emissions by 2050.

To prepare suppliers for achieving these goals, the Company organized a seminar for 117 suppliers on transitioning towards carbon neutrality and net-zero emissions. The seminar covered topics such as greenhouse gas accounting, the importance of net-zero targets, current environmental challenges, and future related regulations. Additionally, tools and templates were introduced to help suppliers identify greenhouse gas emission sources and develop effective emission reduction plans.

Seminar participants exchanged views and discussed relevant issues to collectively promote environmental stewardship in line with CP ALL's "Giving & Sharing" commitment to creating a livable and sustainable world.



Supplier Access to ESG Benchmarks Against Peers

Suppliers will receive information and tools to compare their environmental, social, and governance (ESG) performance with other suppliers in the same industry, as follows:

- Overall and dimension-specific benchmark scores compared with other suppliers.
- Case studies, benchmarks, best practices, and examples of ESG management to inspire and guide suppliers.
- Guidance and knowledge on various ESG aspects, such as sustainability reporting standards, to support suppliers in their continuous ESG development.
- Encouragement for suppliers to participate in online seminars, meetings, and ESG workshops to stay updated on the latest trends, regulatory developments, and best practices in ESG.

Supplier Support (Remote/On-site) on Implementation of Corrective Actions

The Company provides support to suppliers in implementing corrective measures to address identified issues or deficiencies, as follows:

- Establishing a dedicated team to advise and support suppliers in improving their ESG performance.
- Offering consultations via video calls or email.
- Providing access to ESG experts who can offer guidance and recommendations.
- Supporting suppliers in accessing ESG assessment tools to assist in corrective actions and performance improvements.



In-depth technical support programs to build capacity and ESG performance in suppliers

In-depth technical support programs to build capacity and ESG performance in suppliers. The Company recognizes the importance of enhancing suppliers' capabilities to ensure sustainable operations in compliance with its ESG standards and to promote long-term sustainable growth. To achieve this, the Company has implemented training programs to strengthen suppliers' capabilities and has established an annual performance assessment to measure progress. In 2024, the Company carried out the projects as follows:

In-depth technical support programs to build capacity health & safety management topic for transportation contractor

Sustainability risk results analysis of suppliers (Non-Compliance (Potential Fact Finding: PF)) according to the law revealed common risks issues in 2023 inclusive of occupational safety and health.

The Company has therefore developed programs to provide in-depth technical support to improve occupational health management potential and safety in logistics and develop in-depth safety management potential for logistics contractors. This approach raises transportation vehicle safety standards for vehicles involved in Company operations. Plans to regularly monitor progress from 2022-2025 are as follows:



A working group on transportation safety and product quality standards was appointed to determine measures to reduce accident risks, both during and outside working hours, and establish product quality control standards during delivery. CP ALL's executive representatives and DC delivery representatives attend meetings twice a month to effectively develop relevant safety standards.



Continuously organize training, communication, and awareness programs associated to transport vehicle safety among involved parties.



Establish safety standards for transport vehicles and inspect the condition of the vehicles before departure.



Designate stopovers on long-distance transport routes over 250 kilometers or journeys over 4 hours.



GPS installation on 100 percent of transport vehicles.



Establish road condition and emergency reporting systems including accident risk locations in each area potentially affected by floods and alternative bypass routes.



Organize a safety promotion activity "CP ALL DRIVING CONTEST PROJECT" to compete continuously on a quarterly basis, starting in the second quarter of 2024.

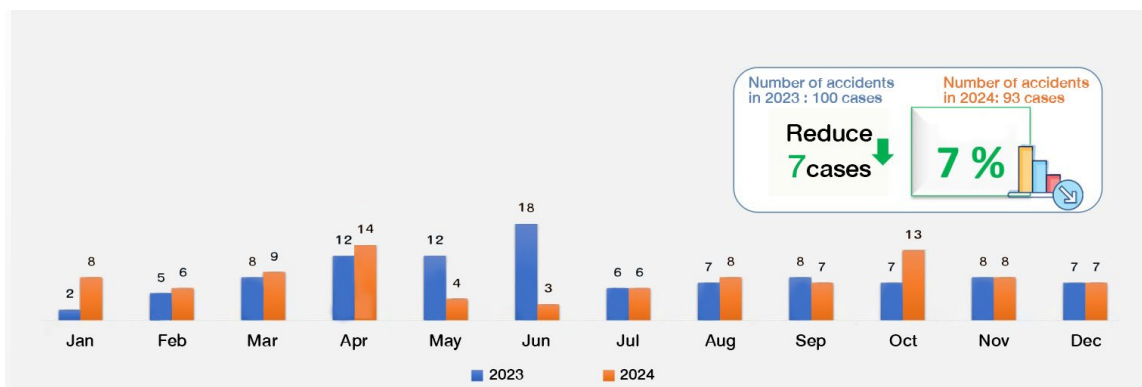


Prepare daily reports and follow-up on transportation accidents.

Impacts and Benefits

- Logistics contractors gain better transportation safety comprehension
- Transportation accidents reduction

Comparison graph of cumulative contractor transport accident cases in 2023 and 2024



4

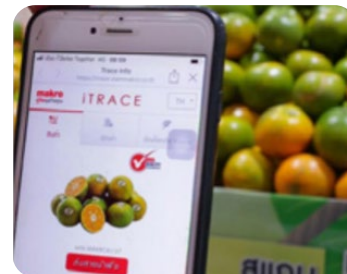


Strengthening and maintaining relationships with suppliers

The Company is committed to strengthening suppliers for sustainable growth together by maintaining strong relationships through various activities, including 1) organizing seminars and policy direction briefings, as well as conducting annual supplier visits to facilitate discussions and mutual feedback, 2) developing joint business plans with strategic suppliers by exchanging data, analyzing market trends, and co-developing business growth strategies to ensure alignment and operational efficiency, 3) sharing knowledge and exchanging essential business development information, as well as implementing collaborative projects and initiatives to enhance supplier capabilities in all aspects, 4) promoting sustainability through initiatives such as developing eco-friendly packaging and systematically managing post-consumer packaging to minimize environmental impact, 5) supporting access to technology and innovation to enhance product value in line with market demands and consumer behavior, and 6) continuously improving supplier operations within the supply chain to ensure competitiveness and sustainable growth.

Ongoing Project: “Safe Oranges, Smiling Thais” – Year 11

CP Axta collaborates with Kasetsart University, Maejo University, and the Ministry of Agriculture and Cooperatives to develop the “Safe Oranges, Smiling Thais” project. This initiative focuses on transitioning orange farmers to Good Agricultural Practices (GAP) by encouraging them to stop using chemical pesticides and adopt local herbal alternatives instead. The project also ensures pesticide residue testing through certified laboratories and utilizes an application for traceability. Customers can verify the source of production using the Makro i-Trace QR Code, available on packaging or display stands.



Impacts and Benefits

- 72 farmers participated in the project
- Annual procurement exceeds 8,400 tonnes per year



For more information

► Social Impact and Economic Contribution

Topic: Providing knowledge for development: Developing appropriate entrepreneurial skill that align with the issues and need page. 108 – 111

► Food and Water Security & Access to Well-being

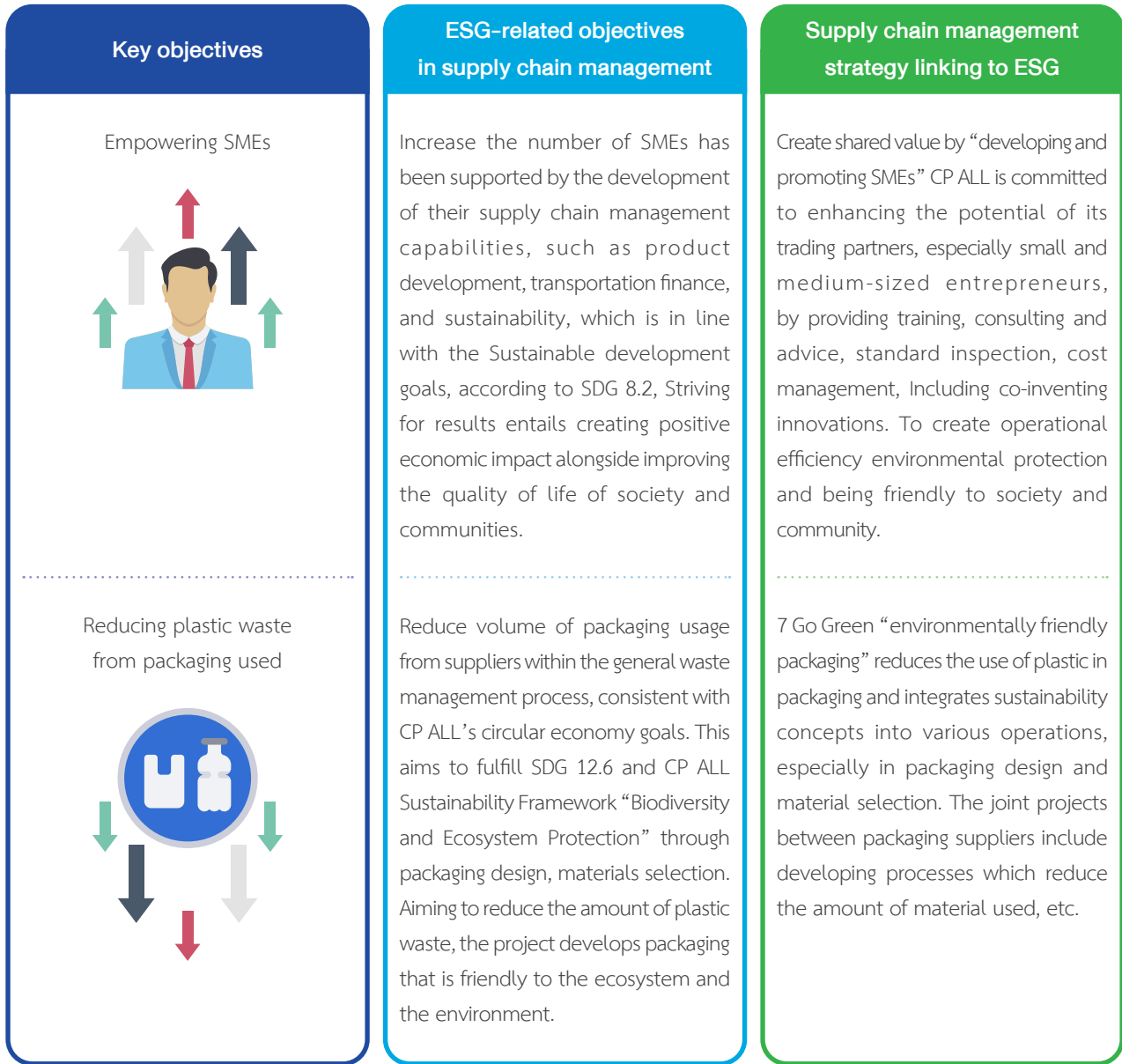
Topic: Sustainable Agriculture Commitment (Food Availability) page. 253 – 256

► Sustainable Packaging Management

Topic: Allocation of R&D resources to sustainable packaging and alternative solutions page. 80 – 84

ESG Integration in SCM Strategy (ESG)

The Company has integrated ESG in SCM strategy as follows:



In addition, the Company has applied the sustainability criteria to assess the risks of its existing and new suppliers manufacturing Private Brand: PB products whereby Suppliers must undergo sustainability risk assessments through the Suppliers Self-Assessment Questionnaires (SAQ) system. Selected suppliers meeting Company criteria standards must score a minimum of 50% on sustainability performance. The established Company established sustainability criteria include product and production standards, employment, welfare, and environmental management.

Supply Chain Management's Success Indicators

The Company has set the index to measure the success of supply chain management. In 2024, there are indices that measure success, goals, and operating results as follows:

Supply Chain Key Performance Indicators (KPIs)	Target	Performance for the previous 3 years
Tier-1 Suppliers considered Significant Suppliers in terms of sustainability must be proactively audited (Assessment) for development and improvement.	100% of Significant Tier-1 Suppliers must be assessed and receive development and improvement by 2030	Result (%) 2022: 100 2023: 100 2024: 100 Goal 2024: 100 Goal 2030: 100
SMEs Purchase Growth (Procurement Spent)	SMEs Procurement Spent growth by 10% by 2025	Result (%) 2022: 15 2023: 21 2024: 18 Goal 2024: 10 Goal 2025: 10
Supplier Engagement	80% for supplier engagement level by 2030	Result (%) 2022: 86.00 2023: 84.00 2024: 82.60 Goal 2024: 80 Goal 2030: 80
Plastic packaging within the Company's control (Private Brand) must be reusable or reused or biodegradable	100% of plastic packaging within the Company's control (Private Brand) must be reusable or reused or biodegradable for companies operating in Thailand by 2025 and for companies operating overseas by 2030	Result (%) 2022: 97.74 2023: 97.94 2024: 97.17 Goal 2024: 98 Goal 2030: 100

Ecosystems and Biodiversity Protection and Restoration

“CP ALL conducts business with social and environmental responsibility, focusing on sustainable value chain management by reducing waste, enhancing biodiversity, and collaborating with all sectors to preserve ecosystems. These efforts aim to preserve our planet for the future generations.”



Ecosystems and Biodiversity Protection and Restoration

Supporting the SDGs



SDG6 Ensure availability and sustainable management of water and sanitation for all

6.6 Protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes



SDG14 Conserve and sustainably use the oceans, seas and marine resources for sustainable development

14.1 Prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution



SDG15 Protect, restore and promote sustainable use of terrestrial ecosystems

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

Risks and Opportunities

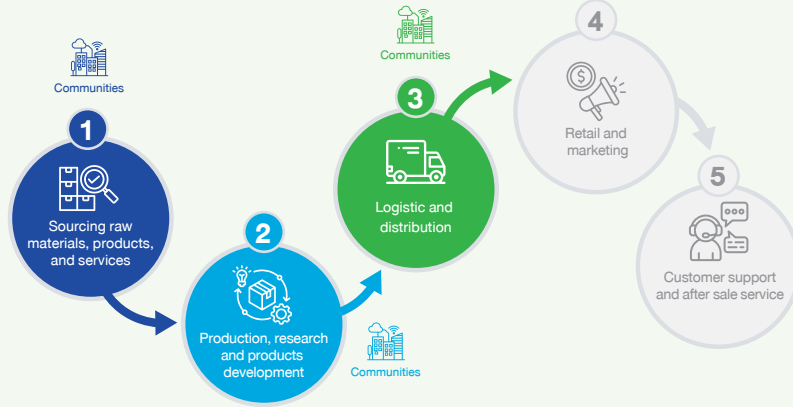
Conservation and restoration of nature and global resources have become a major global concern. Main reasons are climate change and pollution, which disrupt ecosystems and natural resources. Additionally, human activities and behaviors continue to cause widespread damage to ecosystems.

The 16th Meeting of the Conference of the Parties to the UN Convention on Biological Diversity (COP16) has addressed key biodiversity issues, including benefit-sharing from biodiversity funds, strengthening the role of Indigenous and local communities, mobilizing resources for biodiversity, and managing global biodiversity tracking (Kunming-Montreal Global Biodiversity Framework: KMGBF). Discussions also covered topics of synthetic biology, invasive alien species, ecologically or biologically significant marine areas, sustainable wildlife management, plant conservation, biodiversity and health, and biodiversity risk assessment.

Efforts are being accelerated through The Biodiversity Plan, which is being translated into National Biodiversity Strategies and Action Plans (NBSAPs) to achieve global biodiversity goals and indicators. Strict policies from both government and business sectors are being implemented to ensure responsible environmental and ecological stewardship across the entire value chain. These measures aim to reduce damage to ecosystems, the environment, natural resources, and agricultural land while protecting human rights related to land ownership, livelihoods, and the well-being of farmers and communities.

An unstable ecosystem can directly impact business operations, leading to a decline in the quantity and quality of agricultural and natural products, which may result in raw material shortages and resource scarcity—ultimately affecting production processes and supply chain sustainability.

Significantly Affected Key Stakeholders



Results of the “Double Materiality Matrix”

Sustainability dimension

- Environmental Dimension

Impact level for application in business operations

- Foundation Material Topics

Progress against short-term and long-term goals

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 (Unit: %)



Key Performance in 2024



The assessment and management of biodiversity risks in high-risk areas account for 100%



Cumulative planting of 924,371 trees



Release young blue swimming crabs into the Thai sea, accumulating 1,400,000 baby crabs

Key Progress in 2024



Ecosystem restoration in communities surrounding operating areas



Collaborating with Partners, Business Alliances, and Networks to Reduce Ecological and Biodiversity Impacts Including: Building Homes for Fish, Creating Livelihoods for People Project, Mangrove Reforestation Project



Reforestation for the Future Project



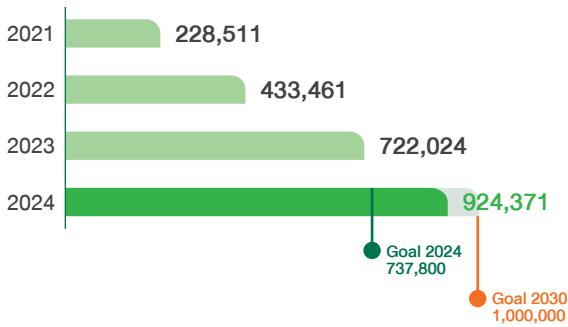
LESS Project (Low Emission Support Scheme)



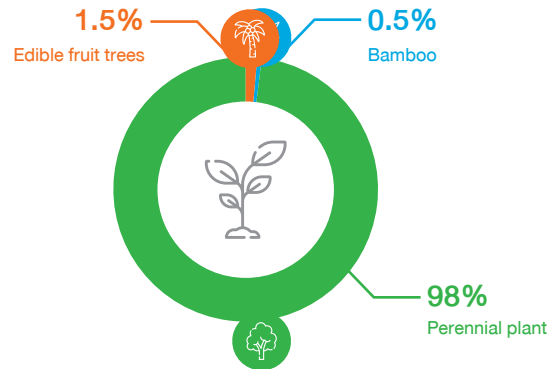
Stepwise Impact Mitigation Guidelines Project

Performance Summary 2024

Number of trees planted to mitigate ecosystem impact (unit: trees cumulative)



Plant species grown (unit: %)



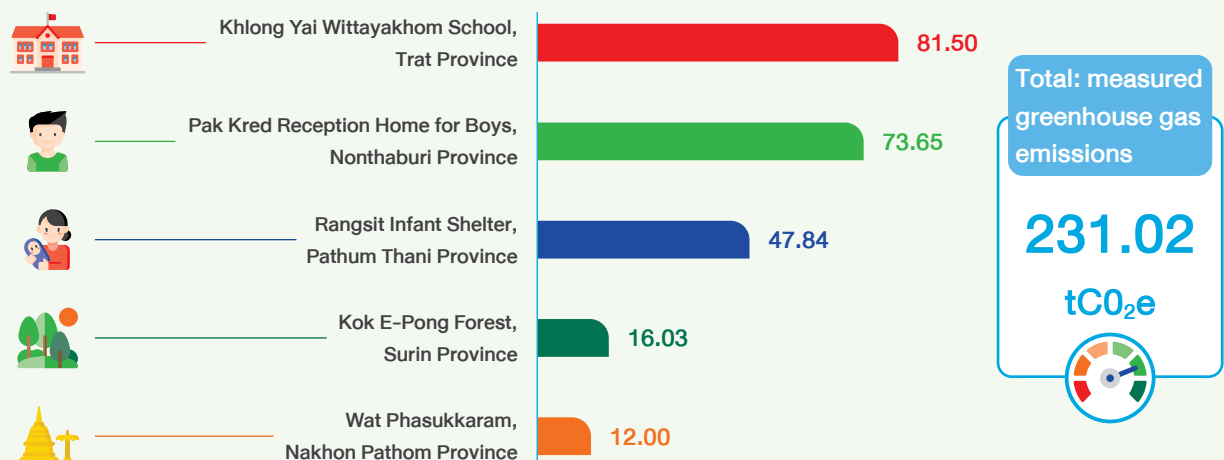
Cooperation with Various Sectors

Project Type	Number of seedlings/ trees planted (trees cumulative)	Area (rai cumulative)	Predict carbon dioxide absorption (tonnes of carbon dioxide equivalent) (In the case of fully grown trees*)
Government sector, Temples, and Schools	824,898	8,112	35,464
Nearby communities' private networks	45,185	427	1,943
Employees	54,288	1,084	2,334

Note: Calculated from trees, GHG 1 tCO₂e is equivalent to 23.26 5 year old teak trees/ 1 tCO₂e.

Forest-related activities for obtaining LESS certification (unit: tCO₂e)

Community and Social Engagement in Greenhouse Gas Reduction: Support for the Low Emission Support Scheme (LESS: Low Emission Support Scheme)



Management Approach

The Company has established a risk and impact assessment process for business activities on biodiversity (Biodiversity Exposure & Assessment) under the Biodiversity and Natural Resources Policy. This assessment covers the Company's operational areas, first-tier suppliers, and business alliances throughout the value chain. The objective is to prevent business activities from impacting conservation or protected areas, as defined and regulated by the International Union for Conservation of Nature (IUCN) and UNESCO World Heritage Sites. The Company implements a Mitigation Hierarchy approach to manage and mitigate negative impacts from business operations that could result in biodiversity loss (No Net Loss: NNL). Additionally, the Company focuses on collaborating with partner networks and stakeholders to undertake restoration and conservation projects that drive positive ecological change, both terrestrial and aquatic with the objective to create a Net Positive Impact (NPI) and restore balance and biodiversity to ecosystems.

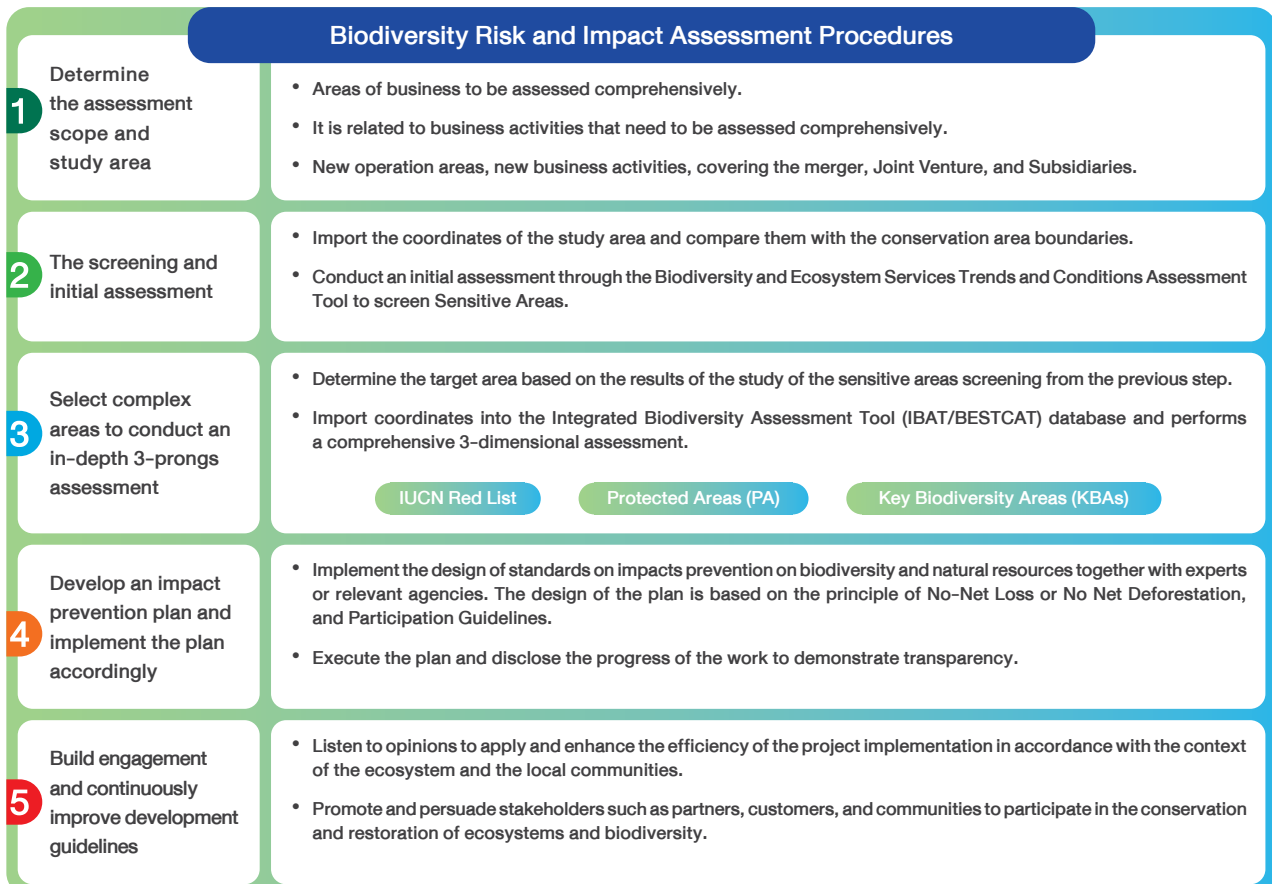


For more information:

- ▶ [Biodiversity and Natural Resource Policy](#)
- ▶ [Ecosystem and Biodiversity Protection](#)

Biodiversity Risks and Impacts Assessment

The Company is committed to biodiversity conservation under biodiversity and natural resource policy, complying with local regulations, and assessing environmental risks and impacts on terrestrial and aquatic ecosystems. This includes biodiversity considerations across all operational areas, such as manufacturing sites, distribution centers, and retail locations, covering 100% of these areas. Additionally, the Company extends this evaluation to key tier 1 suppliers' operational area, covering 100%. The Company integrates information technology and biodiversity databases into risk assessments and impact evaluations. Preventative and mitigation plans are developed to minimize negative effects on ecosystems. The Company collaborates with stakeholders to continuously refine the development approach, ensuring that business activities and suppliers do not take place in protected areas or negatively impact biodiversity, both on land and in water.



Biodiversity Risk Assessment Results

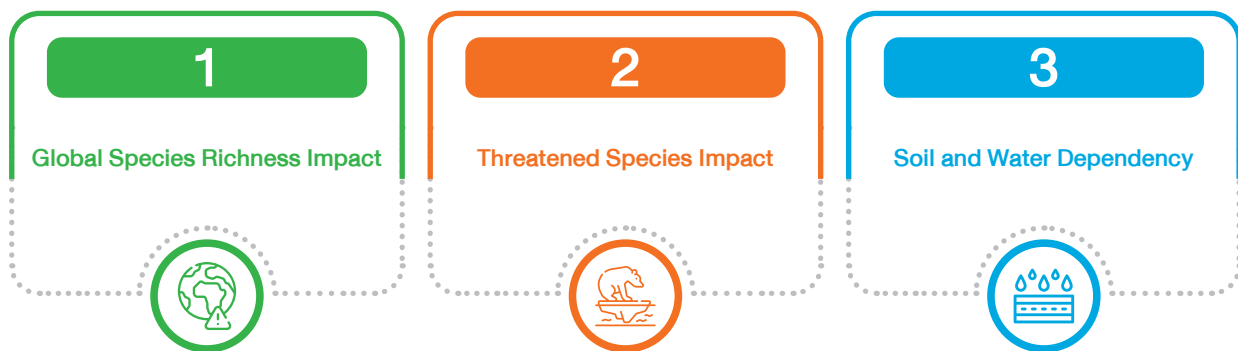
The Company considers location-specificity based on business operations, covering both areas within the Company's operational sites, surrounding areas within a 0 to 5 kilometer radius, upstream activities of manufacturing plants, and downstream activities of distribution centers in delivering products to stores and consumers. This includes Makro Wholesale Stores, Lotus's Shopping Centers, and Distribution Centers located outside the Community areas, totaling 616 locations. At the same time, the Company also considers conservation areas, protected areas, and key biodiversity areas, as well as important natural areas, such as forests, major water sources, and watersheds, identified through the risk assessment process using biodiversity assessment tools (IBAT/BESTCAT).

Biodiversity Exposure & Assessment in 2024

Number of sites	Number of sites	Area (rai)	Area (Hectares)
All operating areas (Overall)	616	8,645.20	1,383.23
Assessment: Operating areas subjected to biodiversity impact assessments (within the past 5 years)	616	8,645.20	1,383.23
Exposure: Operating areas with high potential for biodiversity impact (within the past 5 years)	58	754.78	120.77
Management Plans: Operating areas affecting biodiversity with implementation biodiversity impact managing and monitoring systems (within the past 5 years)	58	754.78	120.77

Biodiversity risk identification

The Company screens and assesses initial risk issues in the food retail industry through referring to location-specific World Wide Fund for Nature (WWF) guidelines according to business operation activities throughout the value chain. It considers both factors whereby the Company risks affecting biodiversity (Biodiversity Impacts) and natural factors potentially affecting business operations or production (Ecosystem Service Dependencies). The Company has ranked existing critical risk factors likely to pose future impact and classified respective factors into 3 categories as follows:



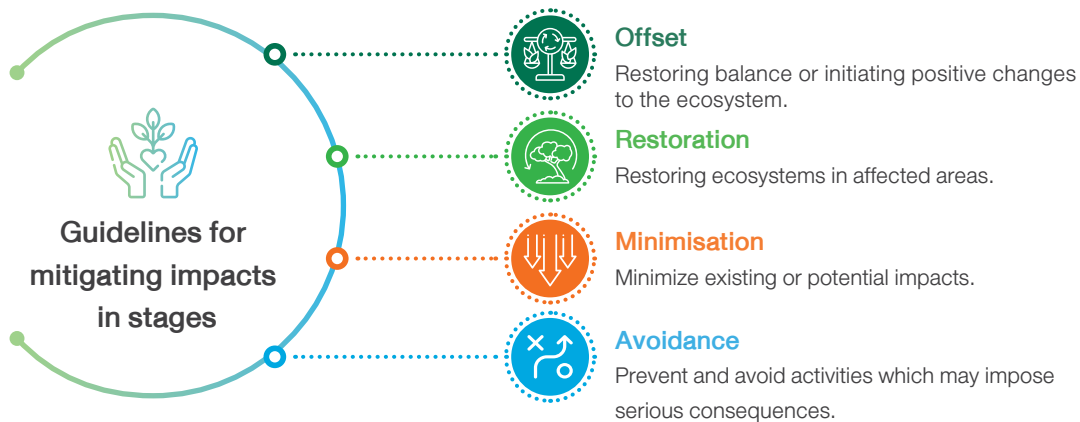
The Company reviews risk issues based on context and related factors to determine critical risk issues and subsequently establish risk management plans and operational measures according to the Mitigation Hierarchy, covering 100% of the 58 operational areas where critical risk issues have been detected.

Hierarchical Impact Mitigation Approach

From the risk assessment process, which evaluates both direct and indirect risks, including significant positive and negative impacts on biodiversity, such as pest invasions, the decline of plant and animal species, migration, and ecosystem changes, the Company has identified key impact issues. These include the impact on threatened species in operational areas in the Northern Region of Thailand, such as Chiang Mai and Phitsanulok provinces.

The Company has established measures covering Priority Areas throughout the operations and business activities, prioritized based on risk assessments and biodiversity impact evaluations. These measures align with the Company's commitment under Biodiversity and Natural Resources Policy.

The Company respects and complies with local regulations and laws regarding biodiversity conservation in the operational areas. CP ALL strictly reviews operational measures and establishes a Mitigation Hierarchy approach, ranging from avoidance to restoration. Additionally, the Company conducts studies on plant and animal species in areas identified as sensitive to mitigate the long-term impacts of business operations on ecosystems and biodiversity.



Guidelines for mitigating impacts in stages

Offset

Restoring balance or initiating positive changes to the ecosystem

- Changing environmental concepts and nature conservation together with upstream communities (Topic "Upstream community reforestation network project" pages 244)
- Transformative cooperation with the Khao Yai National Park Protection Foundation (Topic "Next Gen New World project" pages 242)

Restoration

Restoring ecosystems in affected areas

- Restoration of local plant species (Topic "Reforestation for the Future Project" pages 243-246)
- Restoring water in the production process (Topic "Project to increase water use efficiency at CPRAM Company Limited, Ladlumkaew" pages 65 in the chapter "Energy Usage Efficiency and Resources")
- Agricultural water restoration (Topic "Project to provide clear water for farmers, CPRAM Co., Ltd., Lamphun Factory" pages 66 in the chapter "Energy Usage Efficiency and Resources")
- Restoring water for planting trees (Topic "Save Water, Love the Future Project, CP Aextra Public Company Limited" pages 65 in the chapter "Energy Usage Efficiency and Resources")
- Restoring ecosystems in communities around operation areas (Topic "Planting trees in company areas" pages 241)
- Restoring coastal ecosystems (Topic "Sustainable Blue Crab for Thai Seas" pages 242, Topic "Building Homes for Fish, Creating Livelihoods for People Project" pages 243)

Minimisation

 Minimize existing
or potential impacts

- Reducing the environmental impact from Seafood Trading
(Topic “No Catch - No Buy - No Sell” Juvenile Marine Life Conservation Project pages 243)
- Reducing the environmental impact of packaging
(Topic “ESG Integration in SCM Strategy (ESG)” pages 231 in the chapter “Responsible Supply Chain”)
- Reducing water shortage problems
(Topic “Groundwater Bank Project, CP Aextra Public Company Limited”, pages 65 in the chapter “Efficient Use of Resources and Energy”)

Avoidance

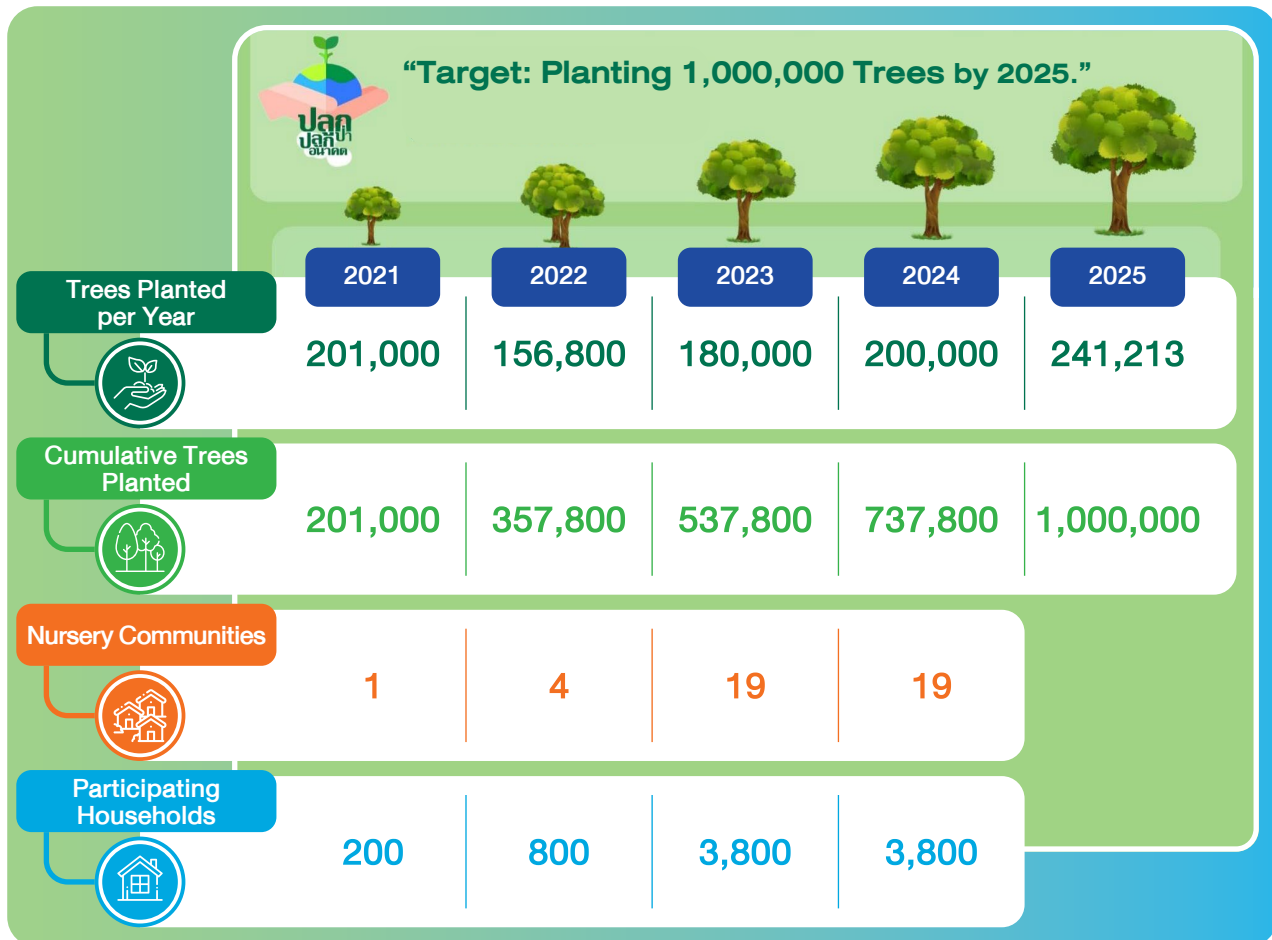
 Prevent and avoid activities
which may impose serious
consequences

- Avoidance of Water Stress Areas
(Topic “Water Risk Management Project” pages 66-67 in the chapter “Energy Usage Efficiency and Resources”)
- Guidelines for avoiding chemicals and their environmental effects
(Topic ▶ [“Sustainable Procurement Policy”](#))

Cooperation with stakeholders to reduce ecosystem impact

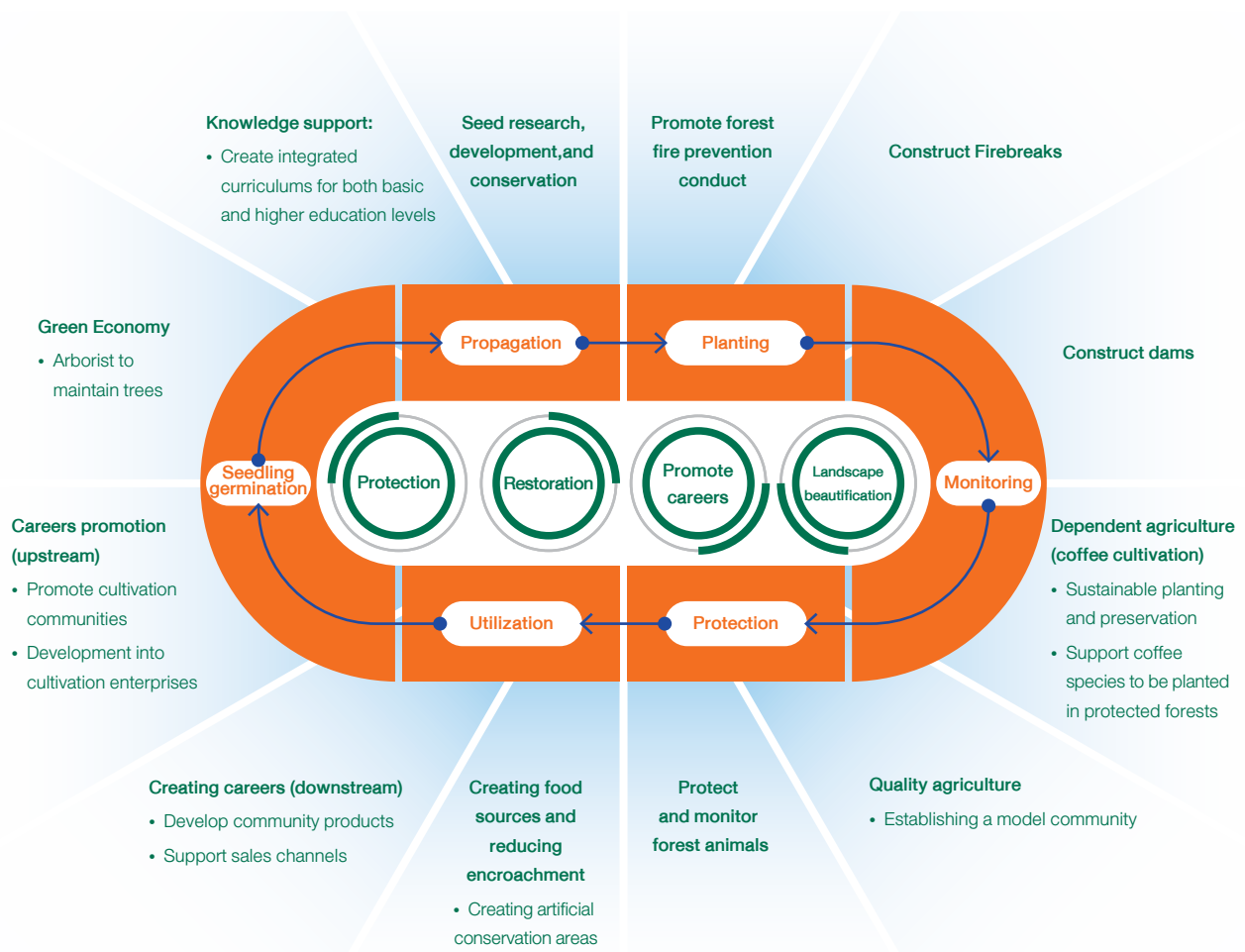
The Company cooperates with stakeholders including suppliers, business alliances, government agencies, local communities, and Company network partners to conduct businesses with responsibility towards ecosystems and biological diversity in communities surrounding operating areas. This approach preserves the ecosystem integrity.

5-Year Reforestation and Future Growth Plan (2021–2025)



The company has set a goal to plant 1,000,000 trees by 2025 and has implemented a project to support tree planting for communities. The working group on tree planting for sustainable communities is responsible for forest restoration and monitoring the project under the framework of 4 aspects as follows:

Stakeholder engagement frameworks to reduce ecosystem impact

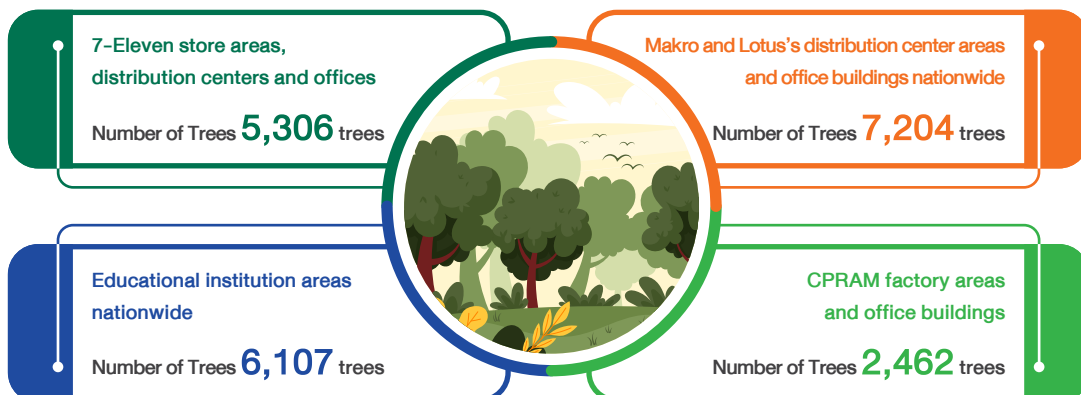


Key projects in 2024



1 Ecosystem restoration in communities surrounding operating areas project – Year 4

The Company encourages employees to volunteer and realize the importance of preserving ecosystems and the environment surrounding operating areas, including 7-Eleven stores, Makro and Lotus's distribution centers, educational institution areas, distribution centers and office buildings throughout the country. This is achieved through facilitating participation with communities, government agencies, and local administrations in tree planting activities and community tree propagation continuously every year to increase green space, create quality environments and restore ecosystems. Over 924,371 trees have been planted to date.





2

Collaboration with suppliers, business alliances, and network organizations to reduce impacts on ecosystems and biodiversity

Reducing Impacts on Terrestrial Ecosystems

Ongoing Project: “Next Gen New World” – Year 18

Lotus’s, in collaboration with the Khao Yai National Park Protection Foundation, continues the Next Gen New World project for the 18th consecutive year. This initiative aims to raise awareness among youth about the importance of natural resource conservation and environmental sustainability. The project seeks to preserve forests and ecosystems for future generations. As part of this effort, reforestation activities are conducted in national parks across Thailand, including:

- Thap Lan National Park, Na Di District, Prachinburi
- Salak Phra Wildlife Sanctuary, Chong Sadao Subdistrict, Mueang District, Kanchanaburi
- Khao Sam Roi Yot National Park, Prachuap Khiri Khan
- Pong Khrai Watershed Management Unit, Pong Yaeng Subdistrict, Mae Rim District, Chiang Mai
- Tham Pha Thai National Park, Ban Huat Subdistrict, Ngao District, Lampang

Impacts and Benefits

- 300 youth participated in the training.
- 10,850 trees planted, covering an area of over 190 rai.
- Provided financial support for the projects in 2024, totaling 1 million Baht, to the Khao Yai National Park Protection Foundation.

Reducing Impacts on Aquatic Ecosystems

Ongoing Project: “Sustainable Blue Crab for Thai Seas” – Year 13

CPRAM Company Limited implements the ‘Sustainable Blue Crab for Thai Seas’ Project to conserve blue crab populations in the Gulf of Thailand and Andaman Sea, aiming to preserve natural resources and maintain the balance of marine ecosystems. The project receives collaboration from stakeholders across the supply chain; from upstream to downstream, including fishermen (blue crab meat suppliers), CPRAM Company Limited (food manufacturer), and consumers, with support from Provincial Fisheries Offices and the Coastal Aquaculture Research and Development Division, Region 3, which provides technical and academic cooperation. This initiative aims to ensure effective conservation, protection, and development of blue crab fisheries in Thai ocean. Additionally, the project encourages employee participation in environmental conservation activities, such as beach cleanup and waste segregation at juvenile blue crab release sites, to help sustain aquatic animals and marine ecosystems.

Impacts and Benefits

- Released over 200,000 young blue crabs back into Thai seas.
- Cumulatively released 1.4 million crabs.



Mangrove Reforestation Project

The Company, in collaboration with the Mahachai Distribution Center, Surat Thani Distribution Center, and local communities, is working to conserve and restore coastal ecosystems in mangrove forest areas, which serve as breeding, nursery, and habitat areas for marine life. In 2024, the project planted 400 trees.

Lotus's Collaborates with Partners on Mangrove Reforestation at Khlong Ban Amphur

Lotus's, in collaboration with the Department of Marine and Coastal Resources, Region 2, participated in a mangrove reforestation activity at Khlong Ban Amphur, held at Baan Phaen Resort, Na Jomtien Subdistrict, Sattahip District, Chonburi Province. The initiative involved cooperation between government agencies, private sector organizations, students, coastal communities, and Marine Rangers. Together, they planted mangroves in the Khlong Ban Amphur area to support conservation and restoration efforts, enhance biodiversity, and maintain the ecological balance of the region.

Building Homes for Fish, Creating Livelihoods for People Project

Khlong Yai District in Trat Province is rich in natural resources, serving as a habitat, refuge, spawning ground, and nursery for marine life. CP ALL, in collaboration with the Mangrove Forest Resources Research and Development Institute and partner organizations, including local artisanal fishing groups from Khlong Yai Municipality and the Trat Provincial Children's and Youth Council, organized an initiative to create fish habitats (artificial reefs) using natural fiber ropes to reduce microplastic pollution in marine ecosystems. Additionally, the project included waste collection along wave barriers, fostering community unity and passing on marine conservation knowledge from one generation to the next. The initiative has also been expanded to include activities with local fishing communities in Cheklak and Tanuk, Trat Province.



"No Catch - No Buy - No Sell" Juvenile Marine Life Conservation Project

The conservation of juvenile marine life, which forms a crucial foundation in the ocean's food chain, is essential for sustainable fisheries. Makro and Lotus's have jointly announced a policy to communicate and implement various measures with relevant partners, including verifying sources, setting and monitoring size and species standards, regulating fishing equipment and methods, and providing awareness training for producers, partners, and fishing groups throughout the supply chain. This initiative aims to drive behavioral change in juvenile marine life harvesting through supply and demand mechanisms, promoting sustainable fishing practices.



3

Reforestation for the Future (Under CP ALL's Initiative)

As part of a collaborative framework to reduce impacts on ecosystems and biodiversity, CP ALL works with communities, schools, and temples across various regions to promote environmental conservation. In 2024, the Company organized a Reforestation for the Future networking seminar and distributed 200,000 tree seedlings to employees and communities across 197 communities in 32 provinces, covering an area of 1,000 rais. Examples of key projects include:

Power of Community (Home)



- Forest Care
- Environmental Care
- Organic Farming
- Product Development

Power of Faith (Temple)



- Create an idea capital
- Create a resource capital
- Create a life capital

Power of Knowledge (School)



- Seedlings Without Buckets
- Forestry School
- Sustainable Agriculture Promotion
- Curriculum Development
- Community Learning Center

Ongoing Project: “Upstream Community Reforestation Network”– Year 4

The Company, in collaboration with nine community groups and upstream community partners, promotes nature and environmental conservation through support for tree nurseries, funding for greenhouse construction, and the maintenance of tree seedlings. Seedlings grown within the Reforestation Project are distributed through the Forest Surrounding Temples initiative for planting at homes, temples, schools, and communities. Additionally, the “WE GROW for ALL” initiative encourages employees to participate in planting perennial trees.

Impacts and Benefits

- 200,000 tree seedlings propagated
- Covering an area of 1,000 rais
- 5,590 community members participated in the project
- Estimated reduction of greenhouse gas emissions by 1,900 tCO₂e
- Financial support of 1.64 million Baht



Ongoing Project: “WE GROW for ALL”– Year 4

CP ALL encourages employees to engage in volunteer activities and recognize the importance of ecosystem and environmental conservation by organizing annual tree planting activities in various locations, including 7-Eleven stores, Makro sales centers, Lotus, educational institutions, distribution centers, and office buildings nationwide. The initiative collaborates with communities, government agencies, and local administrative organizations to expand green spaces, create a healthier environment, and restore ecosystems.

Additionally, the project provides tree seedlings and supports the “Showcase Our Trees” activity, where employees plant perennial trees in their private spaces and record their planting progress through the “We Grow” application. In 2024, a total of 4,635 seedlings were distributed to 1,545 employees.



Ongoing Project: “Forest Surrounding Temples” – Year 4

CP ALL distributes tree seedlings from the Upstream Community Reforestation Project to temples and local communities to help restore ecosystems and biodiversity. The initiative aims to promote reforestation, expand green spaces, and foster environmental awareness for long-term sustainability, while also encouraging efficient resource management.



Impacts and Benefits

- 105,514 tree seedlings distributed
- 130 temples participated in the project
- 455,000 community members participated
- Financial support of 863,921 Baht
- Estimated greenhouse gas absorption of 1,002 tCO₂e



Ongoing Project: Bamboo Project – Year 4

The Company, in collaboration with schools participating in the “CONNEXT ED” Educational Program, under the Sustainable Bamboo Network, provides schools with income opportunities by educating students on the benefits of bamboo, propagation techniques, planting, maintenance, utilization, and processing, while promoting environmental conservation, water, and soil resource management. This initiative is delivered through online seminars and includes the distribution of bamboo seedlings to partner schools.

Impacts and Benefits

- 3 partner schools and communities participated in the project
- 14,939 project participants (172 students, 10 teachers, and 14,757 community members)
- 700 bamboo seedlings provided
- Estimated greenhouse gas absorption of 6.65 tCO₂e
- Financial support of 49,000 Baht



Ongoing Project: “Forestry School Concept” – Year 3

The Company is expanding the Bamboo Project initiative into the Reforestation for the Future project, transferring environmental knowledge to schools. This involves integrating tree planting education into various subject areas within the core curriculum, including:

Learning about tree seedling propagation

Tree maintenance and utilization

Understanding different types and classifications of trees

Reporting and recording tree growth data

Nurturing and caring for seedlings

Planting

Promoting tree planting and forest conservation

Impacts and Benefits

- 6 schools and educational institutions participated in the project
- 9,309 project participants (2,142 students, 148 teachers, and 7,019 community members)
- Estimated greenhouse gas absorption of 471.2 tCO₂e

**4****Tree Planting by Companies within CP Group****Ongoing Project: CPRAM Green Life #100,000 Saplings to 100,000 Trees – Year 4**

CPRAM distributes perennial tree saplings to employees, communities, and interested individuals nationwide, encouraging them to plant trees in residential areas and public spaces within their hometowns. This initiative aims to expand green spaces, restore and maintain ecosystem balance, and increase tree coverage to absorb carbon dioxide. In 2024, a total of 1,100 saplings were distributed, bringing the cumulative total to over 80,300 saplings.

**Ongoing Project: CPRAM Green Life #Planting for a Sustainable World – Year 4**

CPRAM continues reforestation efforts by planting both terrestrial and mangrove forests across provinces where CPRAM facilities are located, including seven sites nationwide and neighboring provinces. The initiative aims to expand green spaces, restore environmental balance, and contribute to carbon dioxide absorption. In 2024, a total of 11,292 trees were planted, covering an area of over 12,800 square meters (more than 8 rais).



Food and Water Security & Access to Well-being

“CP ALL provides high-quality, safe, and nutritionally balanced food and beverages to promote sustainable well-being. The Company is committed to ensure equal access to sufficient food and water for all.”



Food and Water Security & Access to Well-being

Supporting the SDGs



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

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



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 services, access to essential medicines and vaccines which are safe, effective, high-quality and affordable



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

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



SDG12 Ensure sustainable consumption and production patterns

12.2 Achieve the sustainable management and efficient use of natural resources

12.4 Achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water, and soil in order to minimize their adverse impacts on human health and the environment



SDG17 Participation in Sustainable Development Goals

17.14 Enhance policy coherence for sustainable development

Risks and Opportunities

Present-day environmental and economic crises are intensifying as witnessed from climate change induced agricultural product decline, food security risks resulting from droughts and floods, and food and water distribution obstacles due to natural disasters, in addition to inflated production costs and product prices. The mentioned crises may increase the risk of malnutrition in low-income and vulnerable populations. In this regard, dealing with crises effectively is vital towards mitigating impacts which may cause violations to food and water access rights including food hoarding, restrictions to safe food and water access, etc. The Company cooperates with network partners in both the business and agricultural sectors to achieve suitable standards of living and livelihood, to alleviate food shortages, and to prevent violations of basic rights in terms of access to safe food and water. The Company recognizes the importance of ensuring food stability and is thus committed to providing access to adequate, safe, and nutritious food and water through various activities and projects. In 2024, CP ALL and various associated agencies collaborated in delivering relief bags, ready-to-eat food and drinking water to aid flood victims in many areas of Thailand. This approach allows Thai people to gain access to food and drinking water even in times of crisis. The Company additionally promotes agricultural production systems which consider the balance between the ecosystem and food resource sustainability.

Significantly Affected Key Stakeholders



Results of the “Double Materiality Matrix”

Sustainability Dimensions

- Social Dimension

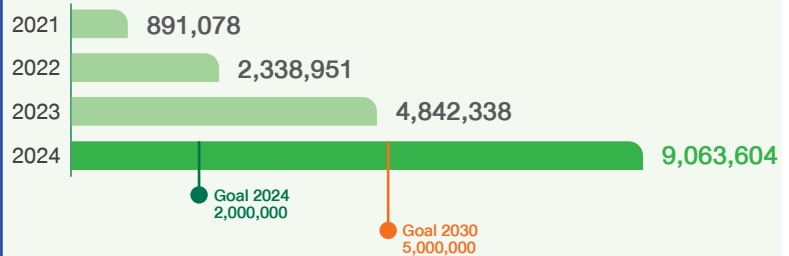
Impact level for application in business operations

- Foundation Material Topics

Progress against Short-term and Long-Term Goals

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

(Unit: accumulated persons)



Key Performance in 2024



4.22 million children, youth, impoverished people, and vulnerable people were supported with access to safe food and water



1.60 million Baht in donation value and support through access to safe food and water for 873,897 disaster victims



6.16 million meals delivered to children, youth, impoverished people, and vulnerable people



CP Foodlab Company Limited, a food research and development company, received ISO 9001:2015 standards accreditation



15.67 million Baht in donation value and support through access to safe food and water



Traceability of over 14,000 products

Key Progress in 2024



“Bathroom for Children” Project from “Donated 7-Eleven Stamps”



Krua Pan Im Project



CPRAM We Care project: Caring for the community” for the 4th



Sustainable Agriculture Project



Good food for brothers and sisters” project for the 7th



ALL FOOD TECH Testing Center



Public mind Project



Traceability Project

Management Approach

The Company monitors and assesses the food security situation according to announcements and regulations from the World Health Organization to strengthen food stability, reduce inadequate access to food and water, and promote good health. This is achieved through Company and supplier adherence to international standards and sustainable procurement policies, including production process inspections and traceability throughout the value chain from the raw material source to the consumer. International standards accreditation including aspects in quality, food safety, animal welfare, trademark products, and effective management of safe food and water access requires cooperation with farmers, producers, and distributors. This entire approach not only creates confidence among consumers but also increases production and distribution process capabilities.

In addition, the Company implements projects to support impoverished and vulnerable groups, including children, the disabled, the elderly, disaster victims, low-income people, and people with difficulty in accessing safe food and water. In 2024, CP ALL conducted on-site delivery of ready-to-eat food and drinking water to flood victims as a means to provide access to quality food and drinking water, a consumer necessity in both normal and crisis situations. Other notable initiatives conducted include promoting bathroom improvements in schools across the country to ensure students gain access to clean, safe, and hygienic bathrooms. These developments create smiles and happiness for Thai youth in a continuous and sustainable manner.

[For more Information](#)[▶ Sustainable Sourcing Policy](#)

Performance Summary 2024

Access to food and safe water



Promote access to safe food and water for underserved and vulnerable groups 4.22 million persons.



The value of donated and support receiving food 15.67 million Baht.



Recalls of products affecting consumer health 45 cases.

Sustainable Production Standards Certified Agricultural Products

Agricultural Crops	Standard	The coverage of products Certified (%)	Purchasing volume vs. total raw material procurement (%)
Palm oil	RSPO	45.87	15.86
Soybean	US Soy Sustainability, non Amazon Biome Certificate	76.08	13.22
Sugar	BONSUCRO	14.82	9.77
Cacao	FSSC22000, Rainforest, GAP	38.46	5.31
Coffee	Fair Trade	16.61	13.42
Cereal (rice, wheat, barley, corn)	BRC, GAP, HACCP	35.04	14.99
Other products	GAP, Q Organic	34.51	6.33

Sustainable Production Standards Certified Animal Products

Animal Products	Standard	The coverage of products Certified (%)	Purchasing volume vs. total raw material procurement (%)
Aquaculture products	ASC, BRC, GHPs, GAP, HACCP, BAP, GDST	50.98	5.62
Cattle products	BRC, BBAFW, GAP, Livestock OK	32.75	1.99
Dairy products	BRC, GAP, GMP	20.19	20.56
Swine products	BRC, BBAFW, Livestock OK, GAP	68.41	35.90
Poultry products	BRC, BBAFW, Livestock OK, GAP	65.05	26.48
Wild fisheries products	MSC, BRC, GAP, MarinTrust, GDST	43.94	9.45

Key Projects in 2024

In accordance with sustainable procurement policies, the Company supports activities and implements food security projects through 3 main approaches as follows:

Management Approach for Food Security



1 Food Accessibility

Provide flood victims with access to quality food and drinking water

- Under the “Public mind” project, CP ALL collaborated with the area operations office, public mind team, Office of Government Coordination, jet ski team, and Special Disaster Relief Club to provide onsite assistance and relief to flood victims across the country through delivering clean drinking water, bread, rice, canned fish.



The Company assisted in disaster mitigation and good hygiene promotion among disaster victims in Nan Province, Phrae Province, Chiang Rai Province, Sukhothai Province, Songkhla Province, etc. In 2024, a total of 873,897 victims were provided access to safe food and drinking water, with a total support value of 1.60 million Baht.



- Under the ongoing project “CPRAM We Care project: Caring for the community” for the 4th year, the Company formed a central kitchen in disaster affected areas to deliver ready-to-eat food, bakery items and drinking water to victims of every crisis. For instance, over 5,000 care bags were distributed among flood victims in Chiang Rai and Nan provinces to assist and alleviate their suffering. Main target groups where assistance was provided to include disaster victims, those in need, the impoverished, and vulnerable groups. Vulnerable groups have also been provided with safe food and drinking water on various other occasions. In 2024, a total of 50,438 people received assistance in access to safe food and drinking water equivalent to a support value of 1.7 million Baht.



- CP Axta has deployed teams to assist flood victims in the northern, northeastern, and southern regions, covering 14 provinces. They have provided consumer goods, cleaning equipment, and essential items worth over 1.5 million Baht to the affected communities. Additionally, they have contributed to the restoration of homes and buildings impacted by the flood.



Providing access to quality food and drinking water among children, youth, the impoverished and vulnerable groups.

- CP ALL in collaboration with CONNEXT ED, a foundation for educational support, supports schools under OBEC through organizing projects including Wonderland Learning Park: Father’s Story, to create a learning environment for the production of drinking water which is sufficiently clean, safe, and hygienic, in addition to income generation and opportunities to learn and practice vocational skills. The Company provided access to safe food and drinking water to a total of 372 households accounting for 1,426 people.



- CP Axta ongoing project “Good food for brothers and sisters” year 7 provides support valued over 2.6 million Baht with the intention to delivery over 3 million meals quality lunch ingredients throughout the 2024 academic year to over 38,555 students in over 208 schools across 77 provinces nationwide. This initiative provides access to good, healthy, safe, and nutritional food.

- CPRAM delivers ready-to-eat food, including Jade Dragon Dim Sum, Le Pan Bakery, and drinking water to children and youth at Ban Rajavithi Girls' Home under the "Krua Pan Im" project, an initiative to distribute boxed lunches to children of Baan Rajavithi. In 2024, a total of 450 children and youth were supported through access to safe food and drinking water, with a support value of 25,000 Baht.



Delivering opportunities for good health to children and youth

"Bathroom for Children" Project from "Donated 7-Eleven Stamps"

Because education starts from the bathroom, problems of inadequate and unhygienic bathrooms are an obstacle to children's education and health. Thus, the Company collects donated 7-Eleven Stamps from donating customers nationwide to improve school bathrooms throughout the country, including schools impacted by flooding. This approach grants the affected students an opportunity to access amenities vital towards basic livelihood and supports equal opportunities for children in remote areas in terms of good hygiene and reduction in various infectious disease risks. In 2024, the Company renovated bathrooms for schools in local communities and flood-affected schools, totalling over 100 locations in multiple regions.

2

Sustainable Agriculture Commitment (Food Availability)

Programs to reduce water consumption

No-Till/Conservation Agriculture in Rained Areas



Banana planting project using old shoots to reduce tillage 1 to 2 times per year.

Target group: Northeastern farmers Number of farmers participating in the project 70 farmers
Total project area of 1,143 rai.

Impact: Reduce tillage costs by 13.20% production costs.

Management and Technology



The banana plot plastic cover project uses plastic mulch to retain moisture and reduce herbicides and insecticides usage through using Beauverlia and Metarizium alternatives, a natural fungus which eliminates worms and insects.

Target group: Northeastern farmers Number of farmers participating in the project 63 farmers
Total project area of 443 rai.

Impact: Reduced water consumption by 50% reduced herbicide usage by 50% reduced insecticide usage by 50%.

Programs to Reduce Environmental Pollution

Production of Organic Products



Organic vegetable project to promote organic salad vegetable agriculture.

Target group: The organic salad product group consists of 6 SKUs: organic mixed salad, organic green oak salad, organic red oak salad, organic cos lettuce, ready-to-eat mixed salad, and ready-to-eat organic cos lettuce under the Easy Fresh brand.

Impact: Reduce the use of chemicals such as Carbaryl, Difenconazole, Abamectin, and 100% of all chemical fertilizers. (Since the organic farming system requires a complete 100% avoidance of all chemical substances).

Use of “Smart” Pesticides



The project of traps for insects that plant plants for the plant and to select specific chemicals.

Target group: Vegetable product.

Impact: Reduce the chemical usage by 20%.

Enclosed Production Systems: Aquaculture

Biological Fish Farm Project towards Sustainability encourages suppliers to raise catfish and tilapia in a fully closed system capable of maintain quality controls, Cleanliness, safety, traceability in every step, and production controls to reduce production challenges from water crisis and reduce wastewater release into public water sources.

Target Group: catfish and tilapia farmers.

Programs to Protect Soil Health

Low Frequency and Intensity of Tillage



Banana planting project using old shoots to reduce tillage 1 to 2 times per year.

Target Group: 70 banana farmers Total project area of 1,143 rai.

Impact: Reduced tillage costs by 13.20%.

Programs to Prevent the Destruction of Ecosystems

Certifications that Ensure Deforestation-Free Production

Sustainable Procurement Support Project CP ALL is cognizant of the importance of conserving forest resources, an important factor in ecosystem and biodiversity balance. Therefore, the Company selects packaging from sustainable forests to reduce impacts on natural forests, promote sustainable resource consumption and source verification, and support FSC (Forest Stewardship Council) certified products or PEFC (Program for the Endorsement of Forest Certification) certified products. The mentioned solution created forest conservation participation and promoted sustainable resource usage among consumers

Target Group: Packaging group suppliers for hot sandwiches, bread and straw, as well as supply use suppliers, including receipt paper and tissue paper production.

Impact: In 2024, the company used 2,834.26 tonnes of paper from sustainably managed sources.

MSC or ASC Certifications which Ensure Sustainable Production

Marine Stewardship Council (MSC) and Aquaculture Stewardship Council (ASC) Certified Products Project manages procurement of excellent seafood products from quality production sources through sustainable fishing standards. For instance, products under the Ocean Gems brand from Indoguna Lordly, a subsidiary of CP Axta, have been certified with Sustainable Fisheries Standards (MSC) and Aquaculture Management (ASC), a sustainable and responsible fisheries standard widely accepted as the industry gold standard by world-class experts. For sustainable and responsible fisheries standards, more than 200 products are certified under MSC and ASC standards.

In addition, CP ALL is aware of the importance of conserving marine resources and promoting sustainable fishing and aquaculture, a key factor in assuring food security and a healthy marine ecosystem. Due to the mentioned rationale, the Company places importance in supporting MSC and ASC products which uphold international standards accepted globally through source verification. The MSC and ASC certified products offer consumers increased product alternatives.

Impact: In 2024, the Company sold MSC and ASC certified seafood products valued at 8,730 million Baht

Programs to Reduce GHG Emissions

Reduced Transport Distances Through

Agricultural Product Purchase at Source Project aims to source products locally and encourage crops to be farmed around the point of purchase vicinity in addition to delivery of goods to the nearest warehouse.

Target Group: Farmers and packaging facilities.

Impact: Established purchase locations in communities for over 26 suppliers throughout the country.

Local Products Offerings in Retail

Project to support the distribution of local products from the community or One Tambon One Product in 7-Eleven stores select products approved by the Food and Drug Administration (FDA) mark with barcodes. Selected products will be organized and promoted via public relations media in 3,882 7-Eleven stores depending on customer group suitability criteria. This measure doubles to initiate sales and provide methods to track products sales. Upon satisfying Company criteria, the sales will be expanded to various 7-Eleven branches at the provincial, regional, and nationwide levels in chronological order. In addition, support for community products and SMEs from 137 communities across the country is provided through being a channel for selling community enterprise products and local products through 7-Eleven stores.

Target Group: Community enterprises, SMEs.

Impact: Supported over 589 local product and SME product SKUs from 137 communities through distribution to 3,882 7-Eleven stores.

Local Products Offerings in Retail

Project to jointly support agricultural products, products from local farmer groups and local SMEs. CP Axta has continuously implemented this initiative while enhancing the capabilities of its partners to improve their production standards, ensuring stable and sustainable income. The project also aims to deliver high-quality products with food safety assurance.

- Impact:**
- Supporting agricultural products from local farmer groups, totaling over 80,984 tonnes, valued at 8,707 million Baht.
 - Purchased over 6,845.65 tonnes of chicken meat, organic chicken eggs (Raised according to organic farming standards, which require that the feed be free from synthetic chemicals, antibiotics, and growth hormones. Additionally, the chickens are raised in a free-range environment, allowing them to express natural behaviors) and milk valued at 582 million Baht
 - Supported 197 local products worth 969,250 Baht

3 Food Utilization

ALL FOOD TECH Testing Center

Under the supervision of the Product Quality Assurance Division, was established to support SMEs with knowledge and capability to develop production standards in addition to ensuring standardized, high quality, and safe products for consumers. Training and advice workshops were organized for production and product development in addition to offering food analysis services at the laboratory. The laboratory, which operates under the internationally recognized standard ISO/IEC 17025 : 2017, is intended to assist SMEs with developing and introducing high quality and safe products into society.

Animal Welfare Standards Project

CP ALL in conjunction with Charoen Pokphand Foods Public Company Limited, the Company's main raw material supplier, operates under policies and guidelines for animal welfare management to deliver raw materials certified to meet quality and food safety standards from leading international institutions and organizations. The mentioned institutions include Business Benchmark on Farm Animal Welfare (BBFAW), Marine Stewardship Council (MSC), etc.

Examples of animal welfare standards certified products



For more information

▶ [Animal Welfare Policy](#)

CP Aextra is committed to supporting farmers who produce eggs from cage-free hens. In this regard, the Company collaborates with King Fresh Farm, both a business ally and the first Thai SME producer of quality organic chicken eggs to be certified by standards from both Europe and America, including EU, NOP & USDA (USA). The Company also cooperates with egg farmers and related agencies to produce free-range organic chicken eggs sold under the brand “Aro Gold”. Through providing farmers with training, developing a process for cage-free egg production, and campaigns to disseminate knowledge to customers and the public, customers have an alternative high quality well-being product to choose from. Eggs are free from antibiotics, hormone boosters, and growth accelerating substances to increase safety and nutritional value. Additionally, cooperation with major egg producers like CPF has been established with the aim to increase cage-free chicken eggs every year, thus enabling increasingly affordable egg volumes from happy hens.

Product Nutritional Value Guideline Project

The Company establishes standards and criteria for developing food and beverage products under the Company’s private brand to promote health and nutrition offered to consumers. Support projects have been initiated throughout processes involving cultivation, production, receiving products, product organization and distribution, and sales and services in 7-Eleven, Makro and Lotus’s stores.



[For more Information](#)

► “Good Health & Well-being Chapter” Page 136 – 156

Traceability Project

CP Aextra provide food safety and traceability policies for fresh food and quality ingredients through the application of QR Code technology, which efficiently connects to a database of over 14,000 traceable products. To allow customers to back trace and access in-depth product details comprising production source, nutritional information, and food menus, Makro provides the “Makro i-Trace” system while Lotus’s provides the “e-traceability” system. The database for traceability and nutritional information provided by Makro and Lotus’s is continuously being developed and expands to encompass additional products in various groups including bakery, processed foods, etc. The traceability technology adoption has expanded to cover Makro’s overseas branches, including branches in the Union of Myanmar.



[For more Information](#)

► “Good Health & Well-being Chapter” Page 136 – 156

Stakeholder Engagement

“CP ALL strives to build strong relationships and engagement with stakeholders by fostering mutual awareness and understanding. This approach enhances collaboration and helps prevent potential conflicts in the future.”



Stakeholder Engagement

Supporting the SDGs



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

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

16.10 Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements

Risk and opportunity

The operation of retail businesses in the form of convenience stores may have a negative impact on the quality of life of entrepreneurs in the surrounding community, such as reducing business opportunities or creating unfair competition. This could lead to concerns and conflicts between organizations and the community, affecting the organization’s image and potentially causing business operations to stall. Effective and careful stakeholder management must be based on principles of transparent and fair governance, taking into account the needs and expectations of stakeholders. It should encourage open dialogue and treat all groups equally according to human rights principles. This approach aims to reduce conflicts and foster long-term cooperation to develop positive relationships with all stakeholders throughout the value chain, build trust in the organization, and lead to balanced and sustainable business growth, creating a positive impact on the surrounding economy, society, and environment.

Significantly Affected Key Stakeholders



Results of the “Double Materiality Matrix”

Sustainable Dimension

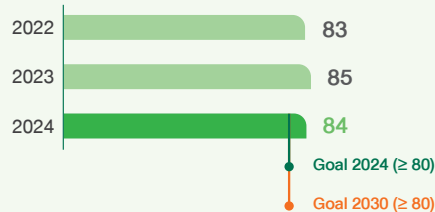
- Social Dimension

Impact level for application in business operations

- Foundation Material Topics

Progress against Short-term and Long-Term Goals

All key stakeholder group engagement level towards the company. (Unit: %)



Key Performance in 2024



CP ALL received the international awards “Best Investor Relations in Asia” and “Sustainability Asia 2024” by Corporate Governance Asia magazine, a leading financial media in Hong Kong and Asia that focuses on economic and corporate governance issues



CPRAM receives the Outstanding Human Rights Model Organization Award 2024 for a 4th consecutive year



CP ALL has been ranked the best company to work for in Thailand in 2024 from a group of young workers. Moving from 48th place last year to 17th in 2024



CP Aextra received the international award “HR Asia Best Companies to Work for in Asia 2024”



GoSoft has been awarded the Gold level in Best Holistic Leadership Development Strategy and Best Graduate Training Programmed Gold Level at the Employee Experience Awards 2024 Thailand (EXA), organized by Human Resources Online from Singapore. The awards recognize organizations based on their vision, corporate objectives, business operations, and comprehensive strategies for enhancing the overall employee experience.

Key Progress in 2024



Develop a process for building engagement with stakeholders



Management Approach

Stakeholder engagement is at the heart of sustainable business operations. The company adopts AA1000 SES as a framework for stakeholder engagement 9 key stakeholder groups; Customer, Suppliers, including goods or services providers and creditors, Communities and society as well vulnerable groups, Employees and their families, Opinion Leaders, including media and NGOs, Business Partner consist of Landlord, Store Partner and Sub Area, Government sector, including national-level and local-level agencies, Shareholders and investors, and Trademark licensors.

The Company open to suggestions from all parties, both in normal and crisis situations, through an interview process to identify key sustainability issues in 3 dimensions (economic, social and environmental), including channels for receiving suggestions and grievance mechanism. This information helps the Company to set an operational framework to effectively meet the expectations of its stakeholders and is used as a guideline for preparing the sustainability report.

Performance Summary 2024

Contributions to external organization and association

(Unit: Baht)

Activities	2021	2022	2023	2024
Lobbying, interest representation or similar	0	0	0	0
Local, regional or national political campaigns/organizations/candidates	0	0	0	0
Trade associations or tax-exempt groups (e.g. think tanks)	2,531,880.71	4,282,157.29	5,580,115.21	4,673,589.10
Other (e.g. spending related to ballot measures or referendums)	0	0	0	0
Total	2,531,880.71	4,282,157.29	5,580,115.21	4,673,589.10

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:

No.	Association/Agency	Budget for 2024 (Baht)
1	The Thai Chamber of Commerce and Board of Trade of Thailand	2,537,500
2	Federation of Thai Industries	1,582,659
3	Chamber of Commerce and Board of Trade of Thailand	1,121,245
4	World Business Council for Sustainable Development	747,585
5	Department of Climate Change and Environment	50,000

Partnership with all sectors at the national and international levels

The Company participated in collaborative networks of national and international organizations in driving sustainable development goals and promote critical corporate sustainability management issues. This is achieved through collaboration in drafting standards, project planning and initiation, activities, exchange of opinions and information, participation in evaluation and operations progress reporting as follows:

		Material Topic										
		Corporate Governance and Anti-Corruption	Occupational health and safety & Labor practices (Human Right)	Responsible supply chain	Human Capital Development	Social Impact and economic contribution	Education and Lifelong Learning	Good Health & well-being	Climate Resilience	Efficient use of resources and Energy	Sustainable packaging management	Sustainable waste and surplus food management
UN Global Compact (UNGC)		●	●						●	●		●
CDP									●	●		
Global Compact Network Thailand: GCNT		●	●						●	●		●
The Thai Institute of Directors Association (IOD)		●										
Collective Action Against Corruption (CAC)		●		●								
Chamber of Commerce and Board of Trade of Thailand						●		●				
CONNEX ED Foundation					●		●				●	●

		Material Topic										
		Corporate Governance and Anti-Corruption	Occupational health and safety & Labor practices (I-human Right)	Responsible supply chain	Human Capital Development	Social Impact and economic contribution	Education and Lifelong Learning	Good Health & well-being	Climate Resilience	Efficient use of resources and Energy	Sustainable packaging management	Sustainable waste and surplus food management
Higher education network, Public vocational education network and Private vocational education network					●		●					●
Thailand Carbon Neutral Network: TCNN									●	●		
Network of the Ministry of Natural Resources and Environment											●	
Scholars of Sustenance Foundation (SOS) Thailand												●
VV Share Foundation												●
Thailand Environment Institute									●		●	

In 2024, CP All has partnered with various sectors to support initiatives across multiple organizations, including the Thai Chamber of Commerce and Board of Trade of Thailand, the Federation of Thai Industries, the Department of Climate Change and Environment and Pollution Control Department Ministry of Natural Resources and Environment, as well as external organizations and industry associations. These partnerships aim to support, drive, and advocate for positive change at both societal and national levels. The company provides support for projects within participating organizations based on the following key issues and activities:



For more information

► [Contributions to External Organization and Association](#)



Issues the Company and associations contribute to in 2024	Associations	Participation Details	Contribution (Baht)
Promote innovation and technology, elevating entrepreneurs' competitive capacity.	<p>Federation of Thai industries.</p> <ul style="list-style-type: none"> Federation of Thai Industries (FTI) is a non-profit private organization representing Thai industries and entrepreneurs of various industries. Thailand's 1987 Federation of Thai Industries Act (FTI) operates under Ministry of Industries. FTI's role is to collaborate with public sector, both domestic and overseas in operating business and developing the industry. 	<ul style="list-style-type: none"> Cascade knowledge on important standards and laws for consumers' safety, as well as preparing entrepreneurs for Modern Trade. Organize "Business Matching" to provide trade opportunities for SME entrepreneurs, as well as providing consultation. Presenting innovations and technologies that help reduce energy consumption through collaboration between 11 organizations under the Thailand Synergy project for Thai SMEs. 	1,582,659
Promote, build capacity and business opportunities for SMEs.	<p>Thai Chamber of Commerce and Board of Trade of Thailand.</p> <ul style="list-style-type: none"> Thai Chamber of Commerce and Board of Trade of Thailand were founded to serve as a neutral entity coordinating trade and economic efforts between the private-public sectors. They provide opinions and suggestions to the government relating to policies and measures promoting business, resolving challenges, facilitating development of Thailand's economy and trade. 	<ul style="list-style-type: none"> The Company's high-level executives joined in as Chamber of Commerce and Board of Trade of Thailand's Strategic Board, as of 2023-2024, a total of 16 sub-committees. Business Matching Committee, Member Strengthening Committee, Faculty of Commerce and Investment, Retail and Services Group, Faculty of Agriculture and Food - Adding Value to Agricultural Crops, and Faculty of Labor and Skill Development. Participate projects to promote and develop SME's business adaptation plan This includes providing advices to resolve business challenges for SMEs through the following projects. <ul style="list-style-type: none"> Big Brother season 8 Serve as an SME's mentors through the process of Coaching and Mentoring, by giving consultation, advice and training on business know-how to build capacity in competition, minimize investment and enhance revenues. This enables scale-up to overseas. Business Accelerator Project Generation 4 joined as a speaker to provide knowledge and advice for SMEs. to help them identify opportunities for improvement as well as appropriate group-specific trainings per SME's capacity. 	1,121,245



Issues the Company and associations contribute to in 2024	Associations	Participation Details	Contribution (Baht)
		and supports SME's opportunity to pitch products or services for experts to gain perspectives and business partnership considerations from partnered retailers.	
National policy on sustainable packaging management.	<p>Department of Climate Change and Environmen.</p> <ul style="list-style-type: none"> The Department of Climate Change and Environment was established with the objectives to promote, disseminate and publicize environmental participation, human resource development, participation processes and environmental networks to promote environmental quality. <p>The Pollution Control Department was established with the objective of managing, controlling, supervising and protecting the environment from pollution.</p>	<ul style="list-style-type: none"> Join the working group Public Private Partnership Plastic (PPP Plastic) to drive the development and use of plastic waste to solve the problem of plastic waste in Thailand to achieve tangible results under the concept of circular economy. Participate in providing opinions and suggestions in the preparation of the Roadmap for plastic waste management. Sign the Memorandum of Understanding (MOU) for the "Green coffee shop" project with the Ministry of Natural Resources and Environment to campaign, publicize, create knowledge and understanding for society to participate in reducing the amount of waste and the use of single-use plastics, and promote cooperation with 7-Eleven stores that have environmentally friendly coffee shops, with All cafes nationwide as a model for reducing the use of single-use plastics under the concept of "7 Go Green", changing packaging, and recognizing the importance of using natural resources and the environment sustainably. Network Partnership: Plastic Waste Management Roadmap, Phase 2 (2018-2030). 	50,000

Remark: Budget information comprises of membership free and or the cost of implementing the project.



Key Progress in 2024

The company has established communication and participation formats for all 9 groups of stakeholders as follows:



1 Customers

Forms of participation with stakeholders	Stakeholder expectation example	Sample Company Guideline Response
<ul style="list-style-type: none"> Receiving opinions through various channels such as: <ul style="list-style-type: none"> - 7-Eleven customer relations (Call Center) Tel. 0 2826 7744, 0 2711 7744. - Website and online community. - 7-Eleven store. Poll and customer interview. 	<ul style="list-style-type: none"> Innovation and service standards-Service through. 	<ul style="list-style-type: none"> Develop and promote product and service innovation by company personnel, under the SAVEQC principles. Expand distribution channels from offline to online, while developing diverse transportation and payment systems to facilitate consumer access to products and services. Signature Service and Greeting Service project.
	<ul style="list-style-type: none"> Products which support the community. 	<ul style="list-style-type: none"> Support agricultural products, community agricultural products, community products, community enterprise products or local products (OTOP).
	<ul style="list-style-type: none"> Participation in environmental and societal activities. 	<ul style="list-style-type: none"> The “Public Mind: Community Development and Relationship Building” project. Activity “Just don’t accept = plant trees”.
	<ul style="list-style-type: none"> Conduct business through transparency and good corporate governance principles. 	<ul style="list-style-type: none"> Information regarding nutrition, product usage including nutrition, energy, fat, sugar and sodium labels (GDA). Product recall upon discovery of non-conforming products.
	<ul style="list-style-type: none"> Leakage of customer contact information and confidential data, by authorized employees may lead to customer property lost. 	<ul style="list-style-type: none"> Establish policies and practices for personal data protection. Project to raise awareness of personal data protection.
	<ul style="list-style-type: none"> Environmentally responsible packaging management. 	<ul style="list-style-type: none"> Comprehensive environmentally responsible packaging management program, encompassing design, reduction of use, material substitution, and post-consumption management, in line with the “Reduce Plastic” strategy under the “7 Go Green”.
	<ul style="list-style-type: none"> Customer safety, health, transportation management, and the prevention of unfair customer practices. 	<ul style="list-style-type: none"> Develop products and services that are high-quality and safe, meeting recognized local and international standards. Store standard inspections and product recalls in cases where non-compliant products are identified. transportation safety management program.
	<ul style="list-style-type: none"> Promote products and services that enhance consumer health, nutrition, and well-being, while supporting access to safe food and water. 	<ul style="list-style-type: none"> Good Health with Healthy Boxed Lunch” under the brand EZYGO Eat Well, “Delicious, Easy, Healthy. Ongoing Project: Good food for brothers and sisters. Surplus food donation project through foundations.



2 Suppliers, including goods or service providers and creditors

Forms of participation with stakeholders	Stakeholder expectation example	Sample Company Guideline Response
<p>Suppliers, providers of goods or services:</p> <ul style="list-style-type: none"> Conduct supplier satisfaction survey annually. Organizing meetings, seminars and declaring organizational policy direction. Visit suppliers and acknowledge opinions or complaints. 	<ul style="list-style-type: none"> Clear communication of goals, systems, regulations, and business plans for collaboration to enable mutual growth. 	<ul style="list-style-type: none"> Communicate policies and practices for sustainable procurement, ethics and guidelines for awareness among all suppliers. Joint Business Plan: Create joint business plan with strategic suppliers.

Forms of participation with stakeholders	Stakeholder expectation example	Sample Company Guideline Response
<ul style="list-style-type: none"> Performance appraisal consulting and potential development. Organize seminars to disseminate knowledge with all supplier groups regarding sustainable development. Supplier Relations Call Center 0 2826 7771. 	<ul style="list-style-type: none"> Conduct business with transparency according to the principles of good corporate governance, anti-corruption, fair procurement, including fair negotiating contracts, prices, and fair payment conditions. 	<ul style="list-style-type: none"> Establish sustainable procurement policies and guidelines for business suppliers. Train and educate suppliers on responsible business conducts. Establish criteria for evaluating potential and qualifications in selecting new business suppliers which cover business priorities and sustainability Projects to promote, educate and support SMEs and contractor groups in joining the declaration of intention in the fight against corruption alongside the Institute of the Coalition Against Corruption of the Thai private sector.
	Human Rights and Labor Practices: <ul style="list-style-type: none"> Safety and environmental rights conducive for transportation. Employment rights, fair compensation sufficient for living. 	<ul style="list-style-type: none"> Freight transport safety management project. In-depth technical support program to increase occupational health management potential and transportation contractor safety. Promote the evaluation of living expenses through the supplier risk assessment program.
	<ul style="list-style-type: none"> Promote and develop competitive potential, growth, increasing distribution channels, access to technology, innovation, and responsible business operations according to ESG concepts. 	<ul style="list-style-type: none"> SMEs potential development and advice project. 7 SME Support Center Project. “MAKRO HORECA ACADEMY (MHA), a one-stop companion for restaurant entrepreneurs”. Program 3 provides sales channels, knowledge and development, and connections.
	<ul style="list-style-type: none"> Responsible supply chain management, ESG, in addition to appropriate cost management. 	<ul style="list-style-type: none"> Screen and assess ESG risks. Improve ESG performance among suppliers. Integrated demand and supply chain management. Develop and co-create new products, services, and innovations together with allies/suppliers to increase diversity and efficiency of operations.
	<ul style="list-style-type: none"> Knowledge exchange to comply with government policies, laws, rules and regulations. 	<ul style="list-style-type: none"> Good business administration governance training projects through e-Learning systems.
	<ul style="list-style-type: none"> Collaboration to reduce environmental impacts throughout the supply chain in the production, delivery, and product sales processes. 	<ul style="list-style-type: none"> Environmentally friendly packaging development project. Reuse packaging Project. Recruit and develop low carbon products Project. Energy Efficiency Project. Renewable energy proportion increase project. Electric vehicle proportion increase within the transportation system project.
Trade creditors: <ul style="list-style-type: none"> Joint meetings. 	<ul style="list-style-type: none"> Payments are timely and complete. 	<ul style="list-style-type: none"> Payment through installments or credit term with conditions adhering to the principle of accuracy, transparency, punctuality.



3 Communities and society

Forms of participation with stakeholders	Stakeholder expectation example	Sample Company Guideline Response
<ul style="list-style-type: none"> Receive opinions and concerns through various channels including: <ul style="list-style-type: none"> 7-Eleven Customer Service Center (Call Center) Tel. 0 2711 7744. 	<ul style="list-style-type: none"> Respect for human rights and fair worker treatment in issues of safety, customer health, and transportation management. 	<ul style="list-style-type: none"> Freight transport safety management project. Develop quality products and services to safety standards accepted both locally and internationally.

Forms of participation with stakeholders	Stakeholder expectation example	Sample Company Guideline Response
<ul style="list-style-type: none"> - Website and social media. - 7-Eleven stores. - Comment box in front of the Sub district Administrative Organization Distribution center. • Conduct stakeholder group trust surveys once per annum. • Field visits to distribution centre communities every quarter. • Community relations activities according to communities surrounding factories and 7-Eleven stores during festivals or annual community meetings. • Announcement, and public relations media. 	<ul style="list-style-type: none"> • Create a good quality of life, reduce inequality for communities and society, including creating opportunities for cooperation with local businesses, which has a positive impact on the economy and community well-being. 	<ul style="list-style-type: none"> • Inspect store standards and recall products if products are found to be substandard. • Installation of CCTV cameras. • Opportunity Creation and Career Development Project with ALL SME MARKETPLACE. • Employment of local employees and contractors. • Public mind to develop and build relationships with the community project. • Building relationships and providing disaster relief to the community. • From Mistakes to Career Prospects.
	<ul style="list-style-type: none"> • Promote products and services that enhance consumer health, nutrition, and well-being, while supporting access to safe food and water for all members of society, including vulnerable groups. 	<ul style="list-style-type: none"> • Ongoing Project: “Product research and development for consumers who are health conscious”. • Develop quality products and services which adhere to both local and international safety standards. • CPRAM We Care project: Caring for the community. • Ongoing CPRAM We Care project: Caring for the community. • Surplus food donation to foundations project.
	<ul style="list-style-type: none"> • Support access to education for the underprivileged through developing professional skills. 	<ul style="list-style-type: none"> • Scholarship Project for Rehabilitating Individuals and Returning Them to Society. • Connect ED of Education Project. • Scholarship program for youth to study at Panyapiwat Technological College (PAT), Panyapiwat Institute of Management (PIM).
	<ul style="list-style-type: none"> • Participate in environmental care for community well-being, which includes garbage and waste management preserve and restore biodiversity. 	<ul style="list-style-type: none"> • Ton Kla Rai Tang Project. • “Planting Forests, Growing Futures” project. • Project to share clean water with farmers. • Water Conservation Project. • The “Building Homes for Fish, Creating Livelihoods for People” Project.



4 Employees and families

Forms of participation with stakeholders	Stakeholder expectation example	Sample Company Guideline Response
<ul style="list-style-type: none"> • Two-way communication, such as employee seminars at various levels, including ‘Harmony Power’ and ‘CP ALL Power’, etc. • One-way communication through Intranet system, internal journal, daily news notification via digital channels, including CP ALL Connect. • Receive opinions and complaints through various channels including Such as email, postal mail, information centres, and the company’s online media, among others. 	<ul style="list-style-type: none"> • Transparent business operations with principles of good corporate governance, anti-corruption, and customer data security. 	<ul style="list-style-type: none"> • Good governance projects to create a new generation of leaders: Mister & Miss Good Governance. • Corporate governance projects entailing surveys of Thai listed companies in 2024. • Communication projects to provide knowledge and create awareness campaigns.



Forms of participation with stakeholders	Stakeholder expectation example	Sample Company Guideline Response
<ul style="list-style-type: none"> Annual satisfaction and engagement survey. Store manager level employee happiness survey. Participation through innovation presentation platforms, contests, risk identification and assessment. The operation of the Company's Welfare Committee oversees 100% of employees. 	<ul style="list-style-type: none"> Provide knowledge, capacity development and job advancements including required future skills. 	<ul style="list-style-type: none"> Prepare and develop leaders through appropriate training and knowledge of skills and interests. Adhere to human rights principles in employee practices, promoting equal opportunities and diversity. Employee potential development and retention including: <ul style="list-style-type: none"> Career advancement improvement system projects. Productivity Improvement Program. Improve performance management system (ALL Perform).
	<ul style="list-style-type: none"> Work processes which enabled increased abilities and effectiveness in operations and service, including reduction of unnecessary employee working hours and communication process between supervisors and the team. 	<ul style="list-style-type: none"> Approve Process Excellence Awards project. Digital technology implementation to improve work processes including O2O, IT Platform, artificial intelligence (AI). "Increase Productivity" Project.
	<ul style="list-style-type: none"> The right to safety, good physical health, mental health, and a conducive environment for operations and services. 	<ul style="list-style-type: none"> Security risk assessment and determining risk management measures. Driving employee safety promotion project. Prepare facilities and operation areas according to labor standards and implement good labor practices. Holistic Health & Well-Being project. CP ALL Health Care Center. Stretching to reduce ailments project.
	<ul style="list-style-type: none"> Provide rewards and incentives for good deeds, creating good impressions, and attention to customer service. 	<ul style="list-style-type: none"> Establish leave rights and various benefits to promote good health of employees and their families. 24 Hour Goodness DNA project. Reward & Recognition project.
	<ul style="list-style-type: none"> Participation in climate change adaptation, environmental protection, and global warming reduction 	<ul style="list-style-type: none"> Energy Efficiency Project for 7-Eleven stores, distribution centers, and factories. The 'Reduce and Replace' Single-Use Plastics Project. Plastic bottle made employee shirt project. "WE GROW for ALL, we grow for everyone" project.



5 Opinion Leaders, including media, CSOs and NGOs

Forms of participation with stakeholders	Stakeholder expectation example	Sample Company Guideline Response
<p>Non-Governmental Organization: NGOs and Civil Society Organization: CSOs</p> <ul style="list-style-type: none"> Receive and exchange viewpoints through discussion and collaboration forums inclusive of participating in various activities. Support activities or corporate projects on issues consistent with the framework of sharing, opportunities creation and the Company's sustainability goals. Foster good relationships through meetings, discussions, and continuous news and information exchanges. 	<ul style="list-style-type: none"> Develop production skills and expand marketing opportunities for small-scale farmer groups and community enterprises. 	<ul style="list-style-type: none"> Collaborate with civil society organizations to develop farmers' potential for production and distribution of products consistent with demand.
	<ul style="list-style-type: none"> Increase SMEs products varieties in 7-Eleven stores. 	<ul style="list-style-type: none"> Support produce and products distribution to create income for farmers and various vulnerable groups.
	<ul style="list-style-type: none"> Support cooperation between civil society and business sectors for sustainability in concrete reduction of greenhouse gases, including comprehensive community waste management and sustainable agriculture. 	<ul style="list-style-type: none"> Collaborate with civil society organizations and communities to implement comprehensive waste management projects in pilot areas. Sustainable agriculture project.





Forms of participation with stakeholders	Stakeholder expectation example	Sample Company Guideline Response
	<ul style="list-style-type: none"> Create understanding and receive community and civil society concerns through communication which provides accurate information, including organizing channels to accept opinions and promptly resolve concerns. Promote the quality of life and education among various vulnerable groups. Contributing to social welfare through donations. Develop and promote products and services that enhance consumer health, nutrition, and well-being, while supporting access to safe food and water. 	<ul style="list-style-type: none"> Support forums for exchanging information and preparing sustainable development plans for civil society networks at the provincial level. Open to inquiries, complaints, and suggestions directly from civil society organizations to clarify information or promptly resolve challenges prior to escalation. Programs to promote and support access to quality education. 7-Eleven Stamp Charity Foundation Project for public welfare in all regions. Good Health with Healthy Boxed Lunch” under the brand EYGO Eat Well, “Delicious, Easy, Healthy. Ongoing Project: Good food for brothers and sisters. Surplus food donation to foundations project.
<p>Mass Media:</p> <ul style="list-style-type: none"> Support and participate in media activities. Provide scholarships to professionals in the field of mass media through the Master of Communication Arts Program, Panyapiwat Institute of Management (PIM). Annual media promotion program-Best Digital News of the Year Award. Best Digital News of the Year Award. Thailand Good People Award for Social Media Creation. “Anti-Corruption Awards” Promote Anti-Corruption. Interviews and media information provisions. Co Project with Media/Influencer project. Influencer press team visit to SMEs businesses and farmers, in addition to social activity participation. In-depth interview and group discussion. Exchanging knowledge through seminars to jointly communication strategies. Supporting projects that promote new-generation online media. Interviews to identify issues in the process of evaluating double materiality sustainability issues. 	<ul style="list-style-type: none"> Promote sustainable agriculture and management of waste from cultivation or livestock. Community development or community activities. Communication to enable understanding and reduce conflicts with communities and promptly resolve specific problems. Maintain and restore the environment in addition not promoting sustainable environmental solutions. Respect human rights and fair labor treatment in managing and controlling businesses ethically and responsibility. Packaging management for a sustainable environment aligned with government circular economy policies, for maximum reuse efficiency. Conduct business with transparency according to good corporate governance, anti-corruption and ESG principles. Consider personal information security. Offering product varieties with high quality, standards and good service which satisfies needs. Implementing sustainable product delivery and logistics. 	<ul style="list-style-type: none"> Sustainable agriculture project. Public mind to develop and build relationships with the community project. Mass media Capacity Building and Career Advancement Project. Communicate correct information through all media channels, including social media, mass media, and Company online channels, including the creation of good relations with all stakeholder and employee groups. Project to increase efficiency in reducing energy consumption and renewable energy usage in 7-Eleven stores, distribution centers, and factories. Encourage establishments to operate according to labor standards and good labor practices. Adhere to human rights principles as guidelines for employees, including the promotion of diversity and equal opportunities among all employees. Announcement of packaging policy spanning from design processes to packaging which considers environmentally friendly materials, materials reduction and replacement, and post-consumption management which considers product life cycle under the strategy “7 Go Green”. Establish corporate governance policy and maintain strict policy compliance. Consider shareholder equality and protect shareholder and investor interests. Select and develop products for health. Improve and develop services regularly. Developing online commerce enabling various transportation systems and payment channels to assist consumers in accessing. products more conveniently.



6

Business Partners consisting of Landlord, Store Partner and Sub Area

Forms of participation with stakeholders	Stakeholder expectation example	Sample Company Guideline Response
<p>Landlord:</p> <p>Communication and grievances channels:</p> <ul style="list-style-type: none"> Providing information and receiving grievances through the complaint handling unit Call Center 777 times. 	<ul style="list-style-type: none"> Continue business cooperation according to good governance principle. Public relations and clarification of the Company’s news on policy. 	<ul style="list-style-type: none"> There is a system to monitor, follow up and resolve complaints . Elevate the survey of leasers’ satisfaction with the Company.

Forms of participation with stakeholders	Stakeholder expectation example	Sample Company Guideline Response
<ul style="list-style-type: none"> Annual satisfaction survey. Public dissemination of news via SMS and Email. Visit venue owners at least quarterly. Send SMS greetings on various occasions. Send SMS to notify you of the advance rental fee. Send SMS to inform date of land and building tax payment receipt. Linking 7-Eleven Application to provide services to residents in each real estate project (Delivery & ALL Online). Support various activities. 	<ul style="list-style-type: none"> Promptly receive rent. Uphold proper maintenance of rental property both during the lease term and prior to contract termination. Maintaining the environment around stores and communities. 	<ul style="list-style-type: none"> Visit venue owners at least once a quarter to strengthen relationships. Publicly disseminate news via SMS and E-mail. Support venue owner activities inclusive of special groups and strategic suppliers. Establish system to promptly pay rent. Determine measures to maintain rental property and surrounding environment.
<p>Store Partner:</p> <ul style="list-style-type: none"> Annual engagement survey. Communication and grievances channels Providing information and receiving grievances through Call Center 732 times. Quarterly satisfaction. Monthly journal. SBP MALL website channel. CP ALL Connect channel. Meetings, seminars, and activities. Announcement of the Company policies and directions to store partners. 	<ul style="list-style-type: none"> Continuing business cooperation according to good governance principles. Business stability, business expansion, and continuous joint business operations. Receive cooperation and resolve issues promptly. Promotion of competitiveness and business management. Providing knowledge and creating business management awareness according to sustainable development framework to prepare for future change. Public dissemination of clarification regarding Company news and policies. Efficient management with clear communications to support mutual growth. Developing innovations for customers and society and improving organizational agility to keep up with global situations. Promotion of competitiveness and business management including sales generation and digital services on the O2O platform. The right to safety, good physical and mental health, and a work and service environment that is conducive to well-being. 	<ul style="list-style-type: none"> Communicate guidelines and principles regarding good governance and business ethics. Promotion, supervision and training of business operators to increase management capacity. Product cost management and operations. Developing a variety of products to satisfy market needs. Sharing of information and press release. Supporting store partners in terms of business succession to enable business operations sustainability. Business platform development. Innovative community financial services. Continuous development of the “ALL PharmaSee” application for health lovers. Training to provide knowledge through the “Own sales managers” course and the “Custom shop charm” course to support Company O2O strategy. Conduct safety risk assessments and establish risk management measures. Promoting safe driving practices for delivery personnel project. Provide workplaces and operational areas that meet labor standards, while promoting compliance with good labor practices.


7
Government sector, including national-level and local-level agencies

Forms of participation with stakeholders	Stakeholder expectation example	Sample Company Guideline Response
<p>Signed a memorandum of understanding (MOU) to create a cooperative network with government agencies through:</p> <ul style="list-style-type: none"> Project/activity support, cooperation, and assistance with government agencies. 	<ul style="list-style-type: none"> Strict compliance with relevant laws and regulations in accordance with human rights principles. 	<ul style="list-style-type: none"> Revise and establish comprehension of legal and local regulations and subsequent application to business operations. Comply with relevant laws or regulations according to human rights principles. TISI Shop Project.

Forms of participation with stakeholders	Stakeholder expectation example	Sample Company Guideline Response
<ul style="list-style-type: none"> Participate as a committee in government projects to share opinions and openly construct positive relationships. Contact and coordinate government services and receiving business visits. Participate in the development and utilization of plastic waste in conjunction with the National Environment Board through the “Circular Economy” project. Interviews to identify issues in the double materiality sustainability assessment process. 	<ul style="list-style-type: none"> Fair business practices with suppliers. 	<ul style="list-style-type: none"> Establish clear policies related to transactions and prevent conflicts of interest.
	<ul style="list-style-type: none"> Become a role model for businesses to demonstrate their social and environmental responsibility. Development with the community and support for student education. 	<ul style="list-style-type: none"> Present perspectives through associations and formation of various trade groups. Support initial assessment by government and related sectors regarding sustainability development groups. Public mind to develop and build relationships with the community project. Support education and create opportunities to access quality education. Build relationships and providing community disaster relief project.
	<ul style="list-style-type: none"> Develop and promote products and services to provide consumers and society members with better health, nutrition, and well-being. 	<ul style="list-style-type: none"> Product development and selection project.
	<ul style="list-style-type: none"> Promote careers and income for farmers and SMEs and creating quality life through reducing inequalities in communities and society. 	<ul style="list-style-type: none"> 7-Eleven alongside Thai farmers project. SMEs promotion and support project. Business Accelerator Project. Project Big Brother.
	<ul style="list-style-type: none"> Considering the recruitment of community members as retail store employees to promote local employment and distribute income to the community. 	<ul style="list-style-type: none"> Local Employment Project.
	<ul style="list-style-type: none"> Sustainable packaging management enabling maximum efficiency in recycling and reuse. 	<ul style="list-style-type: none"> Reusable Packaging project. Recycled Material project. “Eco-design” project. Post-consumer packaging reuse program. Environmentally friendly coffee shop project (Green Coffee Shop).
	<ul style="list-style-type: none"> Innovative production practices in business operations aligned with sustainable production policies, raising awareness to adapt to climate change. Increasing the efficient use of alternative energy sources, such as solar energy, for 24-hour electricity generation for retail stores. 	<ul style="list-style-type: none"> Tonkla Rai Tung project expansion to schools, community networks and entrepreneurs. Solar Rooftop Installation Project at 7-Eleven Stores, Distribution Centers, Factories, and Offices. Increasing the use of electric vehicles.
	<ul style="list-style-type: none"> Products and services designed to enhance the health, nutrition, and well-being of consumers and society. 	<ul style="list-style-type: none"> Health food project that adds, reduces, or eliminates nutrients in accordance with applicable laws or recognized standards. Nutritional labeling. Promoting products for the elderly community, such as herbal products and low-cholesterol foods. Community Health Center Project. Compassion and Care Project.



8 Shareholders and investors

Forms of participation with stakeholders	Stakeholder expectation example	Sample Company Guideline Response
<ul style="list-style-type: none"> Brief performance to analysts and institutional investors (Analysis Meeting) every quarter. 	<ul style="list-style-type: none"> Business performance and growth stability and societal acceptance. 	<ul style="list-style-type: none"> Manage business growth, reduce risks, and increase transparency.

Forms of participation with stakeholders	Stakeholder expectation example	Sample Company Guideline Response
<ul style="list-style-type: none"> Brief the performance of foreign investors (Global Investor Conference) every quarter. Brief business performance with the Stock Exchange of Thailand's "SET Opportunity Day" to general investors every quarter. Quarterly Management Discussion and Analysis Report. Annual general meeting of Shareholders. Financial statements. Form 56-1 One Report, Annual Report. Sustainability report. Prospectus, documents, information media. Communicate information through various channels including website, telephone, e-mail, fax, and letter. Roadshow activities both domestic and international. Field visits to shops, the Company factories, and warehouses. An independent third-party assessment to reflect the Company as quality securities, with value and sustainability both nationally and globally, such as IOD, Thai Investors Association, SET, DJSI, FTSE Russell, MSCI etc. Provide information to the Credit Rating Agency to assess the credit rating of the Company's debentures. Provide information to state statistical and economic agencies. Interviews to identify issues in the double materiality sustainability assessment process. 	<ul style="list-style-type: none"> Transparency in operations through disclosing complete, adequate, and efficient business performance information, both financial and non-financial, to assist investors in decision making. Good corporate governance and consideration of Minority Shareholders interests in addition not responsibility towards consumers and stakeholders. Received "excellent governance" evaluation by the IOD and the Thai Investors Institute. Selected as a leading member of the country and the world, included SET ESG Rating, DJSI, FTSE4Good Index, MSCI, etc. 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. Conduct business responsibly according to sustainable development guidelines encompassing environmental, social and governance (ESG) issues. Demonstrates a commitment to greenhouse gas management, pursuing carbon neutrality and net zero emissions. Communicate business operations transparently. 	<ul style="list-style-type: none"> Accept opinions from shareholders and investors for consideration when determining Company strategy and management approach. Establish clear policies on related transactions and prevent conflicts of interest. Establish corporate governance policy and strict compliance. Provide equality to shareholders and protect the interests of shareholders and investors. Elevate and increase efficiency of operations according to the principles of good governance. Amend various policies and guidelines related to corporate governance, anti-corruption, sustainability, environment, and society for alignment with international standards. 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. Define a clear framework, objectives, key performance indicators, projects, strategies, and measures for sustainability. Define a clear framework, objectives, key performance indicators, projects, strategies, and measures for sustainability. Organize a "CP ALL: Analysts' Meeting-via VDO CONFERENCE" system to report operating results of the Company and companies with the CP ALL Group to analysts and investors. Organize shareholders' meetings via electronic media (E-Meeting) in accordance with the Electronic meeting Act and related announcements, including limiting the number of directors, executives, and meeting organizers at the live broadcast location.



9 Trademark licensors

Forms of participation with stakeholders	Stakeholder expectation example	Sample Company Guideline Response
<ul style="list-style-type: none"> Meetings when requested. Publications, letters, information media. 	<ul style="list-style-type: none"> Strictly abide by contracts and relevant conditions. Establish brand strength through products and services, inclusive of creating a positive experience in various areas which satisfy or exceed customer expectations. Cooperation in implementing sustainability. Information and business knowledge exchanges. Sales, profits and business growth. 	<ul style="list-style-type: none"> Comply with conditions stipulated in preliminary contracts from respective agencies, maintain accuracy through supervision from legal department. Pay royalties within the period specified in the contract. Exchange best practices between licensees and trademark owners at organized meetings or electronically. Create a positive brand image and consistently maintain good trademark reputation. Establish positive business relationships through support for activities and provide assistance through collaborative ESG projects.

Innovation and Value Creation

“We are committed to continuously developing innovation, products, services, and work processes to meet demands, create differentiation, and sustainably generate positive value for society and the environment.”



Innovation and Value Creation

Supporting the SDGs



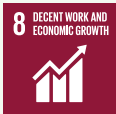
SDG1 End poverty in all its forms everywhere

- 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

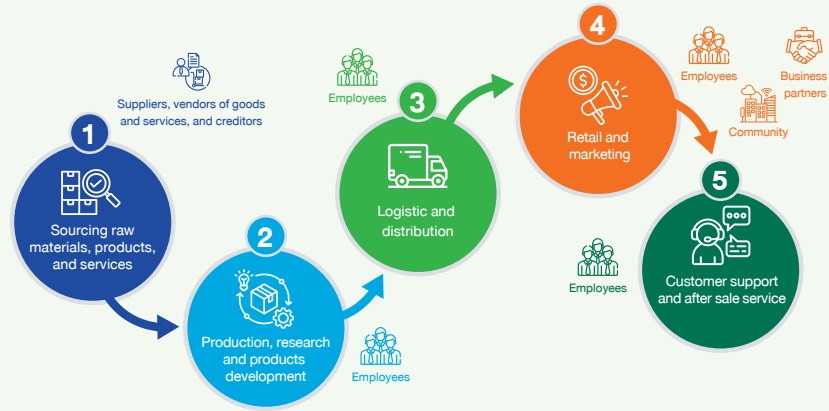
- 8.2 Achieve higher levels of economic productivity through diversification, technological upgrading, and innovation, including through a focus on high-value added and labour-intensive sectors
- 8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, 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

Risk and opportunity

Rapidly changing and growing innovations and technologies have resulted in consumers increasingly focusing on accessing faster and more convenient products and services. Online channels have become the primary choice for purchasing products and services. Therefore, the development of modern innovations and technologies has become crucial for increasing competitiveness and business sustainability in the retail industry. Moreover, the changes also affect traditional business models, causing “digital disruption,” which may lead to a reduction in staff or the closure of some types of businesses. As a business in the retail industry, the company needs to continuously upgrade the development of innovations and technologies to meet the needs and satisfaction of today’s consumers, while building competitiveness in the online marketplace.

In addition, innovation is a key opportunity to differentiate and meet the rapidly changing needs of consumers. The company needs to invest in continuous innovation development to create value-added products and services that meet consumer needs and create sustainability for the business, alongside creating social innovations such as developing products that promote the health and quality of life of consumers and increase access to appropriate living standards such as food, clothing, housing, medicines, and public services, etc. The development and promotion of innovation therefore covers both products and production processes to create sustainable economic value and meet the needs of both consumers and organizations.

Significantly Affected Key Stakeholders



Results of the “Double Materiality Matrix”

Sustainable Dimension

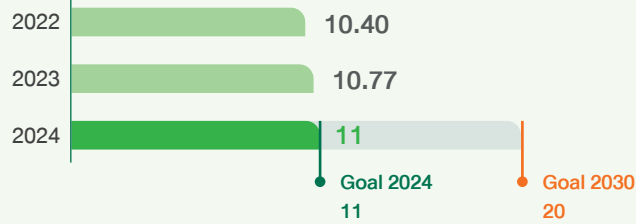
- Governance and Economic Dimension

Impact level for application in business operations

- Foundation Material Topics

Progress against Short-term and Long-Term Goals

Income from products and services innovation and new businesses including process innovation. (Unit: %)



Key Performance in 2024



Submitted to the contest 519 innovations



675 innovations in technology and product development



Innovative products, services and process improvement that create economic value
46 Entries 259.99 million Baht



Easy to pay, easy to sell project

Key Progress in 2024



Online to Offline (O2O) business platform development and expansion with digital technology project



Energy-saving Open Showcase Innovation Project



Public, private, and educational sector cooperation in society and environment development and innovation projects

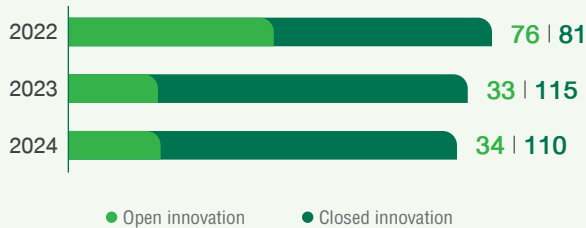
Management Approach

The company is committed to driving business with innovation to respond to rapid market and technological changes. It prioritizes the development of new products and services that meet consumer needs and the improvement of work processes to be agile and efficient. This is to prepare for changes in technology and consumer purchasing behavior that is increasingly shifting to online channels. The company also continuously supports research and development of technology in various dimensions to drive the organization towards future success, grow sustainably in the long term, and adapt to the ever-changing business environment.

Performance Summary 2024

Award-winning entries

(Unit: Entries)



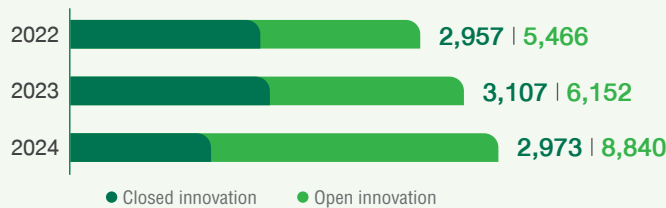
Research and
development personnel
456 persons



Budget for research
and development
325.27 million Baht

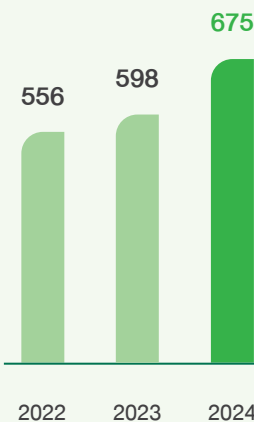
Innovation value

(Unit: Million Baht)



Research and development

(Unit: Entries)



	2022	2023	2024
Cumulative number of innovators	12,520	16,507	18,074
Cumulative number of patents	16	16	18
Cumulative number of petty patents	10	15	24

Innovation Research and Development

The Company endorses research development and food innovations which cultivates customer well-being, adds value to products for market competitiveness, and organizational growth while benefitting society and the environment. The Company currently operates 2 technology and innovation centers.

Food Innovation Research and Development Center to CP FoodLab Co., Ltd.

CP Food Lab Company Limited conducts food research and development using scientific techniques, creating new innovations in food technology. The goal is to meet the diverse needs of consumers, such as those related to age, occupation, specific dietary requirements for patients, and those seeking specialized nutrition, including the promotion of better health. This is achieved through basic and applied research by the New Product Development (NPD) team to address various challenges. The research covers agriculture and food to help develop the food industry in both the public and private sectors. Currently, CP Food Lab serves as a center of knowledge and information on research and development, providing consulting services, product analysis and testing, and engineering design for ready-to-eat meals of CP ALL, CPRAM, Charoen Pokphand Group, and other companies both domestically and internationally. It also serves as a coordinating center for research and development cooperation with various agencies in the public and private sectors to facilitate the transfer and exchange of knowledge both domestically and internationally in the Food Technology Exchange Center (FTEC), leading to the sustainable development of the food industry. In 2024, examples of research achievements include:

- Collaboration with the Thailand Institute of Scientific and Technological Research (TISTR) explores the potential of utilizing basil waste to develop health supplements

Impacts and Benefits

- 14 personnel research and development.
- 15 research and development outcomes.
- 17 million Baht research and development budget.

and alternative medicines, including pharmacologically active extracts such as a spray product for relieving inflammation in the oral cavity and throat from basil leaf oil, the extraction of essential oils from various parts of basil without undesirable odors for use in the quality control process of basil fried rice with pork to maintain its aroma and as an indicator and quality control of raw materials, and the production of alternative herbal medicines to prevent non-communicable diseases (NCDs).

- Research and development of ready-to-eat meals suitable for each age group (Food for Age Group) to promote health and good nutrition for each consumer group, including supplementary food for infants and young children aged 6 months to 3 years, containing 100% natural ingredients, without artificial flavors, colors, or preservatives, with appropriate energy distribution and sodium content not exceeding 200 milligrams per 100 grams of food.

Product Development ,CP ALL Plc.

In conducting educational work and producing food management innovations inclusive of food safety management and quality control, proper hygiene and good health, food supply chain framework balancing which takes into account environmental factors, academic advice provisions for entrepreneurial product quality development, main functions are described as follows:

- Development of environmentally friendly packaging using the Circular Economy concept, which considers all stages in the product life cycle from production, contamination prevention, shelf life extension, and maintenance of nutritional value to disposal to reduce and prevent negative impacts on the environment, while promoting proper and sustainable waste management.

- Development of food formulas and production processes at the industrial level, covering food, beverages, and agricultural products under the company's brand, based on the principles of nutrition and food hygiene to ensure that products effectively meet customer needs.

Impacts and Benefits

- 60 personnel research and development.
- 660 research and development outcomes.
- 3 million Baht research and development budget.

In 2024, examples of research and development achievements include the development of a low-energy, natural sweetener with a taste closest to sugar, promoting consumer health; the development of health food for the elderly, taking into account nutritional value through the "Healthier Choice" nutrition symbol criteria; and the reduction of energy in warming products throughout the supply chain.

Value-Added Innovative Products

In 2024, the company responded to the rapidly diversifying and changing consumer behavior in selecting products and services, while adding value to products to promote growth and enhance the ability of SMEs to continuously develop innovations and create new products. The following are some outstanding innovative products.

Ongoing Project: Developing the Recipe for "Salad Rolls, Delicious and Complete in One Box"

CP ALL Public Company Limited has established a team of researchers to develop the production process of salad rolls, a popular health product that meets current consumer demand. The development focuses on extending the product's shelf life through Postharvest innovation that helps maintain the freshness of salad vegetables, along with the invention of a special formula for soaking the dough (Only at 7-Eleven) that helps maintain the softness of the dough. In addition, the use of pathogen-free raw materials allows the product to have a shelf life of up to 5 days. This also helps generate income for farmers and raise production standards for SMEs.

Objectives and goals



Project Benefits

- Increase product sales opportunities through extending shelf life from 2 days to 5 days.
- Increase sales outlets from 36 branches to 11,170 branches.
- Added value from project totaling 200 million Baht per year.



Innovation Concept

Search, select, control

Determine suitable agricultural areas / select quality raw materials / maintain supervision as scheduled



**For raw material
standardization**

Technology

Pre-Cooling / Cutting Techniques / Hydro-Cooling / Reduce Microorganisms / Increase Cell Strength / Reduce Browning / Modify Atmosphere



**For maintained
vegetable freshness**

Innovation

Dough varieties / dough components / dough soaking agent



**For dough sheet
softness and moisture
retention**

Skills and techniques

Trimming / Raw material placement / Dough chilling / Rolling / Temperature control



**For product
quality control**

Impacts and Benefits

Economic impact

- Increase salad roll sales
- Increase sales outlets
- Product diversification

Social impact

- Generate income for farmers
- Create careers for community members
- Raise production standards

Environmental impact

- Thai people consume quality produce and become healthy
- Increase and develop sustainable agricultural land

Economic value

- Increase salad roll sales by over **200 million Baht per year**
- Increase sales outlets to **11,170 branches**

Social value

- Generate income for farmers totaling **5 million Baht per month**
- Project participation by **265 farmers**

Environmental value

- Increase and develop sustainable agricultural land totaling **200 rai**

Help me for Healthy Project

CPRAM (Lat Lum Kaeo) has developed products that build on popular menus while maintaining deliciousness with the concept of no MSG, no preservatives, using canola oil and proprietary ingredients. Products are designed using the “High Low No Less” principle, along with product manufacturing processes and packaging development. Currently, they are sold in 7-Eleven 446 branches nationwide, generating sales of new product groups of 22.91 million Baht per year.



Delicious, Easy, Ready-to-Cook Project in One Bag

CP ALL has developed ready-to-cook meal products by utilizing knowledge in product development and improvement combined with innovation in the production process. This includes selecting appropriate, healthy ingredients, as well as the process of selecting, cutting, and preparing them to the appropriate size and quantity to avoid food waste. Currently, these products are sold in all 7-Eleven stores nationwide, generating sales of more than 211 million Baht per year.



Burger Power Project 3

CPRAM (Lat Lum Kaeo) has developed innovations and technologies in the production process that preserve the good properties of sticky rice after being microwaved, similar to freshly steamed rice, which remains sticky, soft, and fragrant throughout its 11-day shelf life. Currently, it is sold in 14,303 7-Eleven stores nationwide, generating sales of more than 501 million Baht per year and reducing production costs by 95%.



Collaboration Brand Project – by Own Brand CP Axta

CP Axta, Makro Business Unit, has partnered with leading brands, restaurants, and renowned individuals to develop, produce, and sell products under the “Makro house brand”. This collaboration leverages the brand’s reputation, product development capabilities, and its role as a distribution channel for business customers to co-develop products that meet the needs of today’s customers, increasing the opportunity to expand the customer base from B2B to B2C. Currently, there are 9,837 products, generating additional sales of 44,888 million Baht per year.



Create Service Innovations to Deliver Convenient Experiences to Consumers with Digital Technology

The company has analyzed the purchasing behavior of consumers who are increasingly using online channels for products and services. The company is committed to developing and supporting the application of technology in business operations to increase the variety of sales channels for products and services, while increasing the efficiency of buying and selling products and services to be faster in order to meet the needs and satisfaction of consumers. The following are some outstanding projects.

Ongoing project: Online to Offline (O2O) Business Platform Development

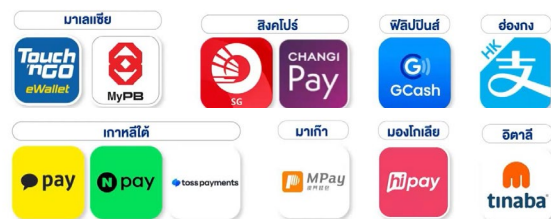
The company continues to develop and improve the 7-Eleven mobile application platform, seamlessly connecting offline and online channels to create a comprehensive and convenient platform for delivering products and services, or “All Convenience.” This aims to enhance the customer experience for each group and area with different needs and purchasing power, as well as access to a wide range of products and promotions under:

- The “7Delivery” service allows customers to order products from branch stores and have them delivered to their homes immediately. Customers can choose to pick up the products themselves at the store or specify a delivery time within the day, allowing them to plan their grocery shopping in advance and receive their orders at a convenient time. This service comprehensively addresses eating, consumption, and lifestyle needs for purchasing household products.
- The “ALL Online” service offers a wide variety of products beyond those available in physical stores, with over 20,000 items. Customers can pre-order products through their mobile application, or have store staff assist in placing orders online, and choose to pick up the products themselves at a 7-Eleven store with 24-hour service, or choose to have the products delivered to their home.

The company also continues to develop and enhance the “ALL Member” membership system through the application, with over 20 million members. This not only serves as a good two-way communication channel with customers, but also allows members to receive benefits and privileges, while developing personalized benefits to select and develop more relevant products, and offer products and promotions that match the different behaviors and needs of each customer, so that all customers can benefit from the membership system and truly receive personalized care.

Easy to Pay, Easy to Sell Project

Counter Service Co., Ltd. aims to create a better payment experience for customers and international tourists. Therefore, it has partnered with Alipay Global to develop a connection system for accepting payments for goods and services at 7-Eleven stores using the Alipay Plus network’s electronic wallet. Its key feature is the ability to connect to up to 12 world-class e-wallets from 8 countries, reducing service time in the process of counting money or giving change, reducing communication problems for store staff, and also helping to reduce the burden of cash management for 7-Eleven stores.



Smart Water Insight IoT Project

CP Retailing Company Limited has applied IoT technology to public utility systems and intelligent water quality monitoring and tracking services. The research and development department has designed an IoT Board, a water quality monitoring kit structure, including a software prototype that can manage water quality measurement and tracking in real-time. When the water quality is below the standard value, the system will issue an alert, helping to reduce equipment damage, which may affect customer service and sales of 7-Eleven stores, leading to an upgrade of the preventive work process. In 2024, it reduced expenses and labor costs for equipment repairs worth 900,000 Baht per year, and reduced the risk of losing sales opportunities that use water to generate revenue from products worth 462,000 Baht per year.



Innovation to Improve Operation Process

In 2024, the company applied technology to upgrade work processes to be faster and more efficient, focusing on increasing the agility of operations for employees and relevant departments. The following are some outstanding projects.

Intelligent Planning Routes Project

CPRAM has reduced the complexity of internal inspection and approval of work, with ripple effects throughout the entire supply chain, from customers, employees, and trading partners, by developing the “NPD Status” website, a Data Integration system to replace manual pre-production readiness checks, and developing the “Postpone” program on the SAP system that can automatically suggest information to adjust the delivery date of raw materials to the factory, resulting in a faster work process. Customers can launch new products on schedule, meeting consumer demand and increasing employee job satisfaction.

Impacts and Benefits

- Reduced working steps from 16 to 10 Eliminated 100% of the approval process.
- Eliminated 100% of the use of documents.
- Reduced expenses by 3.89 million Baht per year.

Project to Reduce the Time of Handling 3 Fresh Products with An Auto Ordering System

CP ALL has developed an order calculation and auto-ordering system for raw materials to reduce the time spent managing products in the “3 Fresh” categories (Freshly Baked, Freshly Brewed, and Ready-to-Eat). The system calculates product sales to determine production volume and automatically calculates and orders raw materials.



Impacts and Benefits

- Reduced handling time for “3 Fresh” products by 80.51 minutes per day per branch.
- Increased profits for the “3 Fresh” product group by 197.8 million Baht per year.

Automatic Product Ordering System Project to Increase Product Availability

CP Axta, Makro Business Unit, has developed an automatic product ordering system using the strategy of replacing people with systems, using artificial intelligence to forecast sales, and using people to supplement the system by providing knowledge to branch staff on how to use the ordering system.

Impacts and Benefits

- Increased product availability by 97% and increased sales opportunities by more than 1,280 million Baht per year.
- Profit from increased sales of 83 million Baht per year.

Creating Innovation for Social and Environmental

- CP Axta Public Company Limited and the Ministry of Higher Education, Science, Research and Innovation, by the National Innovation Agency (Public Organization) or NIA, are driving the upgrading of innovation capabilities and have signed a memorandum of understanding on cooperation for innovation capacity development. The goal is to design and develop innovation courses for CP Axta personnel, as well as provide consulting and support in terms of experts and speakers to provide guidance and recommendations for the development of CP Axta’s innovation to have competitive potential, including linking potential and agile startups or technology companies to create a network for exchange, dissemination, and sharing of knowledge between organizations to develop innovations and further grow the business sustainably. This collaboration included a showcase of CP Axta’s innovative products, demonstrating creativity and product innovation development, including:
 - Water without plastic labels bottles promote the concept of environmental conservation, made from PET plastic bottles with aluminum labels. Laser technology is used instead of ink, making them 100% recyclable, reducing the use of new plastic by approximately 11.6 tonnes per year.
- CP ALL has partnered with 10 organizations from both the public and private sectors nationwide, including the Office of National Higher Education Science Research and Innovation Policy Council, the National Science and Technology Development Agency, the National Innovation Agency (Public Organization), the Federation of Thai Industries, the Stock Exchange of Thailand, the Office of the Permanent Secretary, Ministry of Higher Education, Science, Research and Innovation, the Thai Business Incubators and Science Parks Association, the Thai Chamber of Commerce and Board of Trade of Thailand, the Thai Bankers Association, and the Office of Small and Medium Enterprise Promotion, to promote innovation development under the “Thailand Synergy for SMEs and Thai Startups” project. This is done through the support and awarding of research and innovation achievements in the 7 Innovation Awards 2024 for the 11th consecutive year to exchange knowledge, create opportunities, expand marketing channels, and apply best practices to upgrade businesses.

In 2024, entrepreneurs submitted 180 entries to compete for the 7 Innovation Awards 2024. A total of 34 entries were selected to receive awards, divided into two categories: 19 awards for innovations that benefit the economy, covering products, services, or processes; and 15 awards for innovations that benefit society, including the environment, education, and corporate social responsibility (CSR) projects.

Energy-Saving Open Showcase Innovation Project

The Open Showcase innovation is a key sales component of the company for selling various food and beverages in 7-Eleven stores with a wide range of products. Throughout its use, the company has continuously improved, researched, and developed energy-saving innovations for the system and various parts in 2024.

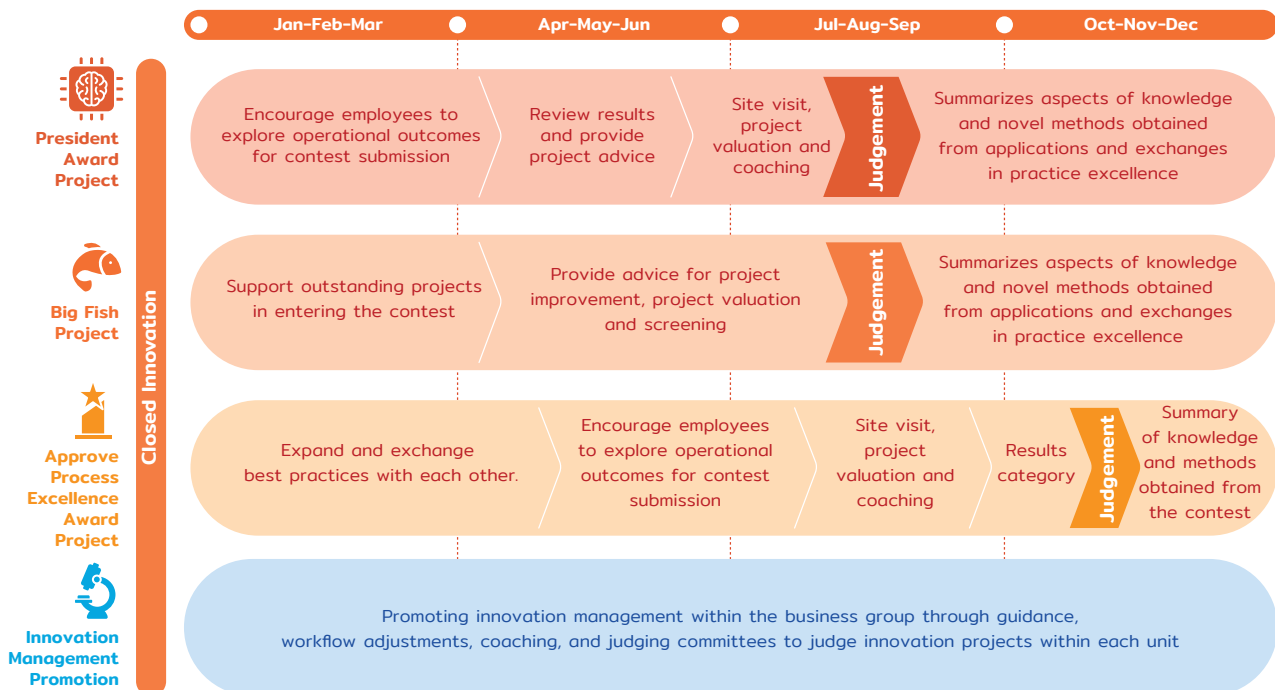
Impacts and Benefits

- Reduce energy consumption costs by more than 60% or 203 million Baht per year from the original.
- Extended the service life of store equipment by 30%.



Innovation Culture

The company provides training and knowledge in innovation development to build understanding and encourage employees to propose valuable creative ideas to the organization. It promotes the development of innovators within the organization through internal innovation project contests within the CP ALL business group to recognize projects with outstanding results in economic, social, and environmental aspects. In addition, it promotes the exchange of knowledge and new best practices to improve work processes, reduce unnecessary workload, and increase organizational agility to be able to respond to changes in the global market both at present and in the future. The company aims to build an innovation culture in which everyone in the organization participates in delivering sustainable value to the organization.





Sustainability Performance Data 2024: Environment

GRI Standard	Required Data	Unit	2021	2022	2023	2024
302-1 (e) 2016	Total energy consumption	GJ	12,440,052.54	13,797,489.83	14,792,684.40	15,650,591.42
		MWh	3,455,570.15	3,832,636.07	4,109,079.00	4,347,386.50
	Total non-renewable energy	GJ	770,401.79	942,437.98	955,098.47	1,081,134.48
		MWh	214,000.50	261,788.33	265,305.14	300,315.13
	Stationary combustion	GJ	640,422.45	683,865.36	723,183.25	784,868.62
		MWh	177,895.13	189,962.60	200,884.24	218,019.06
• Fuel oil		GJ	0	0	0	0
		MWh	0	0	0	0
• Diesel		GJ	15,044.40	23,604.47	17,569.10	16,654.03
		MWh	4,179.00	6,556.80	4,880.31	4,626.12
• Gasoline		GJ	0	11.33	50.37	0
		MWh	0	3.15	13.99	0
• Liquefied petroleum gas		GJ	564,038.07	596,281.45	641,826.03	702,501.05
		MWh	156,677.24	165,633.74	178,285.01	195,139.18
• Natural gas		GJ	61,339.98	63,968.11	63,737.75	65,713.54
		MWh	17,038.88	17,768.92	17,704.93	18,253.76
Mobile combustion		GJ	129,979.34	258,572.62	231,915.22	296,265.86
		MWh	36,105.37	71,825.73	64,420.90	82,296.07
• Diesel		GJ	115,595.26	191,812.38	163,816.78	223,890.52
		MWh	32,109.79	53,281.22	45,504.66	62,191.81
• Gasoline		GJ	10,819.33	62,713.21	66,963.95	69,662.28
		MWh	3,005.37	17,420.34	18,601.10	19,350.63
• Liquefied petroleum gas		GJ	3,563.22	4,044.88	1,134.49	2,705.84
		MWh	989.78	1,123.58	315.14	751.62
• Natural gas		GJ	1.53	2.15	0	7.22
		MWh	0.43	0.60	0	2.01
302-1 (b) 2016	Total renewable energy	GJ	13,442.01	47,897.77	360,808.02	69,746.24
		MWh	3,733.89	13,304.94	100,224.45	19,373.95



GRI Standard	Required Data	Unit	2021	2022	2023	2024
	• Electricity from the sun	GJ	N/A	31,798.80	345,500.58	51,639.01
		MWh	N/A	8,833.00	95,972.38	14,344.17
	• Solar cell	GJ	1,796.60	2,079.65	1,512.00	1,512.00
		MWh	499.06	577.68	420.00	420.00
	• Geothermal	GJ	11,645.41	14,019.32	13,795.44	16,595.23
		MWh	3,234.84	3,894.26	3,832.07	4,609.78
302-1 (c) 2016	Total electricity purchased externally	GJ	11,656,208.73	12,807,154.08	13,476,777.91	14,499,710.70
		MWh	3,237,835.76	3,557,542.80	3,743,549.42	4,027,697.42
	• National electricity grid	GJ	11,476,181.47	12,357,770.77	12,608,745.11	13,538,922.26
		MWh	3,187,828.19	3,432,714.10	3,502,429.20	3,760,811.74
	• Solar cell	GJ	180,027.26	449,383.31	868,032.80	960,788.44
		MWh	50,007.57	124,828.70	241,120.22	266,885.68
302-3 (a) 2016	Energy intensity per revenue unit	GJ /million Baht	21.17	16.18	16.06	15.84
		MWh / million Baht	5.88	4.50	4.46	4.40
303-3 (a) 2018	Total water withdrawal	Million m ³	17.21	20.42	22.68	24.57
	• Groundwater	Million m ³	2.60	2.83	2.74	2.95
	• Rainwater	Million m ³	0.00	0.00	0.00	0.01
	• Third-Party Water	Million m ³	14.61	17.59	19.94	21.61
	Surface municipal water	Million m ³	14.40	17.43	19.74	21.42
	Groundwater municipal water	Million m ³	0.21	0.16	0.20	0.19
303-3 (b) 2018	Total water withdrawal from water stress area	Million m ³	5.73	9.93	8.62	8.20
	• Groundwater	Million m ³	2.24	2.50	2.37	1.39
	• Third-Party Water	Million m ³	3.49	7.43	6.25	6.81
	Surface municipal water	Million m ³	3.37	7.33	6.08	6.70
	Groundwater municipal water	Million m ³	0.12	0.10	0.17	0.11
303-3 (b) 2018	Total freshwater withdrawal	Million m ³	17.18	20.42	21.66	24.57
	• Freshwater (≤1,000 mg/L Total Dissolved Solids)	Million m ³	17.18	20.42	21.66	24.57
	Reused and recycled water	Million m ³	0.85	0.93	1.75	1.46
	Net water use intensity per revenue unit	Million m ³ /million Baht	10.15	8.63	8.70	8.75
303-4 (b) 2018	Treated wastewater (TDS ≤ 1,000 mg/L)	Million m ³	1.39	1.02	1.07	1.87



GRI Standard	Required Data	Unit	2021	2022	2023	2024
	• COD	mg/L	62.78	33.84	35.29	36.64
		kg	87,542.49	34,622.49	37,756.36	68,599.93
	• BOD	mg/L	17.96	2.68	2.37	2.25
		kg	25,042.93	2,740.22	2,532.74	4,214.16
	• Total dissolved solids (TDS)	mg/L	389.25	528.86	473.09	515.05
		kg	542,780.15	541,139.37	506,142.71	964,252.63
303-4 (b) 2018	Treated wastewater (TDS > 1,000 mg/L)	Million m³	0.17	0.17	0.20	0.22
	• COD	mg/L	41.37	41.54	44.62	46.32
		kg	7,033.05	6,885.05	9,039.95	10,408.27
	• BOD	mg/L	3.77	2.34	1.46	2.23
		kg	640.73	388.46	295.30	500.84
• Total dissolved solids (TDS)	mg/L	1,346.30	1,240.56	1,501.86	1,548.33	
	kg	228,854.11	205,607.63	304,281.84	347,915.23	
303-4 (b) 2018	Treated wastewater send 3rd party (TDS ≤ 1,000 mg/L)	Million m³	N/A	0.25	0.30	0.35
	• COD	mg/L	N/A	50.76	92.51	95.95
		kg	N/A	12,622.52	27,927.46	33,124.49
	• BOD	mg/L	N/A	10.13	17.77	43.41
		kg	N/A	2,519.93	5,364.51	14,985.18
	• Total dissolved solids (TDS)	mg/L	N/A	577.20	557.14	462.84
		kg	N/A	143,541.21	168,195.91	159,785.23
303-4 (b) 2018	Treated wastewater send 3rd party (TDS > 1,000 mg/L)	Million m³	N/A	0.36	0.41	0.39
	• COD	mg/L	N/A	422.85	40.97	49.24
		kg	N/A	153,905.29	16,859.08	19,373.35
	• BOD	mg/L	N/A	42.12	7.60	9.15
		kg	N/A	15,330.82	3,129.32	3,598.00
	• Total dissolved solids (TDS)	mg/L	N/A	1,211.18	1,334.97	1,176.69
		kg	N/A	440,835.69	549,345.27	462,936.98
303-5	Net water consumption	Million m³	5.96	7.36	8.01	8.64
305-2 (a) 2016	Total GHG emissions	tCO₂e	1,818,541.52	1,977,571.52	2,063,250.50	2,092,047.74



GRI Standard	Required Data	Unit	2021	2022	2023	2024
305-1 (a) 2016	Direct (Scope 1) GHG emissions	tCO ₂ e	340,404.09	448,979.21	515,002.05	437,290.58
	• Fugitive Emissions	tCO ₂ e	280,650.78	385,615.37	450,983.60	364,698.56
	• Methane from wastewater treatment	tCO ₂ e	3,709.01	557.34	728.44	598.80
	• Stationary combustion	tCO ₂ e	40,041.84	42,816.28	45,266.14	49,139.87
	• Mobile combustion	tCO ₂ e	14,864.69	18,600.09	16,784.84	21,302.90
305-1 (c) 2016	• Biogenic combustion	tCO ₂ e	1,137.77	1,390.13	1,239.03	1,550.45
305-2 (a) 2016	Indirect (Scope 2) GHG emissions	tCO ₂ e	1,478,137.44	1,528,592.30	1,548,248.45	1,654,757.17
	• Market-Based Purchased Energy	tCO ₂ e	1,478,137.44	1,528,592.30	1,548,248.45	1,654,757.17
	• Location-based Purchased Energy	tCO ₂ e	1,501,708.38	1,588,415.53	1,660,993.16	1,772,186.86
	GHG reduction from alternative energy consumption	tCO ₂ e	23,570.94	59,823.22	112,744.71	117,429.70
305-4 (a) 2016	Direct and indirect (Scope 1 and Scope 2) per revenue unit	tCO ₂ e	3.10	2.32	2.24	2.12
305-3 (a) 2016	Other indirect (Scope 3) GHG emissions	tCO ₂ e	13,131,498.28	13,191,694.60	15,186,203.55	17,405,691.07
	• Purchase goods and service	tCO ₂ e	12,824,060.79	12,525,820.40	13,964,445.28	14,757,418.81
	• capital goods	tCO ₂ e	N/A	47,305.39	36,591.80	46,549.92
	• Fuel and energy related activities	tCO ₂ e	N/A	N/A	345,694.47	604,982.16
	• Upstream transportation and distribution	tCO ₂ e	197,321.23	268,798.35	205,168.47	553,599.02
	• Waste Generated in Operations	tCO ₂ e	99,866.65	90,303.47	99,349.12	105,413.69
	• Business travel (by planes)	tCO ₂ e	141.36	2,077.74	1,355.88	1,555.97
	• Employee Commuting	tCO ₂ e	N/A	153,865.70	400,005.84	657,398.39
	• Downstream transportation and distribution	tCO ₂ e	N/A	94,192.64	81,390.99	71,186.88
	• Use of sold products	tCO ₂ e	N/A	0.00	41,060.17	387,080.77
	• End-of-life treatment of sold products	tCO ₂ e	10,108.25	9,330.91	11,141.53	12,665.12
	• Downstream Leased Assets	tCO ₂ e	N/A	N/A	N/A	207,840.34
	GHG reduction from decreased consumption of single use plastic bag	tCO ₂ e	265,268.48	250,615.62	248,352.23	238,617.29
	Percentage of the stores that have been designed or renovated for mitigating flood comparing to total store locating in flood risk areas	Percentage	52	52	6.16	26.63



GRI Standard	Required Data	Unit	2021	2022	2023	2024
306-3 (a) 2020	Total waste generated	Tonnes	225,033.61	213,659.35	162,427.08	250,711.60
306-4 (a) 2020	Total waste diverted from disposal	Tonnes	160,099.76	154,818.97	104,890.74	188,147.20
306-4 (b) 2020	Hazardous waste	Tonnes	24.81	190.94	184.54	96.97
	• Reused	Tonnes	0.07	67.64	0.00	14.91
	• Recycling	Tonnes	24.74	122.64	184.54	82.06
	• Other	Tonnes	0.00	0.66	0.00	0.00
306-4 (c) 2020	Non-hazardous waste	Tonnes	160,074.95	154,628.03	104,706.20	188,050.23
	• Reused	Tonnes	848.45	1,079.54	986.77	72,216.66
	• Recycling	Tonnes	150,747.09	140,153.02	89,151.12	81,217.98
	• Composting	Tonnes	8,189.55	13,299.22	13,021.68	17,225.30
	• Others (animal husbandry)	Tonnes	289.86	96.25	1,546.63	17,390.29
306-5 (a) 2020	Total waste directed to disposal	Tonnes	64,933.85	58,840.38	57,536.34	62,564.40
306-5 (b) 2020	Hazardous waste	Tonnes	108.72	233.80	24.61	897.81
	• Energy recovery (used for mixed fuel)	Tonnes	23.45	19.75	20.57	25.83
	• Incineration	Tonnes	74.90	14.25	1.03	3.71
	• Landfill	Tonnes	10.37	199.80	3.02	868.27
306-5 (c) 2020	Non-hazardous waste	Tonnes	64,825.13	58,606.58	57,511.73	61,666.59
	• Energy recovery (used for mixed fuel)	Tonnes	3,229.21	3,572.64	3,562.18	5,636.32
	• Incineration	Tonnes	5.41	36.91	39.07	25.19
	• Landfill	Tonnes	61,590.51	54,997.03	53,910.48	56,005.08
	Percentage of total waste diverted from disposal per total waste generated	Percentage	71.14	72.45	64.58	75.04
306-3 (a) 2020	Total food waste	Tonnes	68,361.16	66,157.98	68,429.35	68,147.15
	• Fruits and vegetables	Tonnes	19,899.06	21,304.13	22,504.43	21,932.41
	• Meats and seafood	Tonnes	3,766.27	4,534.33	5,870.18	6,157.14
	• Dairy	Tonnes	2,315.32	3,582.20	813.20	2,365.95
	• Ready to eat (RTE)	Tonnes	18,913.40	18,133.14	21,008.53	19,234.27
	• Beverage	Tonnes	1,265.83	1,503.45	1,425.32	1,498.55
	• Process food	Tonnes	655.59	1,962.90	1,962.29	1,995.33
	• Bakery	Tonnes	13,032.62	14,750.26	14,037.27	14,113.07
	• Others	Tonnes	8,513.07	387.57	808.13	850.43



GRI Standard	Required Data	Unit	2021	2022	2023	2024
306-4 (a) 2020	Food waste utilization	Tonnes	13,979.48	17,815.13	18,925.62	21,810.09
	• Delivered for further consumption (Reduce)	Tonnes	0.00	0.00	219.74	0.00
	• be used as animal feed (Reuse)	Tonnes	13,382.23	16,145.80	17,185.68	18,302.56
	• reuse making fertilizer, biogas (Recycle)	Tonnes	508.76	1,656.39	1,300.12	3,209.72
	• used to produce energy (Energy Recovery)	Tonnes	88.49	12.94	220.08	297.81
306-5 (a) 2020	Total food waste directed to disposal	Tonnes	54,381.67	48,342.83	49,503.73	46,337.08
	• Landfill	Tonnes	54,381.67	48,342.83	49,503.73	46,337.08
	Food waste prevention	Tonnes	21,314.71	31,230.11	28,634.86	11,649.97
	• Order optimization	Tonnes	5,079.31	7,293.17	7,371.25	7,827.19
	• Material for new product	Tonnes	1,969.00	9,848.36	6,650.00	140.00
	• Animal feed	Tonnes	14,225.00	13,740.13	14,096.63	2,912.29
	• continue consumption (Reduce)	Tonnes	41.40	348.45	516.98	770.49

Breakdown food waste data set was sub-set of and included in total waste generated which is presenting above.

Remarks:

- Expanded the data reporting scope to cover CPRAM factories in Bo Ngoen, Khon Kaen, Lamphun, and Surat Thani, with retrospective calculations starting from 2021.
- N/A = Not Available.
- Energy consumption in Joules is the multiple of fuel volume and the conversion factor of each fuel type (referencing the Department of Alternative Energy Development and Efficiency : DEDE).
- Total energy consumption used Equal to the sum of the amount of energy used up The amount of renewable energy and the amount of electricity purchased from outside.
- Energy intensity is total energy consumption per revenue unit, equivalent to total energy used per million Baht revenue.
- Total water withdrawal is equivalent to groundwater withdrawal, added to water from external provider, such as Metropolitan waterworks authority, provincial waterworks authority, and landlords.
- Total water withdrawal from water stressed areas, as analyzed by Aqueduct Water Risk Atlas (Aqueduct Global Maps 3.0) from World Resources Institute (WRI).
- GHG emissions is calculated from activities emitting GHG multiples with GHG emissions coefficient, in reference to IPCC 5th Assessment Report, Thailand Greenhouse Gas Management Organization (Public Organization). It is reported as carbon dioxide equivalent, according to GHG Protocol for scope 1, 2, and 3 GHG emissions.
- Total amount of direct greenhouse gases Covers the amount of GHG emissions from the wastewater treatment process. Combustion of moving fuel Biofuel combustion Stationary fuel combustion and refrigerant leaks (except R22).
- Indirect GHG emissions from energy consumption is equivalent to GHG emissions from electricity purchased externally multiplies by GHG coefficient, Energy Policy and Planning Office (EPPO).
- GHG emissions reduced from plastic packaging usage, calculated from decreased usage of plastic bag and single-use plastic packaging such as spoons, forks, straws, glasses, etc. at 7-Eleven stores multiplied by GHG emissions coefficient.



Sustainability Performance Data 2024:

Human Resources

GRI standard	Required Data	Unit	2021			2022			2023			2024		
			Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
2	Workforce													
2-7	Total Employee	Persons	54,820	99,613	154,433	59,367	108,034	167,401	64,189	116,919	181,108	74,317	130,384	204,701
		FTE	51,558	90,465	142,023	57,057	99,797	156,854	62,707	110,934	173,641	74,897	127,128	202,025
2-7a	By based location													
• Thailand	Persons	N/A	N/A	N/A	57,493	106,117	163,610	62,132	114,853	176,985	74,284	130,377	204,661	
	FTE	N/A	N/A	N/A	54,792	97,482	152,274	60,219	108,413	168,631	74,862	127,121	201,983	
• Cambodia	Persons	N/A	N/A	N/A	629	623	1,252	742	748	1,490	1	0	1	
	FTE	N/A	N/A	N/A	762	757	1,519	921	929	1,850	1	0	1	
• Laos	Persons	N/A	N/A	N/A	N/A	N/A	N/A	96	22	118	1	1	2	
	FTE	N/A	N/A	N/A	N/A	N/A	N/A	94	22	116	1	1	2	
• Malaysia	Persons	N/A	N/A	N/A	1	0	1	1	0	1	0	0	0	
	FTE	N/A	N/A	N/A	1	0	1	1	0	1	0	0	0	
• China	Persons	N/A	N/A	N/A	N/A	N/A	N/A	13	7	20	1	2	3	
	FTE	N/A	N/A	N/A	N/A	N/A	N/A	13	7	20	1	2	3	
• Vietnam	Persons	N/A	N/A	N/A	N/A	N/A	N/A	0	0	0	0	0	0	
	FTE	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	1,244	1,294	2,538	1,205	1,289	2,494	30	4	34	
	FTE	N/A	N/A	N/A	1,501	1,558	3,059	1,460	1,564	3,024	32	4	36	
2-7b	By employment contract													
• Permanent employee	Persons	54,820	99,613	154,433	58,561	107,086	165,647	62,487	115,249	177,736	63,918	118,490	182,408	
	FTE	N/A	N/A	N/A	56,253	98,859	155,112	60,878	109,197	170,075	64,038	114,997	179,035	
• Temporally employee	Persons	N/A	N/A	N/A	806	948	1,754	1,702	1,670	3,372	10,399	11,894	22,293	
	FTE	N/A	N/A	N/A	803	938	1,741	1,829	1,738	3,567	10,858	12,132	22,990	
405-1	Diversity of employees													
	By management level													
• Top Management	Persons	95	57	152	96	56	152	122	102	224	116	112	228	
	FTE	N/A	N/A	N/A	N/A	N/A	N/A	120	101	221	117	114	231	
• Management	Persons	1,614	1,946	3,560	1,656	2,173	3,829	1,525	1,927	3,452	1,326	1,746	3,072	
	FTE	N/A	N/A	N/A	N/A	N/A	N/A	1,486	1,871	3,357	1,292	1,687	2,979	
• Junior Management	Persons	2,897	4,456	7,353	3,218	5,018	8,236	2,323	3,994	6,317	2,555	4,221	6,776	
	FTE	N/A	N/A	N/A	N/A	N/A	N/A	2,258	3,870	6,128	2,498	4,090	6,588	
• Officer	Persons	50,214	93,154	143,368	54,397	100,787	155,184	60,219	110,896	171,115	70,320	124,305	194,625	
	FTE	N/A	N/A	N/A	N/A	N/A	N/A	58,844	105,093	163,937	70,989	121,237	192,226	
	By nationality													
• Thai	Persons	53,304	98,069	151,373	57,490	106,119	163,609	61,424	114,409	175,833	51,764	98,162	149,926	
	FTE	N/A	N/A	N/A	N/A	N/A	N/A	59,364	107,879	167,243	50,588	92,744	143,332	
• Cambodian	Persons	N/A	N/A	730	629	623	1,252	1,097	998	2,095	740	769	1,509	
	FTE	N/A	N/A	N/A	N/A	N/A	N/A	1,355	1,225	2,580	1,005	1,031	2,036	
• Burmese	Persons	N/A	N/A	2,227	1,171	1,282	2,453	1,515	1,475	2,990	1,241	1,313	2,554	
	FTE	N/A	N/A	N/A	N/A	N/A	N/A	1,838	1,794	3,632	1,601	1,721	3,323	



GRI standard	Required Data	Unit	2021			2022			2023			2024		
			Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
• Korean	Persons	N/A	N/A	2	1	0	1	1	1	2	2	3	5	
	FTE	N/A	N/A	N/A	N/A	N/A	N/A	1	1	2	2	3	5	
• Indian	Persons	N/A	N/A	0	35	3	38	10	1	11	62	4	66	
	FTE	N/A	N/A	N/A	N/A	N/A	N/A	10	1	11	66	4	70	
• Australian	Persons	N/A	N/A	5	2	1	3	2	1	3	2	0	2	
	FTE	N/A	N/A	N/A	N/A	N/A	N/A	2	1	3	2	0	2	
• Other	Persons	N/A	N/A	96	39	6	45	140	34	174	20,506	30,133	50,639	
	FTE	N/A	N/A	N/A	N/A	N/A	N/A	138	34	171	21,632	31,625	53,257	
By age														
• Under 30 years old	Persons	30,024	54,906	84,930	33,149	60,148	93,297	36,001	64,972	100,973	44,288	73,783	118,071	
	FTE	N/A	N/A	N/A	31,655	54,984	86,639	35,038	61,302	96,340	44,447	71,454	115,900	
• 30-50 years old	Persons	23,680	42,953	66,633	24,932	45,799	70,731	26,665	49,524	76,189	28,248	53,720	81,968	
	FTE	N/A	N/A	N/A	24,138	42,750	66,888	26,190	47,249	73,438	28,674	52,764	81,438	
• Over 50 years old	Persons	1,116	1,754	2,870	1,286	2,087	3,373	1,523	2,423	3,946	1,781	2,881	4,662	
	FTE	N/A	N/A	N/A	1,264	2,063	3,327	1,479	2,384	3,863	1,776	2,910	4,686	
By religion														
• Buddhist	Persons	33,566	63,637	97,203	38,349	72,836	111,185	43,545	82,137	125,682	49,573	90,606	140,179	
	FTE	N/A	N/A	N/A	36,199	65,224	101,422	41,607	75,919	117,526	49,293	86,655	135,948	
• Christian	Persons	278	356	634	298	403	701	179	256	435	180	256	436	
	FTE	N/A	N/A	N/A	279	362	641	172	243	416	184	258	442	
• Islamic	Persons	1,505	3,348	4,853	1,933	4,466	6,399	1,345	2,420	3,765	1,481	2,655	4,136	
	FTE	N/A	N/A	N/A	1,823	3,950	5,773	1,311	2,247	3,558	1,504	2,547	4,051	
• Hindu	Persons	5	3	8	6	3	9	6	3	9	3	4	7	
	FTE	N/A	N/A	N/A	6	3	9	6	3	9	3	4	7	
• Other	Persons	22	40	62	14	21	35	18	3	21	4	1	5	
	FTE	N/A	N/A	N/A	13	18	30	18	3	21	4	1	5	
• Not disclosed	Persons	19,444	32,229	51,673	18,767	30,305	49,072	19,096	32,100	51,196	23,076	36,862	59,938	
	FTE	N/A	N/A	N/A	18,737	30,241	48,978	19,593	32,519	52,112	23,908	37,664	61,572	
2-8a	Total Workers	Persons	32,278	54,473	86,751	89,026	84,095	173,121	85,022	90,497	175,519	76,870	81,759	158,629
401-1	New Employee Hires													
Number of new hires	Persons	33,670	58,673	92,343	36,230	63,223	99,453	34,420	62,351	96,771	47,956	74,895	122,851	
New hire rate	%	59.79			59.41			53.43			60.01			
By Management Level														
• Top Management	Persons	N/A	N/A	N/A	8	4	12	9	14	23	7	6	13	
	FTE	N/A	N/A	N/A	N/A	N/A	N/A	9	14	23	6	6	13	
• Management	Persons	N/A	N/A	N/A	243	318	561	167	141	308	111	131	242	
	FTE	N/A	N/A	N/A	N/A	N/A	N/A	164	138	301	131	365	496	
• Junior Management	Persons	N/A	N/A	N/A	319	451	770	161	207	368	209	268	477	
	FTE	N/A	N/A	N/A	N/A	N/A	N/A	158	204	363	271	271	542	
• Officer	Persons	N/A	N/A	N/A	35,660	62,450	98,110	34,083	61,989	96,072	47,629	74,490	122,119	
	FTE	N/A	N/A	N/A	N/A	N/A	N/A	33,357	59,033	92,390	73,881	73,881	147,762	
By nationality														
• Thai	Persons	32,843	58,054	90,897	35,511	62,537	98,048	33,493	61,537	95,030	25,101	42,826	67,927	
	FTE	N/A	N/A	N/A	N/A	N/A	N/A	32,512	58,392	90,904	24,582	40,493	65,075	



GRI standard	Required Data	Unit	2021			2022			2023			2024		
			Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
• Cambodian	Persons		60	68	128	438	373	811	642	586	1,228	243	229	472
	FTE		N/A	N/A	N/A	N/A	N/A	N/A	804	706	1,510	306	284	590
• Burmese	Persons		752	548	1,300	236	307	543	265	218	483	240	204	444
	FTE		N/A	N/A	N/A	N/A	N/A	N/A	353	280	633	271	237	508
• Korean	Persons		2	0	2	1	0	1	1	1	2	3	1	4
	FTE		N/A	N/A	N/A	N/A	N/A	N/A	0.98	0.98	2	3	1	4
• Indian	Persons		1	0	1	30	3	33	3	0	3	19	0	19
	FTE		N/A	N/A	N/A	N/A	N/A	N/A	2.94	0	3	20	0	20
• Australian	Persons		0	0	0	1	0	1	0	0	0	0	0	0
	FTE		N/A	N/A	N/A	N/A	N/A	N/A	0	0	0	0	0	0
• Other	Persons		12	3	15	13	3	16	16	9	25	22,350	31,635	53,985
	FTE		N/A	N/A	N/A	N/A	N/A	N/A	16	10	26	23,492	33,274	56,766
By age														
• Under 30 years old	Persons		27,102	45,360	72,462	30,217	50,945	81,162	28,560	50,151	78,711	40,676	60,416	101,092
	FTE		N/A	N/A	N/A	N/A	N/A	N/A	27,705	47,252	74,957	41,028	59,410	100,437
• 30-50 years old	Persons		6,510	13,155	19,665	5,924	12,166	18,090	5,811	12,102	17,913	7,194	14,314	21,508
	FTE		N/A	N/A	N/A	N/A	N/A	N/A	5,932	12,033	17,965	7,556	14,701	22,258
• Over 50 years old	Persons		58	158	216	89	112	201	49	98	147	86	165	251
	FTE		N/A	N/A	N/A	N/A	N/A	N/A	50	105	155	91	178	269
Average Hiring cost														
Average Hiring cost	Baht/ FTE		126,476,690	12,427,949	138,904,639	117,502,936	185,366,028	302,868,964	N/A	N/A	266,208,414	190,798,862	20,825,145	211,624,008
401-1	Turnover													
Total number of resigned employees	Persons		28,774	52,148	80,922	36,743	61,456	98,199	31,600	55,815	87,415	30,704	51,462	82,166
Turnover Rate	%		52.40			58.66			48.27			40.14		
By nationality														
• Thai	Persons		28,437	51,804	80,241	36,349	61,112	97,461	30,937	55,264	86,201	19,303	33,970	53,273
• Cambodian	Persons		131	157	288	177	168	345	379	346	725	236	205	441
• Burmese	Persons		205	186	391	206	174	380	278	202	480	173	176	349
• Korean	Persons		0	0	0	3	0	3	1	0	1	0	0	0
• Indian	Persons		1	0	1	0	0	0	0	1	1	10	2	12
• Australian	Persons		0	0	0	0	0	0	0	0	0	1	1	2
• Other	Persons		0	1	1	8	2	10	5	2	7	10,981	17,108	28,089
By age														
• Under 30 years old	Persons		22,826	40,197	63,023	28,849	46,631	75,480	24,701	42,101	66,802	24,275	38,756	63,031
• 30-50 years old	Persons		5,827	11,730	17,557	7,687	14,525	22,212	6,734	13,437	20,171	6,201	12,386	18,587
• Over 50 years old	Persons		121	221	342	207	300	507	165	277	442	228	320	548
401-1	Voluntary Turnover													
Number of voluntarily resigned employees	Persons		26,340	48,587	74,927	31,669	55,312	86,981	23,930	43,539	67,469	24,439	42,385	66,824
Voluntary resignation rate	%		48.52			51.96			37.25			32.64		
By nationality														
• Thai	Persons		26,005	48,243	74,248	31,277	54,969	86,246	23,531	43,149	66,680	18,635	33,078	51,713
• Cambodian	Persons		130	157	287	177	168	345	275	272	547	235	205	440
• Burmese	Persons		204	186	390	204	173	377	119	115	234	164	174	338
• Korean	Persons		0	0	0	3	0	3	1	0	1	0	0	0



GRI standard	Required Data	Unit	2021			2022			2023			2024		
			Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
	• Indian	Persons	1	0	1	0	0	0	0	1	1	9	2	11
	• Australian	Persons	0	0	0	0	0	0	0	0	0	0	0	0
	• Other	Persons	0	1	1	8	2	10	4	2	6	5,396	8,926	14,322
	By age													
	• Under 30 years old	Persons	20,950	37,589	58,539	25,060	42,439	67,499	18,851	33,243	52,094	19,424	32,238	51,662
	• 30-50 years old	Persons	5,317	10,849	16,166	6,452	12,670	19,122	5,011	10,163	15,174	4,939	10,024	14,963
	• Over 50 years old	Persons	73	149	222	157	203	360	68	133	201	76	123	199
401-3	Parental Leave													
401-3a	• Number of employees entitled to maternity leave/child care	Persons	N/A	N/A	N/A	50,705	107,073	157,778	52,763	115,869	168,632	55,695	125,541	181,236
401-3b	• Number of employees taking parental leave	Persons	556	4,598	5,154	785	4,546	5,331	1,135	5,154	6,289	1,138	4,757	5,895
401-3c	• Number of 6 employees returned to work after parental leave	Persons	518	4,374	4,892	773	3,977	4,750	1,058	4,661	5,719	1,132	4,638	5,770
401-3d	• Number of employees returned to work after parental leave and were still employed up to 12 months	Persons	N/A	2,485	2,485	597	3,368	3,965	905	4,116	5,021	901	3,567	4,468
401-3e	• Retention rate of employees taking parental leave	%	10.05	84.87	94.92	14.50	74.60	89.10	0.93	0.90	90.94	99.47	97.50	97.88
	• Retention rate in position	%	N/A	N/A	N/A	76.05	74.09	74.38	79.74	79.86	79.84	79.17	74.98	75.79
	Collective Bargaining Agreements													
	• Employee Representative under welfare committee	%	100			100			100			100		
404-1	Training and education													
	• Average hours of training	"hours/Person/year"	18.25	21.96	20.11	30.03	30.29	30.20	35.18	33.74	34.25	29.60	29.36	29.45
		"hours/FTE"	N/A	N/A	N/A	31.25	32.79	32.23	36.01	35.56	35.73	29.37	30.11	29.84



GRI standard	Required Data	Unit	2021			2022			2023			2024		
			Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
By Management Level														
• Top Management	"hours/ Person/ year"	N/A	N/A	N/A	80.62	68.22	74.06	62.53	70.94	66.36	60.78	51.62	56.28	
	"hours/ FTE"	N/A	N/A	N/A	83.87	68.56	76.62	63.68	71.89	67.43	60.29	50.66	55.53	
• Management	"hours/ Person/ year"	N/A	N/A	N/A	41.73	49.39	46.17	60.09	49.88	54.39	34.57	40.63	38.01	
	"hours/ FTE"	N/A	N/A	N/A	42.84	50.08	47.06	61.67	51.37	55.93	35.47	42.05	39.20	
• Junior Management	"hours/ Person/ year"	N/A	N/A	N/A	84.17	81.18	82.35	52.95	54.84	54.15	55.36	61.46	59.16	
	"hours/ FTE"	N/A	N/A	N/A	86.50	83.85	84.89	54.48	56.60	55.82	56.62	63.42	60.84	
• Officer	"hours/ Person/ year"	N/A	N/A	N/A	44.40	39.86	41.24	33.81	32.67	33.07	28.52	28.09	28.24	
	"hours/ FTE"	N/A	N/A	N/A	51.64	47.22	48.58	34.60	34.47	34.52	28.25	28.80	28.60	
By nationality														
• Thai	"hours/ Person/ year"	N/A	N/A	N/A	30.60	30.56	30.57	36.04	34.19	34.84	31.77	29.94	30.57	
	"hours/ FTE"	N/A	N/A	N/A	32.03	33.19	32.77	37.29	36.26	36.63	32.51	31.68	31.98	
• Cambodian	"hours/ Person/ year"	N/A	N/A	N/A	11.15	11.09	11.12	12.91	12.54	12.74	5.90	4.42	5.15	
	"hours/ FTE"	N/A	N/A	N/A	9.78	10.05	9.92	10.45	10.22	10.34	4.34	3.30	3.81	
• Burmese	"hours/ Person/ year"	N/A	N/A	N/A	10.98	11.64	11.33	13.26	12.14	12.70	14.22	8.67	11.37	
	"hours/ FTE"	N/A	N/A	N/A	9.64	10.55	10.11	10.93	9.98	10.46	11.02	6.62	8.74	
• Korean	"hours/ Person/ year"	N/A	N/A	N/A	4.13	9.00	4.51	9.00	9.00	9.00	4.24	0.23	1.83	
	"hours/ FTE"	N/A	N/A	N/A	4.13	9.00	4.51	9.18	9.18	9.18	4.00	0.22	1.73	
• Indian	"hours/ Person/ year"	N/A	N/A	N/A	68.50	3.50	46.83	2.73	0.50	2.53	0.05	0.00	0.05	
	"hours/ FTE"	N/A	N/A	N/A	68.50	3.50	46.83	2.79	0.51	2.58	0.05	0.00	0.04	
• Australian	"hours/ Person/ year"	N/A	N/A	N/A	9.00	0.00	9.00	58.50	3.00	40.00	54.12	0.00	54.12	
	"hours/ FTE"	N/A	N/A	N/A	9.00	0.00	9.00	59.69	3.06	40.82	51.05	0.00	51.05	



GRI standard	Required Data	Unit	2021			2022			2023			2024		
			Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
• Other	"hours/ Person/ year"	N/A	N/A	N/A	N/A	25.67	0.00	25.67	73.23	73.57	73.29	25.98	29.02	27.79
	"hours/ FTE"	N/A	N/A	N/A	N/A	25.67	0.00	25.67	74.47	74.55	74.49	24.62	27.65	26.42
By age														
• Under 30 years old	"hours/ Person/ year"	N/A	N/A	N/A	N/A	29.29	29.99	29.74	43.23	45.22	44.51	30.15	29.40	29.68
	"hours/ FTE"	N/A	N/A	N/A	N/A	30.68	32.81	32.03	44.42	47.93	46.65	30.04	30.36	30.24
• 30-50 years old	"hours/ Person/ year"	N/A	N/A	N/A	N/A	33.33	33.97	33.71	25.27	19.41	21.46	28.59	29.38	29.11
	"hours/ FTE"	N/A	N/A	N/A	N/A	34.35	39.71	39.24	25.73	20.34	22.26	28.16	29.90	29.29
• Over 50 years old	"hours/ Person/ year"	N/A	N/A	N/A	N/A	35.37	35.27	35.31	18.45	18.93	18.75	31.86	27.91	29.42
	"hours/ FTE"	N/A	N/A	N/A	N/A	35.99	35.67	35.79	19.00	19.24	19.15	31.93	27.62	29.25
By function														
• Operations (production department, sales department distribution center)"	"hours/ Person/ year"	N/A	N/A	N/A	N/A	27.35	26.83	26.93	39.57	35.00	36.50	25.62	24.40	24.82
	"hours/ FTE"	N/A	N/A	N/A	N/A	28.44	28.18	28.22	40.74	37.03	38.26	25.48	25.05	25.20
• Transport and distribution	"hours/ Person/ year"	N/A	N/A	N/A	N/A	8.05	6.81	7.57	12.68	11.09	11.93	50.18	87.65	67.83
	"hours/ FTE"	N/A	N/A	N/A	N/A	8.08	7.02	7.69	12.37	10.97	11.72	47.48	85.03	64.93
• Office	"hours/ Person/ year"	N/A	N/A	N/A	N/A	87.54	76.70	80.36	36.04	38.67	37.64	30.80	29.80	30.20
	"hours/ FTE"	N/A	N/A	N/A	N/A	87.86	77.49	80.95	37.73	41.31	39.89	31.94	31.63	31.76
Average training and development cost per employee														
Average training and development cost per employee	"Baht/ Person/ year"	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1,983	2,323	2,203	2,277	2,450	2,387
	Baht/ FTE"	N/A	N/A	N/A	N/A	3,703	3,748	3,732	1,983	2,323	2,203	2,259	2,512	2,419

405-2	Ratio of average salary and remuneration of female to male			
By Level	2021	2022	2023	2024
• Executive (base salary only)	0.96	0.94	0.65	0.75
• Executive (base salary+ other cash incentives)	1.10	0.96	0.63	0.71
• Management (base salary only)	0.99	0.92	0.93	0.89
• Management (base salary + other cash incentives)	0.99	0.90	0.91	0.88
• Non-Management (base salary only)	N/A	N/A	N/A	1.05
• Non-Management (base salary + other cash incentives)	0.97	0.97	0.95	1.00

Remark

• N/A = Not Available



Sustainability Performance Data 2024:

Occupational Safety, Health and Working Environment

GRI STANDARD	Required Data	Unit	2021		2022		2023		2024	
			Male	Female	Male	Female	Male	Female	Male	Female
Employee										
403-9 (a) (2018)	The number of fatalities as a result of work-related injury	Persons	5		0		2		2	
			2	3	0	0	1	1	1	1
	Death rate	Cases/ 1,000,000 work hours	0.013		0		0.004		0.004	
			0.013	0.013	0	0	0.006	0.004	0.006	0.003
	The number of high-consequence work-related injuries (excluding fatalities)	Persons	3		2		6		0	
			2	1	1	1	2	4	0	0
	high-consequence work-related injuries rate (excluding fatalities)	Cases/ 1,000,000 work hours	0.01		0.01		0.01		0.00	
			0.01	0.004	0.01	0.004	0.01	0.01	0.00	0.00
	The number of recordable work-related injuries	Persons	771		720		969		1,086	
			351	420	366	354	480	489	548	538
Recordable work-related injuries rate	Cases/ 1,000,000 work hours	2.00		1.93		2.17		2.44		
		2.23	1.84	2.70	1.49	2.96	1.73	3.50	1.87	
Lost-Time Injuries Frequency Rate (LTIFR)	Cases/ 1,000,000 work hours	1.69		1.65		1.83		2.03		
		1.80	1.62	2.22	1.29	2.36	1.52	2.76	1.63	
The number of hours worked	Hours	386,155,115		372,331,111		445,788,461		444,901,381		
		157,467,972	228,687,144	135,490,551	236,840,560	162,351,256	283,437,205	156,706,697	288,194,684	
403-10 (a) (2018)	The number of fatalities as a result of work-related ill health	Persons	0		0		0		0	
			0	0	0	0	0	0	0	0
	The number of cases of recordable work-related ill health	Cases	1		0		0		0	
			1	0	0	0	0	0	0	0
Occupational Illness Frequency Rate (OIFR)	Cases/ 1,000,000 work hours	0.003		0		0		0		
		0.01	0	0	0	0	0	0	0	
Contractor										
403-9 (b) (2018)	The number of fatalities as a result of work-related injury	Persons	9		12		6		3	
			8	1	7	5	2	4	2	1



GRI STANDARD	Required Data	Unit	2021		2022		2023		2024	
			Male	Female	Male	Female	Male	Female	Male	Female
403-9 (b) (2018)	Death rate	Cases/ 1,000,000 work hours	0.03		0.05		0.021		0.009	
			0.05	0.01	0.07	0.03	0.017	0.024	0.015	0.005
	The number of high-consequence work-related injuries (excluding fatalities)	Persons	2		1		0		0	
			1	1	0	1	0	0	0	0
	High-consequence work-related injuries rate (excluding fatalities)"	Cases/ 1,000,000 work hours	0.007		0.004		0.000		0.000	
			0.01	0.01	0.00	0.01	0.00	0.00	0.00	0.00
	The number of recordable work-related injuries	Persons	306		267		329		471	
			186	120	153	114	187	142	266	205
	Recordable work-related injuries rate	Cases/ 1,000,000 work hours	1.00		1.01		1.13		1.47	
			1.16	0.82	1.42	0.72	1.55	0.84	1.99	1.09
Lost-Time Injuries Frequency Rate (LTIFR)	Cases/ 1,000,000 work hours	0.74		0.80		0.94		1.25		
		0.73	0.75	1.10	0.59	1.29	0.70	1.70	0.92	
The number of hours worked	Hours	306,063,307		264,671,376		290,222,104		321,199,409		
		160,289,943	145,773,363	107,389,032	157,282,344	120,393,505	169,828,598	133,761,203	187,438,206	
403-10 (b) (2018)	The number of fatalities as a result of work-related ill health	Persons	0		0		0		0	
			0	0	0	0	0	0	0	0
	The number of cases of recordable work-related ill health	Cases	0		0		0		0	
			0	0	0	0	0	0	0	0
	Occupational Illness Frequency Rate (OIFR)	Cases/ 1,000,000 work hours	0		0		0		0	
			0	0	0	0	0	0	0	0

Remark: 1) CP All Public Company Limited, excluding data from stores with area rights (Sub-area).

2) In 2024, the scope of contractor data reporting was expanded as follows:

- Panyapiwat Institute of Management reports data on Food vendors, photocopy shops, construction contractors.
- CPRAM Company Limited reports information on contractors delivering goods, contractors delivering raw materials.

3) The formula for calculating safety data for the year 2024 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 / Number of hours worked (over the reporting period) x 1,000,000 hours worked.
- Recordable work-related injuries rate = Total number of injuries (cases) at all levels including work-related injury from restricted work, beyond first-aid level ,lost-day level to severity level ,disability until fatalities / Number of hours worked (over the reporting period) x 1,000,000 hours worked.
- Lost-Time Injuries Frequency Rate (LTIFR) = Total number of lost time injuries (cases) over the reporting period / Total hours worked (over the reporting period) x 1,000,000 hours worked.
- Occupational Illness Frequency Rate (OIFR) = Total number of occupational diseases (cases) over the reporting period / Total hours worked (over the reporting period) x 1,000,000 hours worked.

Sustainability Performance Data 2024:

Health and Well-Being

GRI standard	Categories	Unit	2021	2022	2023	2024
Health and Well-Being						
G4 - FP6	Percentage of total sales volume of consumer products, that are lowered in saturated fats, trans fats, sodium, sugars and added sugars	Percentage	0.21	2.68	2.36	1.71
	Ready to eat		0.17	2.16	2.05	1.40
	Packaged Beverage (exc. Alcoholic)		0.04	0.40	0.23	0.21
	Process food		0.00	0.12	0.08	0.10
G4 - FP7	Percentage of total sales volume of consumer products, that contain nutrition ingredients like fiber, vitamins, minerals, photochemicals or functional food additives	Percentage	0.10	0.35	0.55	0.62
	Ready to eat		0.09	0.17	0.26	0.38
	Packaged Beverage (exc. Alcoholic)		0.01	0.18	0.29	0.24
	Process food		0.00	0.00	0.00	0.00
	Percentage of total sales volume of consumer products that are renovated/reformulated	Percentage	0.07	0.02	0.49	1.10
	Ready to eat		0.07	0.02	0.07	0.92
	Packaged Beverage (exc. Alcoholic)		0.00	0.00	0.20	0.13
	Process food		0.00	0.00	0.22	0.05

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. 445) B.E.2023.



GRI Content Index

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	CHAPTER	PAGE/ WEBSITE	OMISSION			External Assurance	GRI SECTOR STANDARD REF. NO.
				REQUIREMENT(S) OMITTED	REASON	EXPLANATION		
General Standard Disclosure								
GRI 2: General Disclosures 2021								
Organization and its reporting practices								
	2-1	Organization details	Collaborative Value Chain for Everyone's Happiness	6-11	Not permitted for the disclosure or that a GRI Sector Standard reference number is not available.			
			The Road to Sustainable Development	12-13				
			CPALL Website: About CPALL	https://www.cpall.co.th/en/about-us				
	2-2	Entities included in the organization's sustainability reporting	Emphasis on All Material Issues for Sustainability in All Dimensions	27-28				
			Annual Report	35				
			CPALL Website: Our Business	https://www.cpall.co.th/en/about-us/our-business				
	2-3	Reporting period, frequency and contact point	Collaborative Value Chain for Everyone's Happiness	11				
			Emphasis on All Material Issues for Sustainability in All Dimensions	27				
			CPALL Website: Contact Us	https://www.cpall.co.th/en/contact-us				
	2-4	Restatements of information	Annual Report	There was no significant change from the previous reporting period				
2-5	External assurance	Emphasis on All Material Issues for Sustainability in All Dimensions	27-28, 35					
		Appendix	315-316					
Activities and workers								
	2-6	Activities, value chain and other business relationships	Collaborative Value Chain for Everyone's Happiness	6-11	Not permitted for the disclosure or that a GRI Sector Standard reference number is not available.			
			Annual Report	66				
			CPALL Website: Our Business	https://www.cpall.co.th/en/about-us/our-business				





GRI STANDARD/ OTHER SOURCE	DISCLOSURE	CHAPTER	PAGE/ WEBSITE	OMISSION			External Assurance	GRI SECTOR STANDARD REF. NO.
				REQUIREMENT(S) OMITTED	REASON	EXPLANATION		
2-7	Employees	Collaborative Value Chain for Everyone's Happiness	6	Not permitted for the disclosure or that a GRI Sector Standard reference number is not available.				
		Appendix	291					
	CPALL Website: Our Workforce	https://www.cpall.co.th/en/sustain/social-dimension/personnel						
	Appendix	291						
2-8	Workers who are not employees	CPALL Website: Our Workforce	https://www.cpall.co.th/en/sustain/social-dimension/personnel					
		Appendix	291					
Governance								
2-9	Governance structure and composition	Corporate Governance and Anti-Corruption	163	Not permitted for the disclosure or that a GRI Sector Standard reference number is not available.				
		CPALL Website: Corporate Governacne	https://www.cpall.co.th/en/sustain/economic-dimension/corporate-governance					
2-10	Nomination and selection of the highest governance body	Annual Report	128-129					
2-11	Chair of the highest governance body	Annual Report	6-7, 123					
2-12	Role of the highest governance body in overseeing the management of impacts	Corporate Governance and Anti-Corruption	157-184					
		Annual Report	117-123					
		CPALL Website: Corporate Governacne	https://www.cpall.co.th/en/sustain/economic-dimension/corporate-governance					
2-13	Delegation of responsibility for managing impacts	Annual Report	121-122					
2-14	Role of the highest governance body in sustainability reporting	Corporate Governance and Anti-Corruption	157-184					
		Annual Report	128					
		CPALL Website: Corporate Governacne	https://www.cpall.co.th/en/sustain/economic-dimension/corporate-governance					
2-15	Conflicts of interest	Annual Report	155-156					
		Conflict of Interest Policy and Guidelines	https://www.cpall.co.th/wp-content/uploads/2020/11/Conflict-of-Interest-Policy-and-Guidelines.pdf					
2-16	Communication of critical concerns	Corporate Governance and Anti-Corruption	157-184					
		CPALL Website: Anti Corruption	https://www.cpall.co.th/en/sustain/economic-dimension/anti-corruption					



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	CHAPTER	PAGE/ WEBSITE	OMISSION			External Assurance	GRI SECTOR STANDARD REF. NO.
				REQUIREMENT(S) OMITTED	REASON	EXPLANATION		
2-17	Collective knowledge of the highest governance body	Corporate Governance and Anti-Corruption	157-184	Not permitted for the disclosure or that a GRI Sector Standard reference number is not available.				
		CPALL Website: Corporate Governacne	https://www.cpall.co.th/en/sustain/economic-dimension/corporate-governance					
	Evaluation of the performance of the highest governance body	Annual Report	148-150					
		CPALL Website: Corporate Governacne	https://www.cpall.co.th/en/sustain/economic-dimension/corporate-governance					
	2-19	Remuneration policies	Annual Report					137, 151-154
			CPALL Website: Corporate Governacne					https://www.cpall.co.th/wp-content/uploads/2024/06/Remuneration-and-Nomination-Charter-en.pdf
2-20	Process to determine remuneration	Annual Report	137					
		CPALL Website: Corporate Governacne	https://www.cpall.co.th/en/sustain/economic-dimension/corporate-governance					
2-21	Annual total compensation ratio	Annual Report	151-153					
Strategy, policies and practices								
2-22	Statement on sustainable development strategy	Message from Chairman	2-3	Not permitted for the disclosure or that a GRI Sector Standard reference number is not available.				
		Building on Ambition, Strategy for Sustainability	20-26					
	2-23	Policy commitments	Corporate Governance and Anti-Corruption					157-184
			CPALL Website: Corporate Governacne					https://www.cpall.co.th/en/sustain/economic-dimension/corporate-governance
			Message from Chairman					2-3
2-24	Embedding policy commitments	Corporate Governance and Anti-Corruption	157-184					
2-25	Processes to remediate negative impacts	CPALL Website: Corporate Governacne	https://www.cpall.co.th/en/sustain/economic-dimension/corporate-governance					



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	CHAPTER	PAGE/ WEBSITE	OMISSION			External Assurance	GRI SECTOR STANDARD REF. NO.
				REQUIREMENT(S) OMITTED	REASON	EXPLANATION		
	2-26	Mechanisms for seeking advice and raising concerns	Corporate Governance and Anti-Corruption	157-184	Not permitted for the disclosure or that a GRI Sector Standard reference number is not available.			
			CPALL Website: Anti Corruption	https://www.cpall.co.th/en/sustain/economic-dimension/anti-corruption				
	2-27	Compliance with laws and regulations	Corporate Governance and Anti-Corruption	157-184				
			CPALL Website: Corporate Governacne	https://www.cpall.co.th/en/sustain/economic-dimension/corporate-governance				
	2-28	Membership associations	Stakeholder Engagement	261				
			CPALL Website: Contributions to External Organization and Association	https://www.cpall.co.th/en/sustain/economic-dimension/contributions-to-external-organization-and-association				
Stakeholder engagement								
	2-29	Approach to stakeholder engagement	Stakeholder Engagement	258-272	Not permitted for the disclosure or that a GRI Sector Standard reference number is not available.			
			CPALL Website: Stakeholder Engagement Management	https://www.cpall.co.th/en/sustain/social-dimension/stakeholder-engagement-management				
	2-30	Collective bargaining agreements	Stakeholder Engagement	267-268				
			Occupational Health and Safety & Labor Practices	195				
			CPALL Website: Stakeholder Engagement Management	https://www.cpall.co.th/en/sustain/social-dimension/stakeholder-engagement-management				
			Appendix	294				
Significant Material Topics								
GRI 3: Material Topics 2021								
GRI 3: Material Topics 2021	3-1	Process to determine material topics	Emphasis on All Material Issues for Sustainability in All Dimensions	27-35				
			CPALL Website: Material Issues	https://www.cpall.co.th/en/sustain/materiality-issues				
	3-2	List of material topics	Emphasis on All Material Issues for Sustainability in All Dimensions	27-35				
			CPALL Website: Material Issues	https://www.cpall.co.th/en/sustain/materiality-issues				



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	CHAPTER	PAGE/ WEBSITE	OMISSION			External Assurance	GRI SECTOR STANDARD REF. NO.
				REQUIREMENT(S) OMITTED	REASON	EXPLANATION		
3-3	Management of material topics	Emphasis on All Material Issues for Sustainability in All Dimensions	27-35					
		CPALL Website: Material Issues	https://www.cpall.co.th/en/sustain/materiality-issues					
Climate Resilience								
Management Approach 2021								
GRI 3: Material Topics 2021	3-3	Management of material topics	Climate Resilience	36-52				
			CPALL Website: Climate Change Management	https://www.cpall.co.th/en/sustain/environmental-dimension/climate-change-management				
Emissions								
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Climate Resilience	39				
			Appendix	287-288				×
			CPALL Website: Climate Change Management	https://www.cpall.co.th/en/sustain/environmental-dimension/climate-change-management				
	305-2	Energy indirect (Scope 2) GHG emissions	Climate Resilience	39-41				
			Appendix	288				×
			CPALL Website: Climate Change Management	https://www.cpall.co.th/en/sustain/environmental-dimension/climate-change-management				
	305-3	Other indirect (Scope 3) GHG emissions • Purchase good and service • Capital goods • Fuel-and energy related activities • Upstream transportation and distribution • Waste generated in operations • Business Travel • Downstream Transportation and Distribution • Processing of sold products • Use of sold products • End-of-life treatment of sold products • Downstream Leased Assets	Climate Resilience	42				
			Appendix	288				×
			CPALL Website: Climate Change Management	https://www.cpall.co.th/en/sustain/environmental-dimension/climate-change-management				
			Climate Resilience	41				
	305-4	GHG emissions intensity	Appendix	288				×
			CPALL Website: Climate Change Management	https://www.cpall.co.th/en/sustain/environmental-dimension/climate-change-management				
305-5	Reduction of GHG emissions	Climate Resilience	36-52					
		CPALL Website: Climate Change Management	https://www.cpall.co.th/en/sustain/environmental-dimension/climate-change-management					
Efficient use of resources and Energy								
Management Approach 2021								
GRI 3: Material Topics 2021	3-3	Management of material topics	Efficient use of resources and Energy	53-68				
			CPALL Website: Energy Management	https://www.cpall.co.th/en/sustain/environmental-dimension/energy-conservation-management				



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Energy									
GRI 302: Energy 2016	302-1	Energy consumption within the organization	Efficient use of resources and Energy	53-68					
			Appendix	285				×	
			CPALL Website: Energy Management	https://www.cpall.co.th/en/sustain/environmental-dimension/energy-conservation-management					
	302-3	Energy intensity	Efficient use of resources and Energy	53-68					
			Appendix	286				×	
			CPALL Website: Energy Management	https://www.cpall.co.th/en/sustain/environmental-dimension/energy-conservation-management					
	302-4	Reduction of energy consumption	Efficient use of resources and Energy	53-68					
			CPALL Website: Energy Management	https://www.cpall.co.th/en/sustain/environmental-dimension/energy-conservation-management					
	302-5	Reductions in energy requirements of products and services	Efficient use of resources and Energy	53-68					
			CPALL Website: Energy Management	https://www.cpall.co.th/en/sustain/environmental-dimension/energy-conservation-management					
	Water and effluents								
	GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	Efficient use of resources and Energy	64-67				
CPALL Website: Water Stewardship				https://www.cpall.co.th/en/sustain/environmental-dimension/water-stewardship					
303-2		Management of water discharge-related impacts	Efficient use of resources and Energy	64-67					
			CPALL Website: Water Stewardship	https://www.cpall.co.th/en/sustain/environmental-dimension/water-stewardship					
303-3		Water withdrawal	Efficient use of resources and Energy	64-67					
			Appendix	286				×	
			CPALL Website: Water Stewardship	https://www.cpall.co.th/en/sustain/environmental-dimension/water-stewardship					
303-4		Water discharge	Efficient use of resources and Energy	64-67					
			Appendix	286-287				×	
			CPALL Website: Water Stewardship	https://www.cpall.co.th/en/sustain/environmental-dimension/water-stewardship					
303-5		Water consumption	Efficient use of resources and Energy	64-67					
			Appendix	287				×	
			CPALL Website: Water Stewardship	https://www.cpall.co.th/en/sustain/environmental-dimension/water-stewardship					
Sustainable Packaging Management									
Management Approach 2021									
GRI 3: Material Topics 2021	3-3	Management of material topics	Sustainable Packaging Management	69-84					
			CPALL Website: Sustainable Packaging Management	https://www.cpall.co.th/en/sustain/environmental-dimension/sustainable-packaging-and-waste-management					



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Materials								
GRI 301: Materials 2016	301-1	Materials used by weight or volume	Sustainable Packaging Management	69-84				×
			CPALL Website: Sustainable Packaging Management	https://www.cpall.co.th/en/sustain/environmental-dimension/sustainable-packaging-and-waste-management				
	301-2	Recycled input materials used	Sustainable Packaging Management	69-84				×
			CPALL Website: Sustainable Packaging Management	https://www.cpall.co.th/en/sustain/environmental-dimension/sustainable-packaging-and-waste-management				
	301-3	Reclaimed products and their packaging materials	Sustainable Packaging Management	69-84				
			CPALL Website: Sustainable Packaging Management	https://www.cpall.co.th/en/sustain/environmental-dimension/sustainable-packaging-and-waste-management				
Sustainable Waste and Surplus Food Management								
Management Approach 2021								
GRI 3: Material Topics 2021	3-3	Management of material topics	Sustainable Waste and Surplus Food Management	85-96				
			CPALL Website: Sustainable Waste Management	https://www.cpall.co.th/en/sustain/environmental-dimension/sustainable-waste-management				
Waste								
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	Sustainable Waste and Surplus Food Management	85-96				
			CPALL Website: Sustainable Waste Management	https://www.cpall.co.th/en/sustain/environmental-dimension/sustainable-waste-management				
	306-2	Management of significant waste- related impacts	Sustainable Waste and Surplus Food Management	85-96				
			CPALL Website: Sustainable Waste Management	https://www.cpall.co.th/en/sustain/environmental-dimension/sustainable-waste-management				
	306-3	Waste generated	Sustainable Waste and Surplus Food Management	85-96				
			Appendix	289				×
			CPALL Website: Sustainable Waste Management	https://www.cpall.co.th/en/sustain/environmental-dimension/sustainable-waste-management				
	306-4	Waste diverted from disposal	Sustainable Waste and Surplus Food Management	85-96				
			Appendix	289-290				×
			CPALL Website: Sustainable Waste Management	https://www.cpall.co.th/en/sustain/environmental-dimension/sustainable-waste-management				
	306-5	Waste directed to disposal	Sustainable Waste and Surplus Food Management	85-96				
			Appendix	290				×
			CPALL Website: Sustainable Waste Management	https://www.cpall.co.th/en/sustain/environmental-dimension/sustainable-waste-management				



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Social Impact & Economic Contribution								
Management Approach 2021								
GRI 3: Material Topics 2021	3-3	Management of material topics	Social Impact & Economic Contribution	97-113				
			CPALL Website: Creating Value for Society	https://www.cpall.co.th/en/sustain/social-dimension/creating-value-for-society				
Procurement practices								
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	Social Impact & Economic Contribution	97-113				
			CPALL Website: Creating Value for Society	https://www.cpall.co.th/en/sustain/social-dimension/creating-value-for-society				
Local communities								
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	Social Impact & Economic Contribution	97-113				
			CPALL Website: Creating Value for Society	https://www.cpall.co.th/en/sustain/social-dimension/creating-value-for-society				
	413-2	Operations with significant actual and potential negative impacts on local communities	Social Impact & Economic Contribution	97-113				
			CPALL Website: Impact Measurement and Valuation	https://www.cpall.co.th/en/sustain/economic-dimension/impact-measurement-and-valuation				
Education and Lifelong Learning								
Management Approach 2021								
GRI 3: Material Topics 2021	3-3	Management of material topics	Education & Lifelong Learning	114-135				
			CPALL Website: Educational Support	https://www.cpall.co.th/en/sustain/social-dimension/educational-support				
Training and education								
GRI 404: Training and Education 2016	404-2	Programs for upgrading employee skills and transition assistance programs	Education & Lifelong Learning	114-135				
			CPALL Website: Educational Support	https://www.cpall.co.th/en/sustain/social-dimension/educational-support				
Good Health and Well Being								
Management Approach 2021								
GRI 3: Material Topics 2021	3-3	Management of material topics	Good Health & Well-being	136-156				
			CPALL Website: Product Management for Health and Nutrition	https://www.cpall.co.th/en/sustain/social-dimension/product-management-for-health-and-nutrition				
Marketing and labeling								
GRI 417: Marketing and Labeling 2016	417-1	Requirements for product and service information and labeling	Good Health & Well-being	139, 144-145				
			CPALL Website: Product Management for Health and Nutrition	https://www.cpall.co.th/en/sustain/social-dimension/product-management-for-health-and-nutrition				
	417-2	Incidents of non-compliance concerning product and service information and labeling	Good Health & Well-being	153-155				
			CPALL Website: Product Management for Health and Nutrition	https://www.cpall.co.th/en/sustain/social-dimension/product-management-for-health-and-nutrition				
	417-3	Incidents of non-compliance concerning marketing communications	Good Health & Well-being	153-155				
			CPALL Website: Product Management for Health and Nutrition	https://www.cpall.co.th/en/sustain/social-dimension/product-management-for-health-and-nutrition				



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GRI Sector Disclosure: Food Processing Sector								
GRI Sector Disclosure: Food Processing Sector	FP6	Percentage of Total Sales Volume of Consumer Products, by Product Category, that are Lowered in Saturated Fat, Trans Fats, Sodium and Added Sugars	Good Health & Well-being	139				
			Appendix	299				×
		CPALL Website: Product Management for Health and Nutrition	https://www.cpall.co.th/en/sustain/social-dimension/product-management-for-health-and-nutrition					
	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	139				
			Appendix	299				×
		CPALL Website: Product Management for Health and Nutrition	https://www.cpall.co.th/en/sustain/social-dimension/product-management-for-health-and-nutrition					
Corporate Governance and Anti-Corruption								
Management Approach 2021								
GRI 3: Material Topics 2021	3-3	Management of material topics	Corporate Governance and Anti-Corruption	157-184				
			CPALL Website: Corporate Governacne	https://www.cpall.co.th/en/sustain/economic-dimension/corporate-governance				
Economic performance								
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	Annual Report	2-3, 78-79				
	201-2	Financial implications and other risks and opportunities due to climate change	Annual Report	56, 61				
Anti-corruption								
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	Corporate Governance and Anti-Corruption	173-176				
			CPALL Website: Corporate Governacne	https://www.cpall.co.th/en/sustain/economic-dimension/corporate-governance				
	205-2	Communication and training about anti-corruption policies and procedures	Corporate Governance and Anti-Corruption	160-161 167-168				
			CPALL Website: Corporate Governacne	https://www.cpall.co.th/en/sustain/economic-dimension/corporate-governance				
	205-3	Confirmed incidents of corruption and actions taken	Corporate Governance and Anti-Corruption	161,166,169-171				
			CPALL Website: Anti Corruption	https://www.cpall.co.th/en/sustain/economic-dimension/anti-corruption				
Anti-competitive behavior								
GRI 206: Anti-competitive Behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Guideline and Policy on Trade Competition	https://www.cpall.co.th/wp-content/uploads/2020/11/CPALL_Guidelines-Trade-Competition-Policy_Rev01.pdf				



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Tax								
GRI 207: Tax 2019	207-1	Approach to tax	Tax Strategy and Tax Policies	https://www.cpall.co.th/wp-content/uploads/2021/06/Tax-Policy-2021-EN.pdf				
	207-2	Tax governance, control, and risk management	Tax Strategy and Tax Policies	https://www.cpall.co.th/wp-content/uploads/2021/06/Tax-Policy-2021-EN.pdf				
	207-3	Stakeholder engagement and management of concerns related to tax	Tax Strategy and Tax Policies	https://www.cpall.co.th/wp-content/uploads/2021/06/Tax-Policy-2021-EN.pdf				
	207-4	Country-by-country reporting	Tax Strategy and Tax Policies	https://www.cpall.co.th/wp-content/uploads/2021/06/Tax-Policy-2021-EN.pdf				
Public policy								
GRI 415: Public Policy 2016	415-1	Political contributions	Financial Statements	https://www.cpall.co.th/en/investor/financial-info/financial-statements				
Customer privacy								
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Corporate Governance and Anti-Corruption	161, 166				
			CPALL Website: Information Security / Cybersecurity & System Availability	https://www.cpall.co.th/en/sustain/economic-dimension/information-security-cybersecurity-system-availability				
Occupational Health and Safety & Labor Practices								
Management Approach 2021								
GRI 3: Material Topics 2021	3-3	Management of material topics	Occupational Health and Safety & Labor Practices	185-203				
			CPALL Website: Occupational Health and Safety	https://www.cpall.co.th/en/sustain/social-dimension/occupational-health-and-safety				
Employment								
GRI 401: Employment 2016	401-3	Parental leave	Occupational Health and Safety & Labor Practices	194				
			Appendix	294				
			CPALL Website: Our Workforce	https://www.cpall.co.th/en/sustain/social-dimension/personnel				
Labor/management relations								
GRI 402: Labor/Management Relations 2016	402-1	Minimum notice periods regarding operational changes	Occupational Health and Safety & Labor Practices	196				
			CPALL Website: Occupational Health and Safety	https://www.cpall.co.th/en/sustain/social-dimension/occupational-health-and-safety				
Diversity and equal opportunity								
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	Occupational Health and Safety & Labor Practices	189				
			Appendix	291-292				
			CPALL Website: Our Workforce	https://www.cpall.co.th/en/sustain/social-dimension/personnel				
			CPALL Website: Human Rights	https://www.cpall.co.th/en/sustain/social-dimension/human-rights				
405-2	Ratio of basic salary and remuneration of women to men	Appendix	296				×	



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Non-discrimination								
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	Occupational Health and Safety & Labor Practices	189				
			CPALL Website: Human Rights	https://www.cpall.co.th/en/sustain/social-dimension/human-rights				
Freedom of association and collective bargaining								
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Supplier Code of Conduct and Guideline	https://www.cpall.co.th/wp-content/uploads/2022/06/Supplier-Code-of-Conduct-en.pdf				
Child labor								
GRI 408: Child Labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor	Supplier Code of Conduct and Guideline	https://www.cpall.co.th/wp-content/uploads/2022/06/Supplier-Code-of-Conduct-en.pdf				
Forced or compulsory labor								
GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Supplier Code of Conduct and Guideline	https://www.cpall.co.th/wp-content/uploads/2022/06/Supplier-Code-of-Conduct-en.pdf				
Security practices								
GRI 410: Security Practices 2016	410-1	Security personnel trained in human rights policies or procedures	Occupational Health and Safety & Labor Practices	202				
			CPALL Website: Our Workforce	https://www.cpall.co.th/en/sustain/social-dimension/personnel				
			CPALL Website: Human Rights	https://www.cpall.co.th/en/sustain/social-dimension/human-rights				
Rights of indigenous peoples								
GRI 411: Rights of Indigenous Peoples 2016	411-1	Incidents of violations involving rights of indigenous peoples	Occupational Health and Safety & Labor Practices	189				
			CPALL Website: Human Rights	https://www.cpall.co.th/en/sustain/social-dimension/human-rights				
Occupational health and safety								
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	Occupational Health and Safety & Labor Practices	196-197				
			CPALL Website: Occupational Health and Safety	https://www.cpall.co.th/en/sustain/social-dimension/occupational-health-and-safety				
	403-2	Hazard identification, risk assessment, and incident investigation	Occupational Health and Safety & Labor Practices	197				
			CPALL Website: Occupational Health and Safety	https://www.cpall.co.th/en/sustain/social-dimension/occupational-health-and-safety				
	403-3	Occupational health services	Occupational Health and Safety & Labor Practices	202-203				
			CPALL Website: Occupational Health and Safety	https://www.cpall.co.th/en/sustain/social-dimension/occupational-health-and-safety				
	403-4	Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety & Labor Practices	200-203				
			CPALL Website: Occupational Health and Safety	https://www.cpall.co.th/en/sustain/social-dimension/occupational-health-and-safety				



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	403-5	Occupational Health and Safety & Labor Practices	200-203					
		CPALL Website: Occupational Health and Safety	https://www.cpall.co.th/en/sustain/social-dimension/occupational-health-and-safety					
	403-6	Occupational Health and Safety & Labor Practices	202-203					
		CPALL Website: Occupational Health and Safety	https://www.cpall.co.th/en/sustain/social-dimension/occupational-health-and-safety					
	403-7	Occupational Health and Safety & Labor Practices	202-203					
		CPALL Website: Occupational Health and Safety	https://www.cpall.co.th/en/sustain/social-dimension/occupational-health-and-safety					
	403-8	Occupational Health and Safety & Labor Practices	196-197					
		CPALL Website: Occupational Health and Safety	https://www.cpall.co.th/en/sustain/social-dimension/occupational-health-and-safety					
	403-9	Work-related injuries	Appendix	297-298				×
		CPALL Website: Occupational Health and Safety	https://www.cpall.co.th/en/sustain/social-dimension/occupational-health-and-safety					
	403-10	Work-related ill health	Appendix	297-298				×
		CPALL Website: Occupational Health and Safety	https://www.cpall.co.th/en/sustain/social-dimension/occupational-health-and-safety					
Human Capital Development								
Management Approach 2021								
GRI 3: Material Topics 2021	3-3	Management of material topics	Human Capital Development	204-216				
		CPALL Website: Leadership and Human Capital Development	https://www.cpall.co.th/en/sustain/social-dimension/leadership-and-human-capital-development					
Employment								
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	Appendix	292-293				
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Occupational Health and Safety & Labor Practices	194				
			CPALL Website: Our Workforce	https://www.cpall.co.th/en/sustain/social-dimension/personnel				
Training and education								
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	Human Capital Development	207				
			Appendix	294-296				
			CPALL Website: Human Capital Development	https://www.cpall.co.th/en/sustain/social-dimension/leadership-and-human-capital-development				
	404-2	Programs for upgrading employee skills and transition assistance programs	Human Capital Development	210-213				
			CPALL Website: Human Capital Development	https://www.cpall.co.th/en/sustain/social-dimension/leadership-and-human-capital-development				
	404-3	Percentage of employees receiving regular performance and career development reviews	Human Capital Development	214				
	CPALL Website: Human Capital Development	https://www.cpall.co.th/en/sustain/social-dimension/leadership-and-human-capital-development						



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Responsible Supply Chain Management								
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GRI 3: Material Topics 2021	3-3	Management of material topics	Responsible Supply Chain	217-232				
			CPALL Website: Responsible Supply Chain	https://www.cpall.co.th/en/sustain/economic-dimension/supply-chain-management				
Supplier environmental assessment								
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	Responsible Supply Chain	217-232			X	
			CPALL Website: Responsible Supply Chain	https://www.cpall.co.th/en/sustain/economic-dimension/supply-chain-management				
	308-2	Negative environmental impacts in the supply chain and actions taken	Responsible Supply Chain	217-232				
			CPALL Website: Responsible Supply Chain	https://www.cpall.co.th/en/sustain/economic-dimension/supply-chain-management				
DJSI	1.7.3	Supplier Screening	CPALL Website: Responsible Supply Chain	https://www.cpall.co.th/en/sustain/economic-dimension/supply-chain-management				
	1.7.4	Supplier Assessment and Development	Responsible Supply Chain	220				
	1.7.5	KPIs for Supplier Screening	Responsible Supply Chain	221				
	1.7.6	KPIs for Supplier Assessment and/or Development	Responsible Supply Chain	221				
Supplier social assessment								
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	Responsible Supply Chain	224			X	
			CPALL Website: Responsible Supply Chain	https://www.cpall.co.th/en/sustain/economic-dimension/supply-chain-management				
	414-2	Negative social impacts in the supply chain and actions taken	Responsible Supply Chain	224-228				
			CPALL Website: Responsible Supply Chain	https://www.cpall.co.th/en/sustain/economic-dimension/supply-chain-management				
DJSI	1.7.3	Supplier Screening	CPALL Website: Responsible Supply Chain	https://www.cpall.co.th/en/sustain/economic-dimension/supply-chain-management				
	1.7.4	Supplier Assessment and Development	Responsible Supply Chain	220				
	1.7.5	KPIs for Supplier Screening	Responsible Supply Chain	221				
	1.7.6	KPIs for Supplier Assessment and/or Development	Responsible Supply Chain	221				
Foundational Material Topics								
Ecosystem and Biodiversity Protection and Restoration								
Management Approach 2021								
GRI 3: Material Topics 2021	3-3	Management of material topics	Ecosystem and Biodiversity Protection and Restoration	233-246				
			CPALL Website: Ecosystem and Biodiversity Protection	https://www.cpall.co.th/en/sustain/environmental-dimension/ecosystem-and-biodiversity-protection				



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Biodiversity								
GRI 304: Biodiversity 2016	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Ecosystem and Biodiversity Protection and Restoration	237-238				
		CPALL Website: Ecosystem and Biodiversity Protection	https://www.cpall.co.th/en/sustain/environmental-dimension/ecosystem-and-biodiversity-protection					
	304-2	Significant impacts of activities, products and services on biodiversity	Ecosystem and Biodiversity Protection and Restoration	238				
		CPALL Website: Ecosystem and Biodiversity Protection	https://www.cpall.co.th/en/sustain/environmental-dimension/ecosystem-and-biodiversity-protection					
	304-3	Habitats protected or restored	Ecosystem and Biodiversity Protection and Restoration	239-246				
			CPALL Website: Ecosystem and Biodiversity Protection	https://www.cpall.co.th/en/sustain/environmental-dimension/ecosystem-and-biodiversity-protection				
Food and Water Security and Access to Well Being								
Management Approach 2021								
GRI 3: Material Topics 2021	3-3	Management of material topics	Food and Water Security and Access to Well Being	247-257				
			CPALL Website: Product Management for Health and Nutrition	https://www.cpall.co.th/en/sustain/social-dimension/product-management-for-health-and-nutrition				
Customer health and safety								
GRI 416: Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	Food and Water Security and Access to Well Being	256				
			Supplier Code of Conduct and Guideline	https://www.cpall.co.th/wp-content/uploads/2022/06/Supplier-Code-of-Conduct-en.pdf				
	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	250				
			CPALL Website: Product Management for Health and Nutrition	https://www.cpall.co.th/en/sustain/social-dimension/product-management-for-health-and-nutrition				
Innovation and Value Creation								
Management Approach 2021								
GRI 3: Material Topics 2021	3-3	Management of material topics	Innovation and Value Creation	273-284				
			CPALL Website: Innovation Management	https://www.cpall.co.th/en/sustain/economic-dimension/innovation-management				
Indirect economic impacts								
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	Innovation and Value Creation	273-284				
			CPALL Website: Innovation Management	https://www.cpall.co.th/en/sustain/economic-dimension/innovation-management				
	203-2	Significant indirect economic impacts	Innovation and Value Creation	273-284				
			CPALL Website: Innovation Management	https://www.cpall.co.th/en/sustain/economic-dimension/innovation-management				



United Nations Sustainability Development Goals

Goal	Description	Chapter	Goal	Description	Chapter
	End poverty in all its forms everywhere	<ul style="list-style-type: none"> Social Impact and Economic Contribution Education and Lifelong Learning Innovation and Value Creation 		Reduce inequality within and among countries	<ul style="list-style-type: none"> Social Impact and Economic Contribution Occupational Health and Safety & Labor Practices (Human Rights)
	End hunger, achieve food security and improved nutrition and promote sustainable agriculture	<ul style="list-style-type: none"> Social Impact and Economic Contribution Good Health & Well-being Food and Water Security & Access to Well-being 		Make cities and human settlements inclusive, safe, resilient and sustainable	<ul style="list-style-type: none"> Sustainable Waste and Surplus Food Management Social Impact and Economic Contribution Food and Water Security & Access to Well-being
	Ensure healthy lives and promote well-being for all at all ages	<ul style="list-style-type: none"> Sustainable Waste and Surplus Food Management Good Health & Well-being Occupational Health and Safety & Labor Practices (Human Rights) Food and Water Security & Access to Well-being Innovation and Value Creation 		Ensure sustainable consumption and production patterns	<ul style="list-style-type: none"> Climate Resilience Efficient use of resources and Energy Sustainable Packaging Management Sustainable Waste and Surplus Food Management Good Health & Well-being Occupational Health and Safety & Labor Practices (Human Rights) Responsible Supply Chain Food and Water Security & Access to Well-being
	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	<ul style="list-style-type: none"> Responsible Supply Chain Education and Lifelong Learning Human Capital Development 		Take urgent action to combat climate change and its impacts	<ul style="list-style-type: none"> Climate Resilience Efficient use of resources and Energy
	Achieve gender equality and empower all women and girls	<ul style="list-style-type: none"> Occupational Health and Safety & Labor Practices (Human Rights) Human Capital Development 		Conserve and sustainably use the oceans, seas and marine resources for sustainable development	<ul style="list-style-type: none"> Ecosystems and Biodiversity Protection and Restoration
	Ensure availability and sustainable management of water and sanitation for all	<ul style="list-style-type: none"> Efficient use of resources and Energy Sustainable Waste and Surplus Food Management Ecosystems and Biodiversity Protection and Restoration 		Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse	<ul style="list-style-type: none"> Ecosystems and Biodiversity Protection and Restoration
	Ensure access to affordable, reliable, sustainable and modern energy for all	<ul style="list-style-type: none"> Efficient use of resources and Energy 		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"> Occupational Health and Safety & Labor Practices (Human Rights) Corporate Governance and Anti-Corruption Stakeholders Engagement
	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	<ul style="list-style-type: none"> Sustainable Packaging Management Social Impact and Economic Contribution Occupational Health and Safety & Labor Practices (Human Rights) Responsible Supply Chain Stakeholders Engagement Innovation and Value Creation Human Capital Development 		Strengthen the means of implementation and revitalize the global partnership for sustainable development	<ul style="list-style-type: none"> Food and Water Security & Access to Well-being
	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	-			



LRQA Independent Assurance Statement

Relating to CP ALL Public Company Limited's Sustainability Report for the calendar year 2024

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 2024 "the report" against the assurance criteria below to a moderate level of assurance and at the materiality of the professional judgement of the verifier, using AccountAbility's AA1000AS v3¹, where the scope was a Type 2 engagement.

Our assurance engagement covered CP ALL's and subsidiaries in Thailand only, and specifically the following requirements:

- Evaluating CP ALL's adherence to AA1000 AccountAbility Principles (2018) of Inclusivity, Materiality, Responsiveness and Impact.
- Confirming that the report is in accordance with GRI Standards (2021).
- Reviewing GRI 3-1 double materiality assessment and integrity of CP ALL's supplier assessment processes.
- Reviewing GRI 2-26 Mechanisms for seeking advice and raising concerns, GRI 2-27 Compliance with laws and regulations, Codes of conduct and compliance system including tracking and reporting of breaches.
- Evaluating the reliability of data and information for only the selected standard disclosures listed below:¹
 - *Environmental:*
GRI 301-1 Materials used by weight or volume, GRI 301-2 Recycled input materials used, GRI 302-1 Energy consumption within the organization, GRI 302-3 Energy intensity, GRI 303-3 Water withdrawal, GRI 303-4 Water discharge, GRI 303-5 Water consumption, GRI 305-1 Direct (scope 1) GHG emissions, GRI 305-2 Energy indirect (scope 2) GHG emissions, GRI 305-3 Other indirect (scope 3) GHG emissions (Purchased goods and services, Capital goods, Fuel and energy related activities, Upstream transport & distributions, waste generated in operations, Business travel, Employee commuting, Downstream transport & distributions, Use of sold products, End-of-life treatment of sold products only and Downstream leased assets), GRI 305-4 GHG emissions intensity, GRI 306-3 Waste generated, GRI 306-4 Waste diverted from disposal and GRI 306-5 Waste directed to disposal and food waste/food loss, GRI 308-1 New suppliers that were screened using environmental criteria and GRI 308-2 Negative environmental impacts in the supply chain and actions taken.
 - *Social:*
GRI 403-9 to 10 Work-related injuries and ill health, FPSS FP6 Percentage of total sales volume of consumer products, by product category, that are lowered in saturated fat, trans fats, sodium and added sugars, FPSS FP7 Percentage of total sales volume of consumer products, by product category, that contain increased nutritious ingredients like fiber, vitamins, minerals, phytochemicals or functional food additives, GRI 405-2 gender pay gaps (average and median), GRI 414-1 New suppliers that were screened using social criteria and GRI 414-2 Negative social impacts in the supply chain and actions taken.

Our assurance engagement excluded the data and information of CP ALL's subsidiaries within Malaysia and Thailand where it has no operational control, all operations and activities outside of Malaysia and Thailand, suppliers and any third-parties mentioned in the report.

LRQA's responsibility is only to CP ALL. LRQA disclaims any liability or responsibility to others as explained in the end footnote. CP ALL's responsibility is for collecting, aggregating, analysing and presenting all the data and information within the report and for maintaining effective internal controls over the systems from which the report is derived. Ultimately, the report has been approved by, and remains the responsibility of CP ALL.

LRQA's Opinion

Based on LRQA's approach nothing has come to our attention that would cause us to believe that CP ALL has not, in all material respects:

- Met the requirements above
- Disclosed reliable performance data and information as no errors or omissions were detected
- Covered all the issues that are important to the stakeholders and readers of this report.

The opinion expressed is formed on the basis of a moderate level of assurance and at the materiality of the professional judgement of the verifier.

Note: The extent of evidence-gathering for a moderate assurance engagement is less than for a high assurance engagement. Moderate assurance engagements focus on aggregated data rather than physically checking source data at sites. Consequently, the level of assurance obtained in a moderate assurance engagement is substantially lower than the assurance that would have been obtained had a high assurance engagement been performed.

¹ GHG quantification is subject to inherent uncertainty.



LRQA's approach

LRQA's assurance engagements are carried out in accordance with AA1000AS v3. The following tasks though were undertaken as part of the evidence gathering process for this assurance engagement:

- Assessing CP ALL's approach to stakeholder engagement to confirm that issues raised by stakeholders were captured correctly. We did this by interviewing CP ALL's management who engage directly with stakeholder groups as well as reviewing documents and associated records.
- Reviewing CP ALL's processes for identifying and determining material issues to confirm that the right issues were included in their report, the company's codes of conduct and compliance systems for enforcing these codes, including tracking and reporting of breaches. We also tested the filters used in determining material issues and confirmed breaches to evaluate whether CP ALL makes informed business decisions that may create opportunities which contribute towards sustainable development.
- Auditing CP ALL's data management systems to confirm that there were no significant errors, omissions or mis-statements in the report. We did this by reviewing the effectiveness of data handling process, and systems, including those for internal verification. We also spoke with key people in various departments responsible for compiling the data and drafting the report.
- Visited CP ALL's operations as business representatives 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 together with 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 reflect rigid evaluation of compliance process.
- Reliability: Data management systems are well defined, we believe that future report should disclose internal verification outcome as part of corporate government.
- Impact: CP ALL has addressed impacts valuation of an agriculture products, food loss & food waste and climate change related.

LRQA's standards, competence and independence

LRQA ensures the selection of appropriately qualified individuals based on their qualifications, training and experience. The outcome of all verification and certification assessments is then internally reviewed by senior management to ensure that the approach applied is rigorous and transparent.

This verification together with report verifications for CP ALL's subsidiaries are the only works undertaken by LRQA for CP ALL and as such does not compromise our independence or impartiality.

Dated: 7 March 2025

Opart Charuratana
Lead Verifier

On behalf of LRQA (Thailand) Limited

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PARTNER TO COMMUNITIES, BUILDING A SUSTAINABLE SOCIETY

“CP ALL believes in the power of collaboration to create positive change for society and build sustainable communities. We are committed to enhancing the quality of life for people in the community through projects that truly meet their needs. We also strive to minimize environmental impact and promote the efficient use of natural resources to ensure a sustainable future for the next generations.”



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