



We are **ALL** Smiles



2016 Sustainability Report
CP ALL Public Company Limited

• Contents

- **02** Message from the Chairman and the Chairman of Executive Committee
- **04** Company Profile
- **07** Company's direction, mission, vision and responsibility to society
- **09** CP ALL's Sustainability Development
- **12** About This Report
- **16** Stakeholder Relationship Management
- **20** Good Corporate Governance
- **23** Sustainability Agendas
- **65** Corporate Social Responsibility Operations by Business Support Units
- **68** Awards of Achievement and Associate Membership
- **71** Information according to the GRI's G4 Sustainability Report Guidelines, Relating to the United Nations Sustainability Development Goals





Message from the Chairman and the Chairman of Executive Committee

For 29 years, CP ALL (Public Company Limited) has engaged in retail trade until presently the company has branched out to more than 9,000 retail stores, employing over 100,000 workers. From the very beginning, we have given utmost importance to our “people”, building a system leading to a culture where not only everyone is responsible for their duties and how it affects the entire organization, but they are also responsible to our suppliers, customers, communities and the government – those who have been vital parts to the company’s constant and sustainable prosperity.

Though the company is currently successful, the main challenge for future success lies in our “people”. How do we systematically maintain effective “responsible personnel” in complex and ever-changing circumstances. In the face of increasing and diverse employees – in age and generation, the more digitized society, how do we preserve our good cultures.

Over the years, the company has been operating on the concept of “responsibility to society”, combined with generosity, support and encouragement through various projects. In 2016, the company has stepped up the key value from “responsibility” to “sustainable development” to align ourselves with social context and international standard. In doing so, the company has established a sustainability framework dealing with 3 aspects of our concern called “Living Right, Living Well and Living Together”. We published the first Edition of GRI called G4 – a sustainability report according to international guidelines – summing up the company’s overall operation as following:

Living Right deals with corporate governance. The company has reviewed and updated policies and guidelines regarding both external business and internal

affairs. For example, we established a corporate governance committee to oversee and ensure that our Board of Directors and executives perform their jobs properly and according to business codes, anti-corruption policies and ethics. The committee then reports back to the Board of Directors. The company also appointed a Board of Advisors and corporate governance subcommittee whose tasks are to oversee internal operations including auditing operating systems and information technology. Sixteen projects were administered to improve and see that the corporate governance is up to international standard. Fourteen of which were completed in 2016, and the remaining two are expected to complete by the end of 2017.

Living Well reflects our awareness of community. The company values all levels of employees. We pay attention to their quality of living, encourage them to improve and exercise their maximum potential in their position, and cultivate happiness and joy in work environment. We remind our people the importance of responsibility we have to the public and everyone we encounter. For our trading partners, we want them to grow and move forward alongside us in providing fair-priced, quality goods and services. For our society, we do our part to help improve the lives of our community. We support children’s education through our scholarship program. Furthermore, we also sponsor numerous projects to encourage the love of reading, writing and learning in children.

Living Together concerns the environment. In light of our determination to be environmentally friendly, the company adopts a strategy called “7 go Green” to promote effective and sustainable consumption in our community and society. One of many projects we

launched includes the Energy Saving Model Store which illustrates a shop designed and constructed according to the Thai Green Building Institute's guidelines. Not only does the model store have a Solar Rooftop installed, LED bulbs and Inverter air conditioners are also used among other energy efficient appliances. These changes help decrease 11.46% use of energy per store. Many more notable examples of how the company makes conscious choices to reduce the negative footprint on the environment are initiatives to develop environmental friendly packaging, to use microorganism in the waste treatment, to campaign against use of plastic bags, and to improve its logistics to be more environmental friendly.

Throughout the years, the company has always strived to better our management and operations as well as improve our Corporate Social Responsibility in Process programs to correspond with the international standard.

I would like to take this opportunity to thank CP ALL employees for your dedication, determination, focus and responsibility. I have cherished opportunities, support and goodwill received from our trading partners, customers, patrons and community. The company will continue to operate and manage our business in harmony with the good governance philosophy, be responsible to our society and nurture our environment. That is our commitment.



Dhanin Clearavanont
Chairman



Korsak Chairasmisak
Chairman of Executive Committee



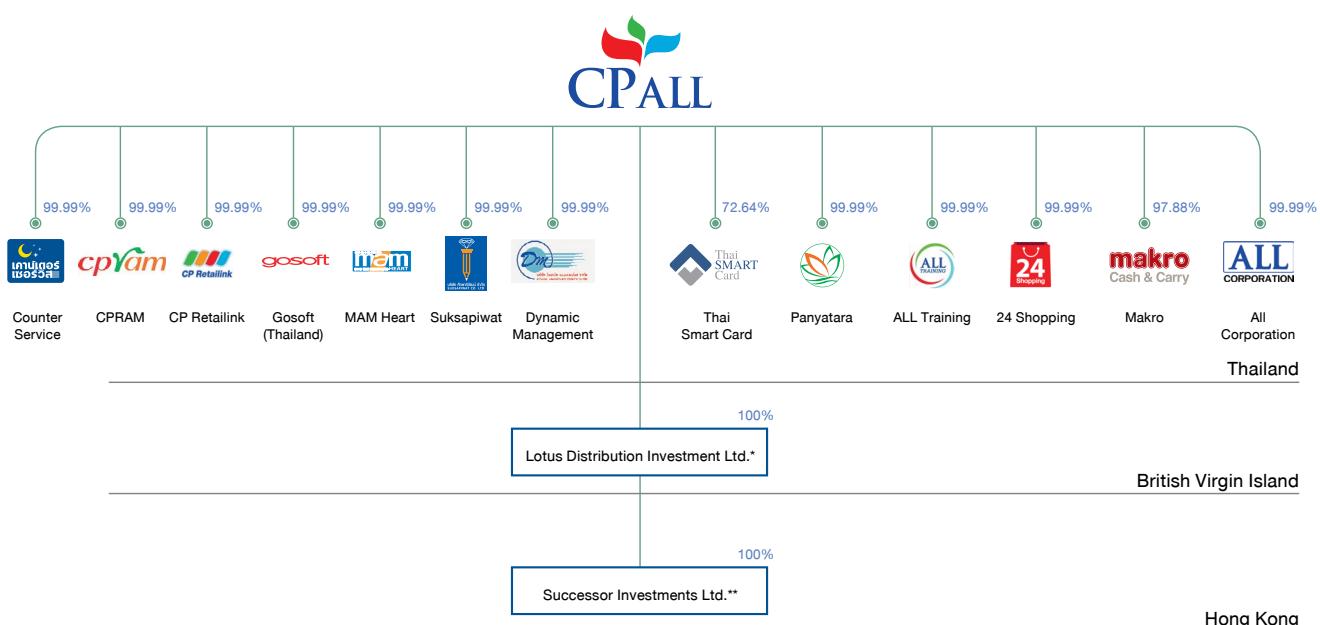


Company Profile

CP ALL Plc. was founded in 1988 by the Charoen Pokphand Group. The company holds an exclusive right to operate the 7-Eleven convenience store chain in Thailand under the Area License Agreement with 7-Eleven, Inc. USA. The company became public, under the registration number 0107542000011, on March 12th 1999, with company headquarters at 283 Silom Road, Silom Sub-district, Bangrak District, Bangkok 10500

As of December 30th 2016, the Charoen Pokphand Group holds 37.99% of paid-in capital. As of December 31th 2016, the company has a total of 8,986,296,048 baht in authorized capital, 8,986,296,048 ordinary shares valued at 1 baht per share and 8,983,101,348 baht as paid-in capital.

As of December 31th 2016, the company's overview of shareholder structure is as follows:



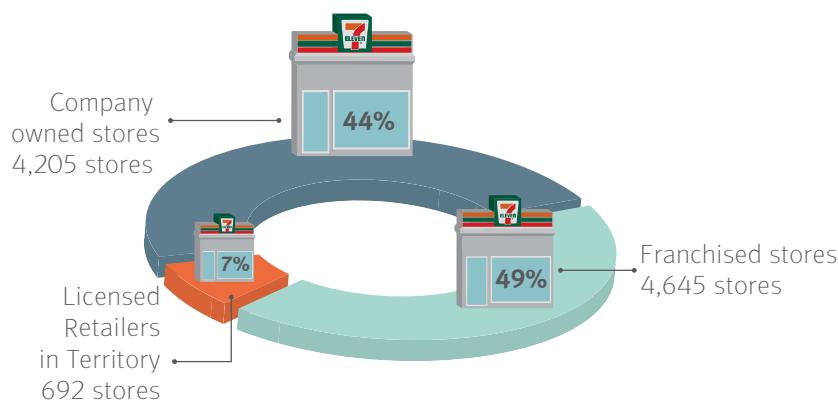
* As of October 31, 2008, the restructuring of supercenter business in the PRC was completed.

** LDI has invested 100% in Successor Investments Limited ("SI") on September 9, 2010

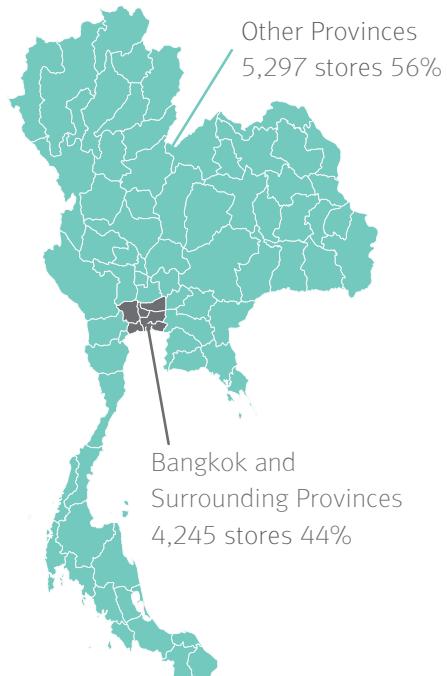
The company manages convenience stores that provide a variety of goods and service to cater to consumer needs. Having adopted a strategy to become Thai people's one-stop-shop for food, the company focuses on offering fresh, clean and safe ready-to-eat food, as well as continue to develop new products with its suppliers. The main two product and service categories are 70% food and beverages and 30% grocery products excluding phone cards. The company commits to consistently provide better goods and services and keep up with the ever-changing demands of customers. That is why many more service businesses have been set-up to create a complete retail experience which remains the company's main business. The company aims to open 700 more 7-Eleven branches every year. In 2016, there are a total of 9,542 branches, 710 more than 2015, with an expectation to reach the 10,000 branches in 2017. The following table categorizes 7-Eleven branches according to business model, geography and types of location.

CP ALL continues its effort to expand 7-Eleven branches. In 2016, that effort leads to 256,401 million baht in net sales and receive income, 14,099 million baht in net profit, 278,246 million baht in income revenue, 1.57 baht in profit per share, 5.2% Return on Assets, and 37.1% Return on Equity. Dividend to shareholders 8,983.10 million baht or 1.00 baht per share. On the personnel side, the company encourages its people to grow and advance alongside the company itself. In 2016, the company employs 49,224 full-time employees comprised of 11,573 persons working at CP ALL's headquarter, and 37,651 persons across our retail stores. These workers help put CP ALL's business plans and strategies into action and move the company towards its goals which gives the company advantages in this business competitive climate.

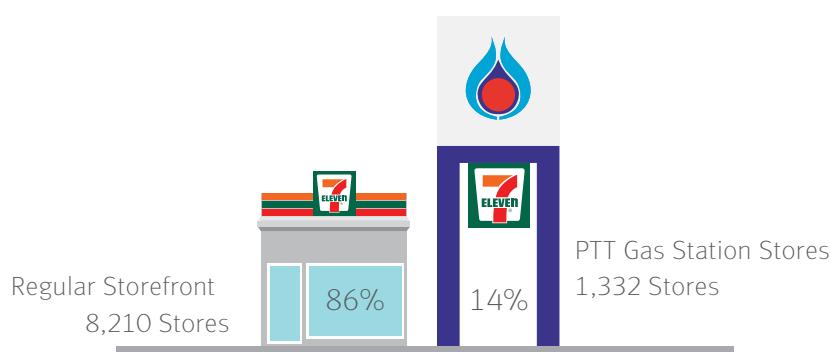
Categorized by business model



Categorized by geography



Categorized by types of location



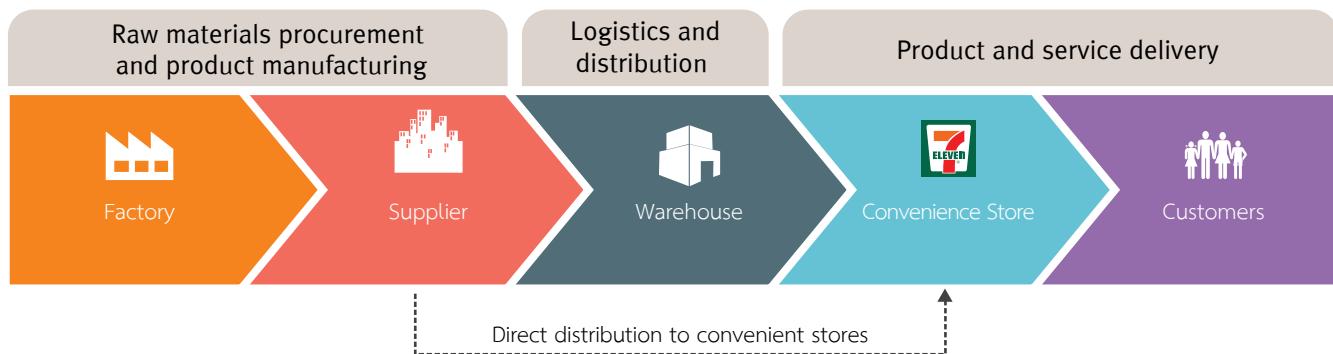


CP ALL's Economic Financial Performance

Economic Financial performance

Economic Overview		Amount (Baht)
Direct economic value generated		
Revenues		278,245,771,115
Direct economic value distributed		
Operating costs		234,769,206,698
Employee wages and benefits		18,974,605,234
Payments to providers of capital		16,283,373,898
Payments to government		2,000,030,479
Community Investment		276,007,348
Economic value retained		5,942,547,457

CP ALL's Value Chain



Company's direction, mission, vision and responsibility to society

Company's policies and direction

Over the years, the company has continued to raise the bar on its operation and strategies to create sustainable growth and profits. In order to provide quality products and services, the company encourages personnel improvement and manages its business according to the policy of "Rallying to quality management across the organization." The goal is to deliver valued goods and services to customers and community according to the framework below.





The company's philosophy, vision and mission reflect its commitment to the teaching "Life is Better with All – because we are a part of society." The company adopts the concept of corporate governance into its business management, encouraging transparency and duty to society, to establish trust from suppliers, customers and the community.

Compliance with regulations and international standards

The company is determined to operate its business in compliance to all legal requirements and regulations. It complies with all guidelines required for the registration and certification with regards to the Safety, Health and Environment policy (SHE policy) of the Charoen Pokphand Group, who conducts annual evaluations of the company's operations. The company also complies with multiple national and international standards as shown below.

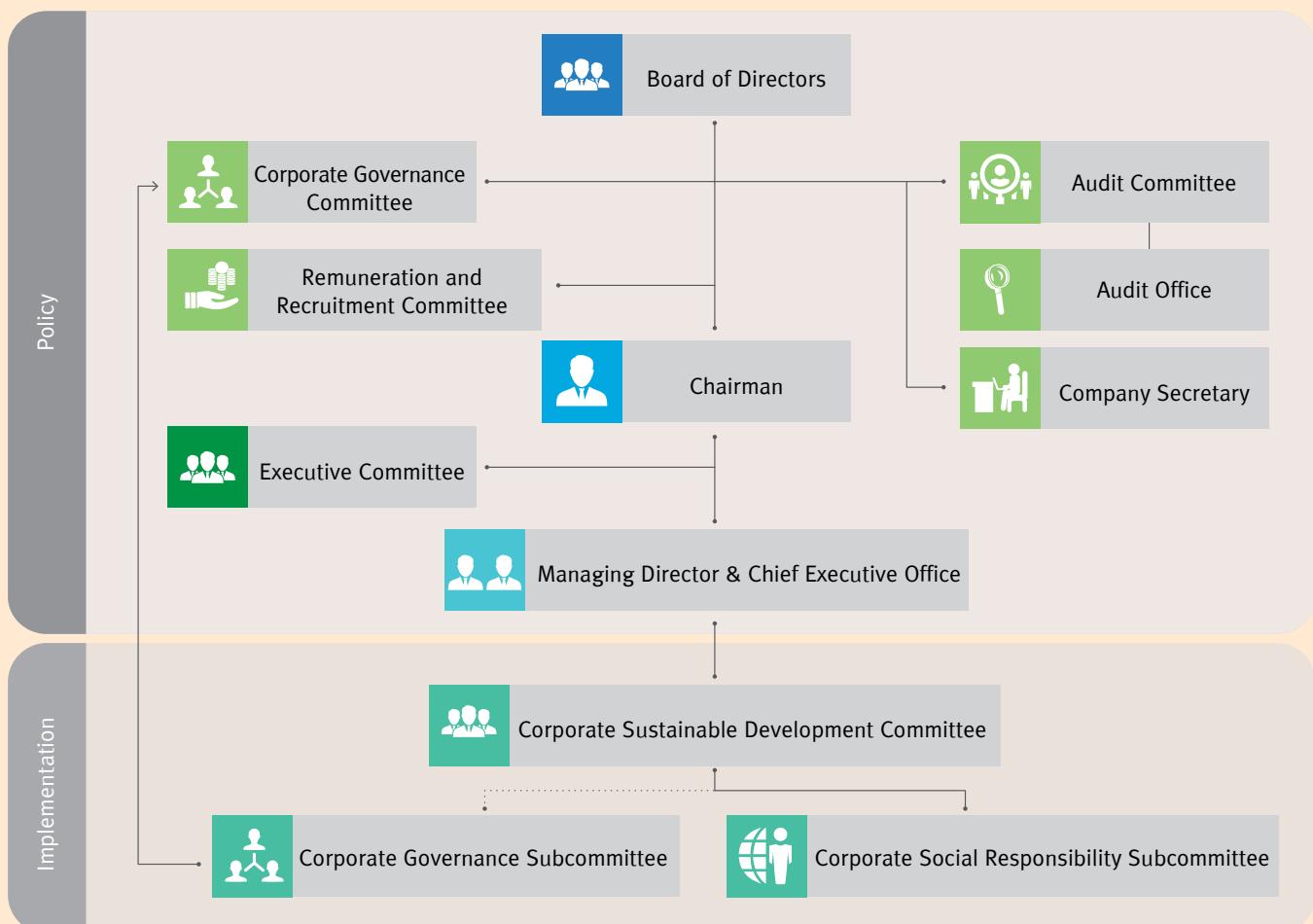
CP ALL Certifications

Certification Category	Legislation/ Order/ Regulation	
1 Certification in Occupational Health and Safety	<ul style="list-style-type: none"> ✓ CPSS (Certified Patient Service Specialist) ✓ OHSAS 18001 ✓ GMP CODEX ✓ ISO/IEC17025 	
2 Business Registrations and Permits	<ul style="list-style-type: none"> ✓ Authorization to operate - OHSAS 18001 ✓ Various Permits and Licences ✓ Copyright Act, B.E. 2537 ✓ Food and Drug Act ✓ Labour Protection Act, (No. 4) B.E. 2552 ✓ Town and Country Planning Act, B.E. 2518 ✓ Permit to Food Distribution and Storage 	
3 Certification in Industrial Standards	<ul style="list-style-type: none"> ✓ ISO 14001 ✓ ISO 22301 (BCM)/ BS25999 ✓ ISO 26000 (CSR) ✓ ISO 50001 (Energy Management) 	
4 Certification in Environment, Finance and Products	<ul style="list-style-type: none"> ✓ The Enhancement and Conservation of the National Environmental Equality Quality Act, B.E. 2535 (Water Quality Standards) ✓ The Securities and Exchange Act ✓ Consumer Protection Act, B.E. 2522 ✓ Food and Service Act, B.E. 2522 ✓ The Liability for Damages Caused By Unsafe Goods B.E. 2551 ✓ Food Act, B.E. 2522 	

CP ALL's Sustainability Development

For the past 29 years CP ALL has engaged in retail trade under the brand “7-Eleven”. According to the company’s vision “We bring convenience to every community”, and mission “To establish a strong relationship with customers through innovative

products and services while creating with the community and society”, the company is dedicated to ensuring that the company and society can achieve mutual sustainable growth. In order to achieve that, a sustainable development framework is put in place.





There are two elements in sustainability development: policy and implementation. A sustainability committee is at the heart of the effort and oversees policy-making and the effective and efficient implementation of all elements in the value chain.

The sustainability framework is largely based on the “Corporate Social Responsibility Guidelines” handbook published by the Corporate Social Responsibility Institute (CSRI) which encompasses

economic, social, environmental, and stakeholder management aspects.

CP ALL’s sustainability efforts are still in its early stages, but the company is committed to improving every stage of the entire value chain to become more sustainable and responsible towards all stakeholders and the society. This reflects the company’s belief of “sustainable society, sustainable organization”.

The 11 modules of the CP ALL sustainability framework



Strategic goals for sustainable development in 2020

1. Social agenda: (Living Right)

- 100% continuous relationship management for all stakeholder groups
- 100% sustainability and traceability audit for all Critical Tier 1 suppliers.
- 100% human rights and labor standards audit in Critical Areas according to the Human Rights Due Diligence Framework
- 50% increase in value of innovative products, service and procedures including socially responsible innovations, compared to the base year of 2016.

2. Economic agenda: (Living Well)

- Occupational and quality of life development for 10,000 farmers, SMEs and individuals from vulnerable groups.
- 100% of employees who have personal knowledge development and sustainability training.
- 10% of newly developed products and services will focus on health, nutrition, and welfare.
- Create educational and skill enhancement opportunities for 100,000 children, youths and adults.

3. Environment agenda: (Living Together)

- Reduce 10% water consumption compared to the base year of 2015.
- Reduce 10% greenhouse gas emission compared to the base year of 2015.
- 100% environmental audit on all Critical Tier 1 suppliers.



About This Report

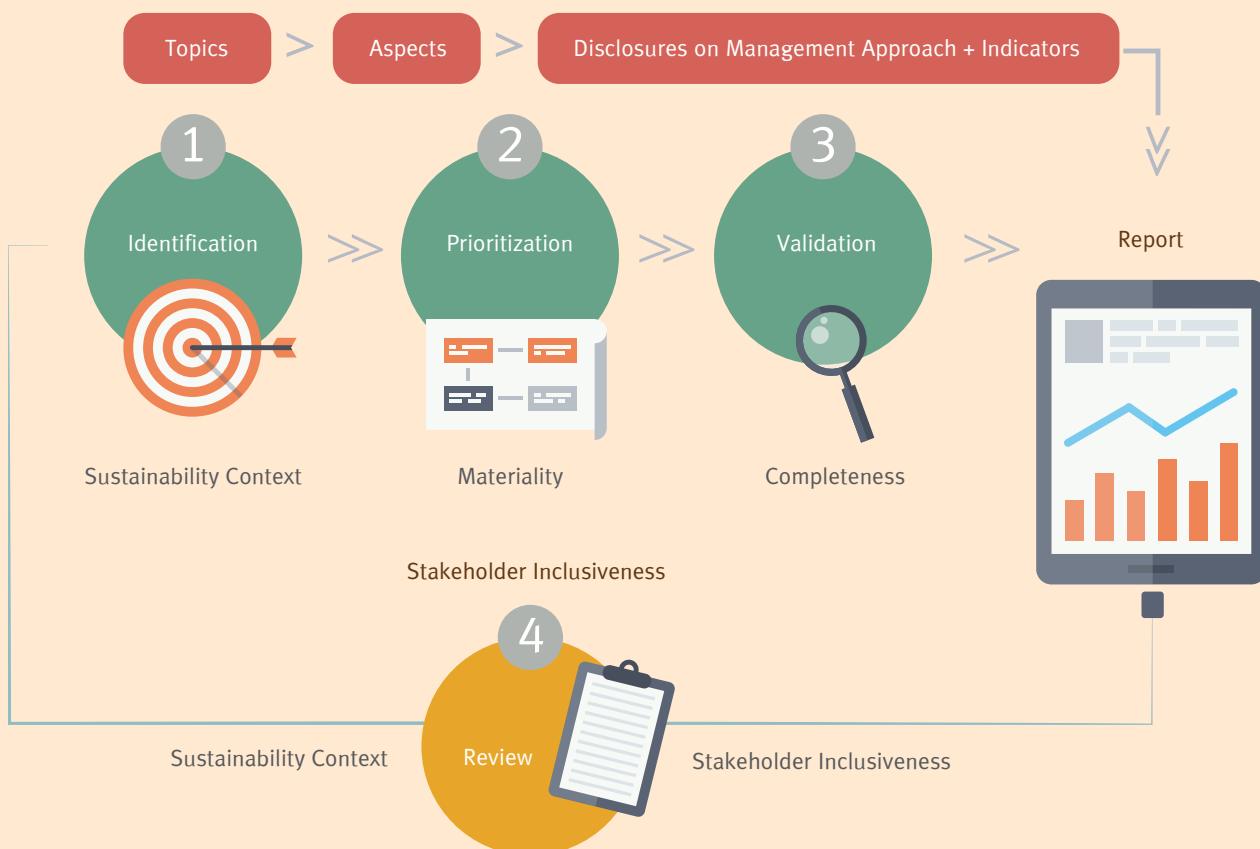
Report Guidelines

CPALL Public Co., Ltd. produced its first Sustainability Report for the year 2016, based on the framework of the Global Reporting Initiative, Issue G4, with the objective to communicate to the stakeholders the direction of the company in corporate social responsibility in the economic aspect, the social aspect and the environmental aspect. This report covers operations from January 1, 2016 to December 31, 2016, and only covers the operations of 7-Eleven and other business support units such as Booksmile, Kudsan and eXta. The content of this report is completed according to the “In accordance” Criteria in the Core Option.

Report Content Determination Process

To determine the content of this report, the company has assessed and made a selection of important issues that affect the sustainability development of the company. The process was implemented in accordance with the guidelines set by the GRI Report, Issue G4, with focus on the sustainability context, materiality, completeness and participation of stakeholders. The selection and assessment process is shown in the diagram below.

Report Content Determination Process



1. Identification

The company organized workshops involving representatives from management and related organizations to identify and select relevant content for the report, utilizing data from both domestic and international sources, covering aspects related to the economy, society and environment.

2. Prioritization

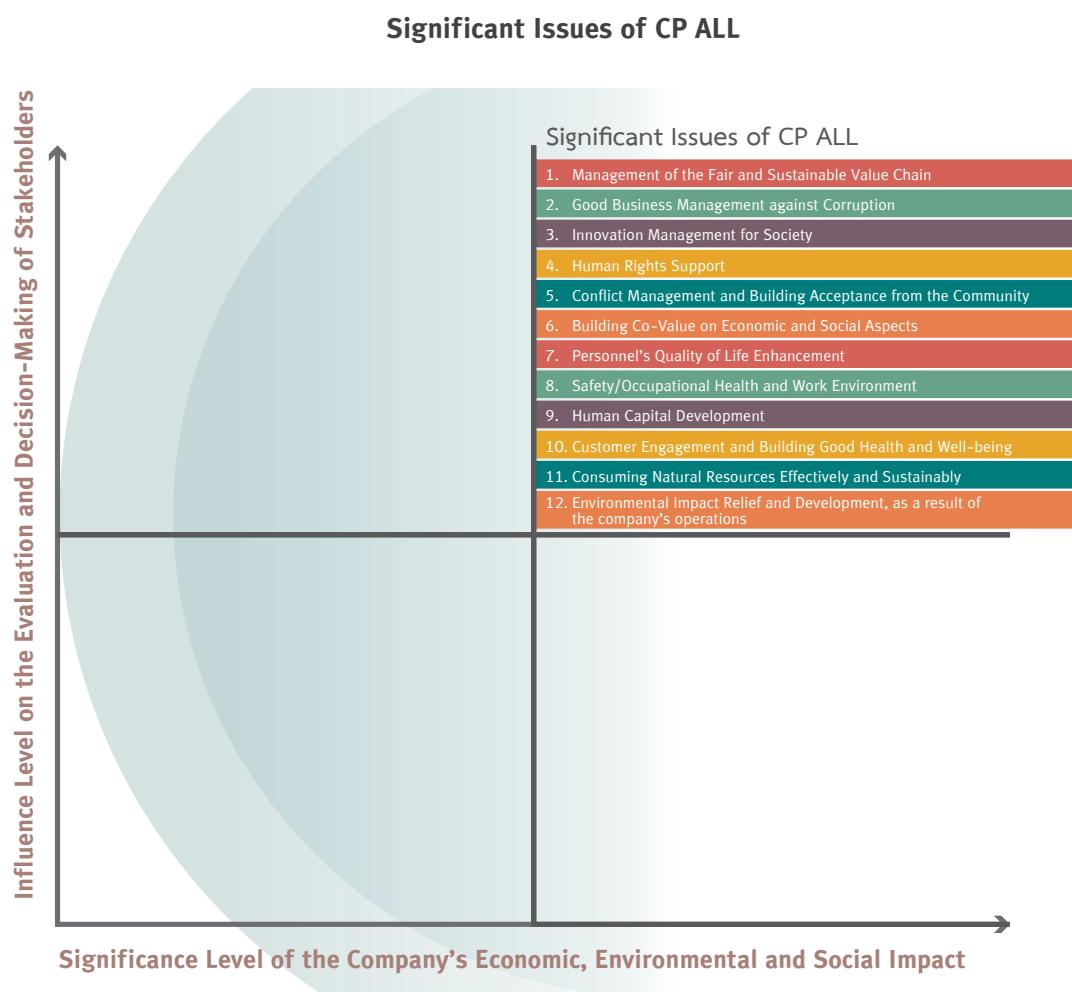
Content was filtered and significant content was determined by management representatives during the workshop, utilizing the Materiality Test, which prioritizes content based on two aspects: its influence on the assessment and decision-making of stakeholders; and its significance in terms of the company's economic, environmental and social consequences

3. Validation

Under the completeness principle, senior management reviewed and validated the significance, relevance to the company's sustainability operations, as well as the economic, social and environmental aspect scope of the report content.

4. Review

The company will conduct the review process by inviting internal and external stakeholders to share their opinions and suggestions on the company's sustainability work and results. The process involves both one-way and two-way communication. The results of will be used by the company to develop content for the next report.





Core content evaluation results and scope of impact

Topic	Sustainability Issue based on the GRI Framework	Scope of Impact									
		Internal	External								
			Related Departments	Government Sector	Suppliers	Franchisees	Community	Customers	Logistics	Space Owners/ Lessors	SMEs
Management of the Fair and Sustainable Value Chain	<ul style="list-style-type: none"> Evaluation of delivery person's impact to society Evaluation of delivery person's impact to environment Behaviors that reduce competitions Evaluation of delivery person's on human rights 	✓			✓					✓	
Good Business Management against Corruption	<ul style="list-style-type: none"> Corruption resistance 	✓	✓	✓	✓						
Innovation Management for Society		✓									
Human Rights	<ul style="list-style-type: none"> Child Labor (Children's Rights) Compulsory Labor and Forced Labor Human Rights Appeal Process Discrimination Human Rights Evaluation 	✓			✓	✓		✓		✓	✓
Conflict Management and Building Acceptance from the Community	<ul style="list-style-type: none"> Local community Social Impact Appeal Process Law abidance 	✓					✓				
Building Co-Value on Economic and Social Aspects	<ul style="list-style-type: none"> Roles in the market Economic Impact Economic Indirect Impact Procurement policy 	✓		✓	✓	✓	✓	✓		✓	✓
Human Capital Development and Personnel's Quality of Life Enhancement	<ul style="list-style-type: none"> Training and Coaching Labor/Management Relations Labor Process Appeal Diversity and Equal Opportunities Hiring 	✓			✓	✓			✓	✓	✓

Topic	Sustainability Issue based on the GRI Framework	Scope of Impact										
		Internal	External									
			Related Departments	Government Sector	Suppliers	Franchisees	Community	Customers	Logistics	Space Owners / Lessors	SMEs	
Safety/ Occupational Health and Work Environment	<ul style="list-style-type: none"> Occupational health and safety 	✓			✓	✓			✓		✓	✓
Customer Engagement and Building Good Health and Well-being	<ul style="list-style-type: none"> Customer's health and safety Labelling and Service 	✓						✓				
Consuming Natural Resources Effectively and Sustainably	<ul style="list-style-type: none"> Materials Energy Water 	✓										
Environmental Impact Relief and Development, as a result of the company's operations	<ul style="list-style-type: none"> Air pollution Wate Logistics Environmental appeal 	✓			✓				✓	✓	✓	

Data Accuracy

Related departments and senior management were responsible for verifying the accuracy and completeness of the core issues to ensure that they cover economic, social and environmental aspects. However, because the 2016 Sustainability Report is the first report that follows the international framework of GRI, Issue 4, the company only reported on the internal scope of impact and will further extend to collect more data on the issue with external scope of impact in the future.

Information Inquiry

Persons or organizations can request more information and voice concerns regarding this sustainability report by contacting the Sustainability.

Development Strategy Office

CP ALL Public Co., Ltd.

Headquarters, 283 Silom Road, Silom,
Bangrak, Bangkok 10500

Tel: 0 2648 2080 **Fax:** 0 2679 0599

E-mail: SDstrategyoffice@cpall.co.th

Website: www.cpall.co.th



Stakeholder Relationship Management

CP ALL is dedicated to maintaining strong stakeholder relations, as they are key to company operations. The company has defined policies and implementation plans that include all stakeholder groups, namely, employees, suppliers, franchisees, government bodies, shareholders, customers, creditors, competitors, communities, and the environment. All groups have access to fair channels of communication

to voice opinions and concerns. The company will utilize the information for improvement and develop response guidelines, which will build good stakeholder relationships and a sustainable co-existence. The company has outlined important elements to include stakeholder groups, their concerns and expectations, communication and engagement, and fulfilment guidelines.

Stakeholders and expectation fulfillment guidelines

Stakeholder	Channels of communication and engagement and frequency	Stakeholder's concerns and expectations	Response guidelines
Employees	<ul style="list-style-type: none"> • Annual employee satisfaction survey • Annual employee engagement survey • Direct channels of communication between employees and management • Annual Teamwork Seminar for store, office, and product distribution center employees • 88 CEO-managed “Bell Ringing” internal complaints system per year • 33 visits per year to store, office, product distribution center employees • 7Daily Net and Lotus Note intranet system • CP ALL Facebook 	<ul style="list-style-type: none"> • Good remuneration and benefits • Career advancement • Continuous training and development • Occupational safety and welfare • Acceptance and commendation • Fair evaluation 	<ul style="list-style-type: none"> • Fair remuneration, benefits and welfare such as the Employee Joint Investment Program (EJIP), provident fund and housing loans. • Fair and transparent career paths • “Learning Organization” Award programs such as the Big Fish Award, the President Award, and the Chairman Award • Position-based employee training and development, both in-house and externally-run. • Emergency procedures and prevention trainings, safety guidelines for product distribution center employees to prevent occupational hazards and accidents, organized by the Health and safety committee • Employee commendation, awarded for diligence, honesty and good customer service, featured in 7-Eleven internal relations magazine, internal online channels and Star of Seven programs. • Fair and unbiased evaluation. Direct channels of communication between employees and management, such as the CEO-managed “Bell Ringing” internal complaints and grievances system to provide employees with security and confidence in the organization.

Stakeholder	Channels of communication and engagement and frequency	Stakeholder's concerns and expectations	Response guidelines
Suppliers	<ul style="list-style-type: none"> • Biennial supplier satisfaction survey for every 2 years • Supplier relationship hotline (Tel. 0 2711 7771) • Semiannual strategy meetings per supplier • 7 calls through Call Center • Monthly supplier workshop meetings on produce development and supply chain management 	<ul style="list-style-type: none"> • Business target realization (Healthy Business : Growth & Profit) • Business growth • Revenue growth and return on investment • Business growth opportunities and sustainable business partnership • Fair treatment through corporate governance and business ethics 	<ul style="list-style-type: none"> • Internet auction system (E-Auction) for biddings and negotiations • Relationship management, development and training for suppliers through knowledge sharing e.g., production system development, production standards training • Clear guidelines for ethical, fair and equal treatment. Conflict of interest prevention. • Direct channels of communication to answer to supplier's concerns to increase supplier confidence.
Franchisees	<ul style="list-style-type: none"> • Franchise Mall Website • Annual franchisee engagement survey / time / year • 120 complaints per year through complaints channel • 8 store management skills workshops per year • 8 company-franchisee relations activities per year • 7 franchisee knowledge sharing talks from successful franchisees per year • 10 Annual franchisee meetings per year • 4 human resources management seminars per year • Semiannual group contract extensions • 4 new generation franchisees workshops per year • 4,500 issues of franchise magazines 	<ul style="list-style-type: none"> • Support for good management practices & standard • Fair treatment through corporate governance and business ethics • Fair and just return on investment. • Business stability, growth and continuity • Continous traning and development 	<ul style="list-style-type: none"> • Troubleshooting support and innovation knowledge sharing to improve franchisee's operations. • Fair guidelines for franchisee support. Communication channels for franchisee feedback. • Quality, diverse and consumer-relevant products and services. Innovative solutions for cost reduction. • Policy to support continuous education and training in franchise management, including relevant best practice & knowledge sharing policies. • Sharing of information and press releases that are relevant to customers and communities to increase customer satisfaction.



Stakeholder	Channels of communication and engagement and frequency	Stakeholder's concerns and expectations	Response guidelines
Government	<ul style="list-style-type: none"> • Cooperation and sponsorship in 644 government programs per year • 8 government relationship building initiatives, done in complete transparency 	<ul style="list-style-type: none"> • Ethical and legal business conduct • Anti-corruption • Compliance to intellectual property law • Accurate information disclosure 	<ul style="list-style-type: none"> • Business conduct under strict compliance of the law, rules and regulations. • Strict rules and penalties against intellectual property violation.
Shareholders	<ul style="list-style-type: none"> • Annual shareholder meetings • Annual report • SEC Filings 	<ul style="list-style-type: none"> • Return on investment • Business growth and continuous investment • Reputable corporate image • Fair treatment through corporate governance and business ethics 	<ul style="list-style-type: none"> • Transparent business operation under corporate governance guidelines • Business stability and growth to create long-term wealth for shareholders • Fair and equal treatment of shareholders • Protect shareholder interests by implementing measures to prevent insider trading or conflict of interest.
Customers	<ul style="list-style-type: none"> • 46,434 contacts through call center • 38 contacts through stores • 2 contacts through the post • 915 contacts through social media 	<ul style="list-style-type: none"> • Accurate marketing communication • Quality, diverse and relevant products and services • Health and safety standards • Fair and equal treatment 	<ul style="list-style-type: none"> • Transparency information disclosure. Fair Treatment Controlled and standardized products and services • Constant development of products and services • Clear guidelines on fair treatment and responsibilities towards customer specified in the company's ethics handbook and code of conduct.

Stakeholder	Channels of communication and engagement and frequency	Stakeholder's concerns and expectations	Response guidelines
Communities and the environment	<ul style="list-style-type: none"> • Company website and social media • 40 times In-store bulletin posts per year 	<ul style="list-style-type: none"> • Ethical, honest and lawful business conduct. • Environmental preservation and actions against climate change • Educational, youth, community and society development • Development in religion and quality of life • Disaster relief 	<ul style="list-style-type: none"> • 7 Go Green Strategy: resource and energy efficiency, environment and forest preservation, implemented through the store management system and customer service. • Educational support: Thai language learning, cognitive skills, learning centers, Panyapiwat Technological College (PAT) and Panyapiwat Institute of Management (PIM). • Community support for stores' neighborhoods in normal times and in distress e.g., community fire safety workshops, fire drills, donation center for disasters, company logistics to assist delivery of disaster relief.
Creditors	<ul style="list-style-type: none"> • 5 Complaints through complaints channel per year 	<ul style="list-style-type: none"> • Strict compliance to creditors' conditions • Reliable, transparent and verifiable financial report 	<ul style="list-style-type: none"> • Strict compliance to creditors' conditions • Monitor complete and timely repayment of principal and interest to all creditors and strictly follow loan conditions • Manage operations so that the creditors are confident in the company's financial status and repayment ability



Good Corporate Governance

Utilizing the principles of good governance, the company conducts ethical business operations, treasuring transparency, fairness and responsibility towards its shareholders and stakeholders. The corporate governance guidelines are regularly reviewed and revised to keep up with today's context and in accordance with international standards. The guidelines cover shareholders' rights, the fair treatment of all shareholders, the roles of stakeholders, information disclosure and transparency, the board's accountability, Anti-corruption, risk management, internal data usage, internal supervision and audit, including policy, conflict of interest are also covered.

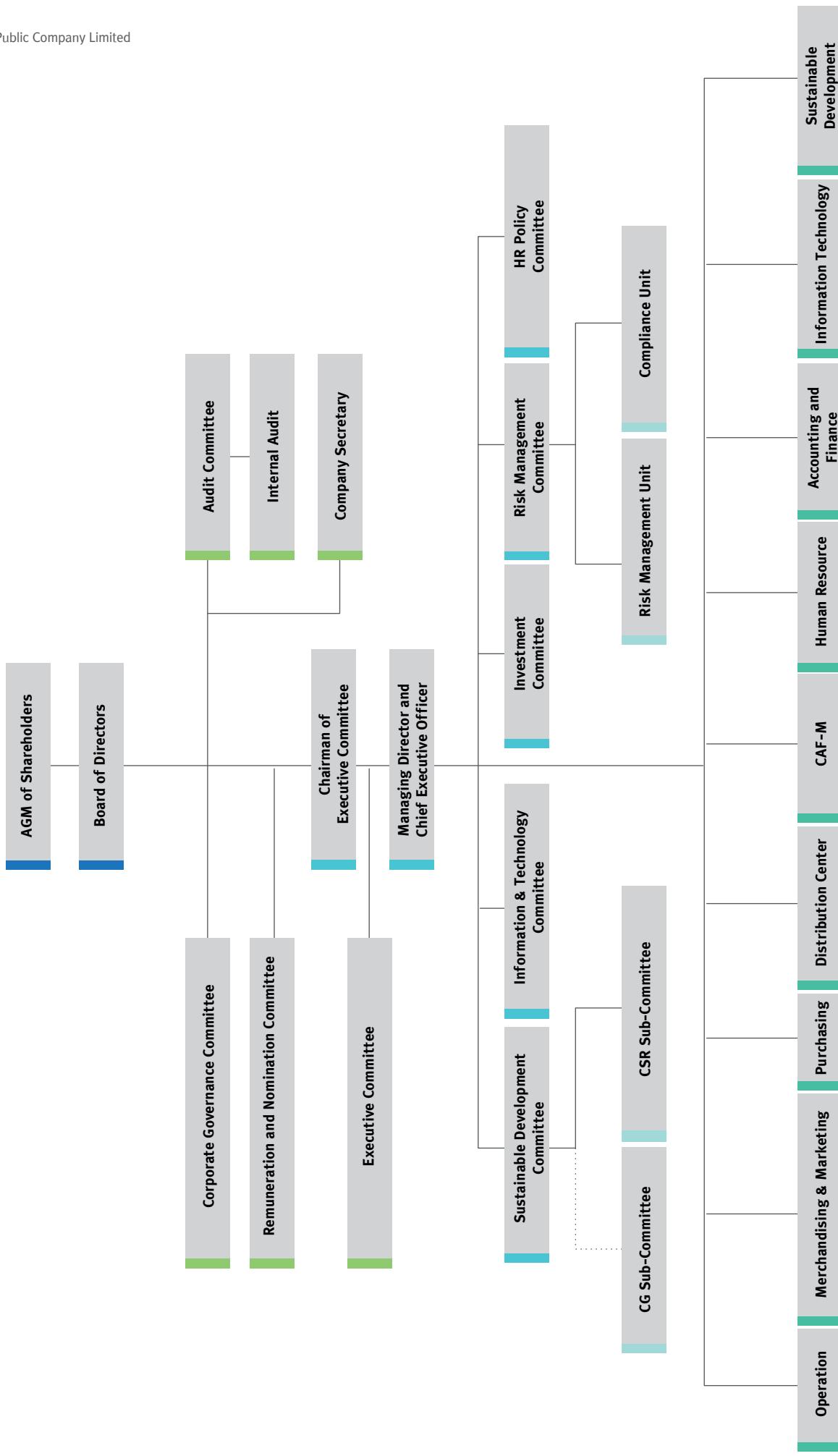
The company has published a handbook regarding business ethics and code of conduct. The Corporate Governance committees, subcommittees and staff members have been appointed to ensure that the board of directors, executives and employees are performing according to both the governance guidelines and the ethics handbook. In addition to the company's publications and campaigns, employees are encouraged

to attend seminars to further educate themselves. All employees are also required to sign a written acknowledgement of the company policies.

The company has put in place anti-corruption regulations regarding charitable donations, sponsorship, the giving and receiving of gifts, souvenir and other kinds of benefits and aid, to prevent risk of mistakes that may lead to corruption, as well as conducted evaluations of corruption risks within the organization. New employees are required to undergo anti-corruption training, and all employees are required to attend annual refresher training courses. The company regularly communicates anti-corruption information to both company employees and the public. There is an open platform to report any fraudulent or dishonest activity which would then be reported directly to the board of directors for immediate action.

To ensure that the committees and subcommittees can carry out duties efficiently and effectively, the following table demonstrates their structure within the company.

Corporate Governance Structure





Roles and Responsibilities of Committees and Subcommittees

Committees	Roles and Responsibilities
Board of Directors	<ul style="list-style-type: none"> • Manage the business in compliance with corporate governance and anti-corruption policies to reach the company's goals and maximize its profits and interests while maintaining fairness to all involved. • Complete the company's objectives while following its regulation and the law. Carry out the Board's and shareholders decisions honestly, ethically, carefully and responsibly.
Corporate Governance Committee	<ul style="list-style-type: none"> • Ensure that the Board of Directors, executives and employees perform their jobs in accordance with corporate governance and anti-corruption policies. • Audit performance evaluation in compliance with company's policies. • Review and revise company's policies and guidelines to meet international standard as well as regulations issued by governmental and private agencies. • Delegate tasks to Corporate Governance Subcommittee who then follow up, evaluate and report back to the Corporate Governance Committee.
Remuneration and Nomination Committee	<ul style="list-style-type: none"> • Determine criterion and forms of remuneration for committee members and high-level executives. • Determine criterion and process of nomination of members of the Board. Select the suitable qualified candidates to be in the position of Board of Directors.
Audit Committee	<ul style="list-style-type: none"> • Review the company to issue the accurate financial report. Ensure that the company internal and external control and audit systems are effective and in compliance with anti-corruption policies and other related policies laws. • Ensure that the company is in compliance with the Security laws and Stock Exchange regulations. • Utilize Internal Audit, Risk Management and Compliance units to be key channel to operate, evaluate and other relate laws. investigate, follow up and report back to Audit Committee.

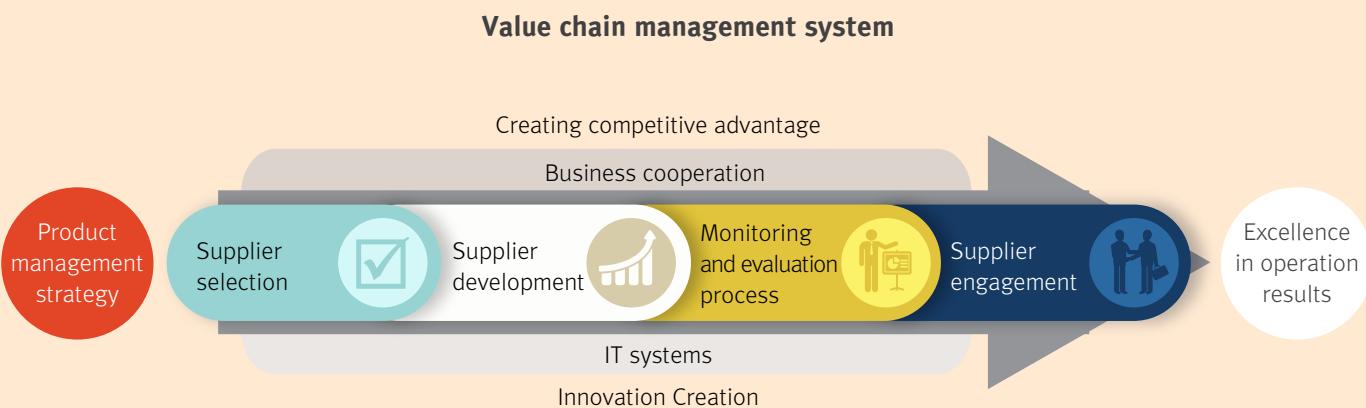
Sustainability Agendas

Social Agenda: Living right

1. Fair and sustainable management of the value chain

The company is committed to creating and maintaining a value chain that is efficient and effective in delivering valuable products and services. Policies, strategies and guidelines are set to ensure that value

chain development starts from supplier selection, capabilities development and monitoring & evaluation including supplier engagement, as shown in following diagram.



In 2016, the company established a sustainable partnership management strategy which helps enable fair and sustainable value chain development, which begins with the selection of suppliers with strong business potential, an ethical code of conduct and commitment to social responsibility. The company also hosted seminars on supplier selection criteria, corporate governance practices and human rights.

The company aims to further develop supplier capabilities within the sustainability framework through meetings on business practices and partnership engagement. This can be achieved through joint business planning, knowledge sharing, such as on new innovative production and distribution processes, as well as through organizing factory and distribution tours to enhance work process efficiency, etc.



Enhancing supplier capabilities

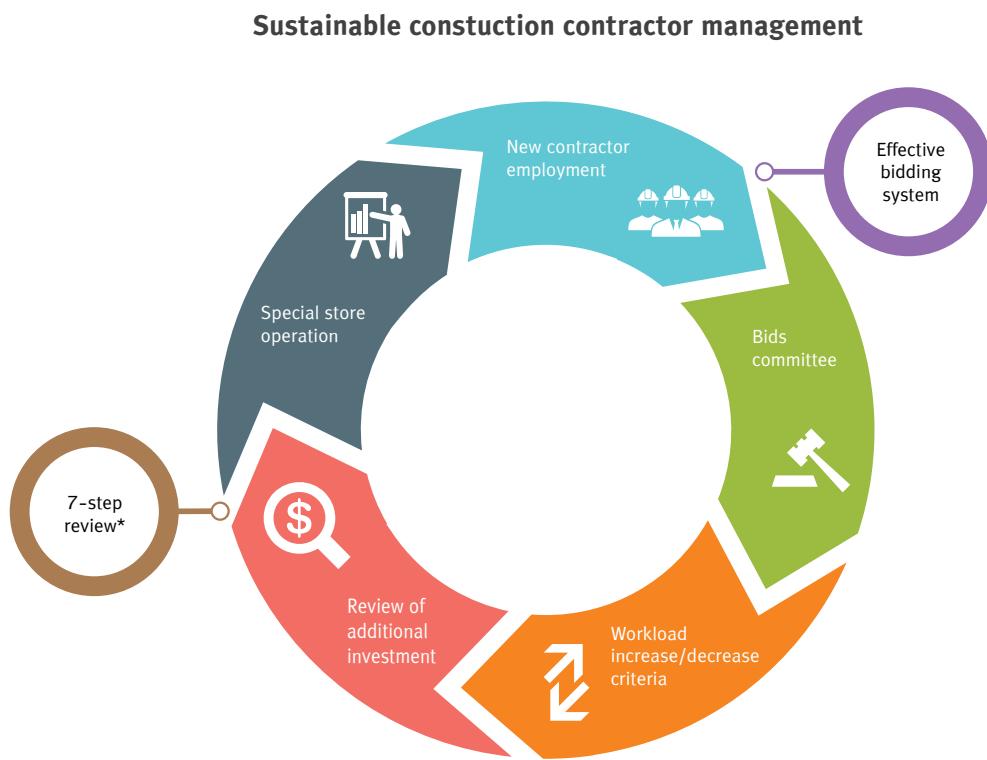
Number	Programs	Activities
1	Compliance with the law, rules and regulations.	Supplier seminars
		Supplier evaluation
2	Development of healthy products and environmentally friendly packaging	Factory tours
		Packaging design
		Energy saving programs
		IT connectivity
3	Social responsibility	Supplier business ethics requirements
4	Knowledge sharing	Market research
		Supply chain development

A monitoring and evaluation system has been put in place to ensure that suppliers follow company guidelines, so that they can become better equipped to tackle new business challenges in the future.

For the past 29 years the company has been committed to creating good supplier relationships through policies and implementation plans. By seeing and treating them as business partners, more thorough collaboration can be achieved. Various efforts have been made to strengthen supplier relationship, such as the development of the supplier relations center to handle complaints, the

annual supplier satisfaction survey to identify and address issues and concerns, and the creation of the “Thai Sustainable SMEs Award” to honor suppliers with outstanding performance.

One example of the company’s value chain management is the Total Contractors Collaboration for Sustainability program, designed to improve capabilities of contractors in a collaborative working environment and create a sustainable system of contractor management as shown in the diagram.



1.1 Value chain management achievements

In 2016, in accordance with the value chain management policy and implementation plan, the company hosted an annual partner conference, with 100% attendance from the company's 12 strategic suppliers.

The company has carried out a classroom survey to measure satisfaction and engagement of 37 contractors, which include 19 construction contractors, 6 electricity contractors and 12 tools and machinery contractors. The satisfaction survey topics include satisfaction about bidding, construction and inspection, payments and refunds, and post-construction guarantee systems. Engagement survey measures functional factors, such as fair and equal treatment,

good supplier responsibility, collaborative problem-solving, as well as emotional factors, for example, the level of pride and confidence in doing business with the company. The survey shows that overall satisfaction increased from 67 percent in 2015 to 90 percent in 2016 and overall engagement increased from 80 percent in 2015 to 90 percent in 2016.

The company is committed to continuing these efforts by supporting suppliers in becoming more aware of their socially responsibility and economic, social, environmental and human rights legislation by utilizing international standards and guidelines, enabling a better development system in the future.



2. Anti-Corruption

CP ALL fully recognizes the harm from corruption on the sustainability of the company and its detrimental effects on the long-term development of the nation. The company officially pledged to join the Collective Action Coalition (CAC) on 20 August 2014, and submitted self-evaluation to the CAC committee as part of the membership certification process on 9 December 2016. Anti-corruption policies and guidelines have been issued for all employees and stakeholders.

2.1 Anti-Corruption Policies

2.1.1 The company is strictly against all kinds of corruption, whether direct or indirect, and campaigns to build an anti-corruption culture and mindset for employees in all job levels.

2.1.2 Company employees must not be involved in any form of corruption, whether direct or indirect. All employees must not offer, promise, demand or accept any form of bribes or engage in behavior that can be interpreted as such, whether for the benefit of themselves, the company or other related parties, such as family members or associates, whether in dealing with institutions within the public or private sector. All employees must comply with relevant laws, especially those related to corruption, both in Thailand and other countries where the company operates.

2.1.3 All company employees must show a commitment to anti-corruption efforts and engage in building awareness and a culture that values honesty and transparency.

2.1.4 The management is responsible for implementing the following anti-corruption measures:

- Conduct corruption risk analysis and ensure corruption-risk awareness in the design of internal systems, especially in marketing and sales, purchasing and contracts, human resources, record-

keeping, expense claims with high risk of corruption (such as donation, entertainment and gift claims), and transactions that involve government institutions.

- Provide written anti-corruption guidelines and rules for management and operation staff in order to raise awareness of operational corruption risks, and provide information related to anti-corruption measures to the public.
- Conduct regular communication activities to communicate the company's anti-corruption policy as well as related guidelines to company employees and the public.
- Conduct internal audits to ensure that anti-corruption guidelines are being followed and provide regular reports to related committees, and immediately escalate emergency corruption-related findings to senior management and the Board of Directors.
- Establish safe communication channels for whistleblowers to report to and solicit advice from about corruption-related issues.

2.1.5 Employees have a responsibility to report corruption-related issues that have come into their awareness through the provided channels. The company ensures full protection for employees making such reports.

2.1.6 The company will provide protection for employees who refuse to engage in corruption even when this results in loss of business opportunities for the company. Such employees will not face demotion, corrective action or any negative consequences.

2.2 Anti-Corruption Guidelines

CP ALL has established several anti-corruption guidelines for employees, including:

- General anti-corruption guidelines, detailing the company's anti-corruption policy and communication efforts to inform employees and the public
- Guidelines on donations and sponsorships, detailing guidelines on giving to charity and giving out sponsorships to ensure maximum transparency and avoid conflict of interest
- Guidelines on gifts, detailing guidelines on the receiving or giving of gifts and entertainment, list of prohibited gifts, which includes cash or gifts that are equivalent to cash, such as cheques, gift certificates, gold, and real estate. Gifts worth more than THB 3,000 must be declared and HR Governance is responsible for providing quarterly reports to the Governance Committee to ensure traceability and transparency.

The company expects compliance to the above guidelines from employees of all levels, including the Board of Directors, management and operations staff, as well as from related business partners. The company implements measures to audit and respond to corruption cases and will not neglect to address any action that may lead to corruption, even when there are business benefits to be gained.

2.3 Corruption Risk Analysis

An annual corruption risk analysis is conducted by 100% of work units to review corruption risks and evaluate their effects on company operations. The company also provides guidelines on purchasing and guidelines for auction committees in selecting contractors.

2.4 Anti-corruption communication and awareness-building

The company regularly communicates its anti-corruption policy and guidelines to raise employee awareness of corruption issues through the following process:

- Provide an annual written anti-corruption policy communication plan, which includes both internal and external communication.
- Plan communication channels, such as internal newsletter, posters, pamphlets, or by providing training for employees, internal and related external parties.
- Plan the frequency in which to use each communication channel.
- Plan anti-corruption content to be communicated to include policy, guidelines and related regulations, as well as the company's expectations on compliance, pledge to protect whistleblowers and employees who refuse to engage in corruption activities, as well as punishment for those who fail to comply.



- Carryout the approved annual communication plan.

The Center of Development and the Office of Communication and Public Relations conduct annual training and communication activities for policy, regulation & requirement to employees of all levels.

In 2016 company provided anti-corruption training to a total of 49,273 employees to raise awareness of related issues. The first batch of trainees includes a total of 126 employees, ranging from general manager level to senior executive management level. Additional details are in the following table.

Anti-corruption training for CP ALL employees

Courses	Operations Staff		Middle Management		Senior Management	
	Participants (persons)	Percentage	Participants (persons)	Percentage	Participants (persons)	Percentage
Business ethics and guidelines (office staff only)	-	-	47	100	-	-
Human resources and work ethics for supervisors (office staff only)	338	100	-	-	-	-
Leadership role and ethical behaviors (office staff only)	77	100	5	100	-	-
Good Corporate Governance & CSR (office staff only)	-	-	140	100	-	-
Good governance and business ethics (store and distribution center staff only)	255	100	-	-	-	-
Anti-corruption standard setting	-	-	51	70	73	82
Anti-corruption system design in the organization	2	100	43	100	9	100
Business ethics and anti-corruption prevention	263	100	41	100	7	100
Anti-corruption prevention guidelines	87	100	19	100	4	100

Anti-corruption policies and guidelines are also available to the public via the company website. Other anti-corruption efforts include sending out information emails to employees and affiliated companies and displaying information posters in all work areas, including offices, stores and distribution centers. The company expects all employees to comply with these guidelines.

2.5 Efforts to prevent supply-chain corruption

The company highly values its suppliers, who are an integral part in quality assurance for customers. The company has a policy to create a sustainable supply chain, and sets guidelines for suppliers to follow to promote long-term partnership and mutual growth.

Supplier guidelines include quality standards for products, which must be traceable to a production and delivery process that meets quality and safety standards and is compliant with international laws on human rights and labor, as well as local and national environment regulations. Suppliers must declare acceptance of and demonstrate strict adherence to these guidelines.

In purchasing, the company sets standard regulations and guidelines which are communicated to all suppliers, which forbid company employees to act on behalf of the company without official approval, or from receiving any gifts or benefits from suppliers which could be interpreted as bribery. The company asks all business partners to adhere to anti-corruption guidelines. This includes all suppliers, contractors and other parties with business transactions with the company.

The company provides guidelines on dealing with potential conflict of interest in product selection, which is announced in the Corporate Governance notice. Management and all employees involved must conduct the selection process with transparency and fair to all stakeholders.

Guidelines are communicated to suppliers to comply with Anti-Corruption Policy, such as to receive money, benefit or gifts from related business party, of which may be interpreted that the receiver is biased or has a special business relationship with the giver.





2.6 Anti-Corruption Whistleblowing



Channels for anti-corruption

Upon receiving a lead, the audit office will conduct a preliminary audit. If the lead is found to be substantial, an investigation committee will be formed to gather facts and propose alternatives for punishment. All anti-corruption cases are escalated to the Anti-Corruption Subcommittee, who is then responsible for submitting quarterly reports to the Corporate Governance Committee.

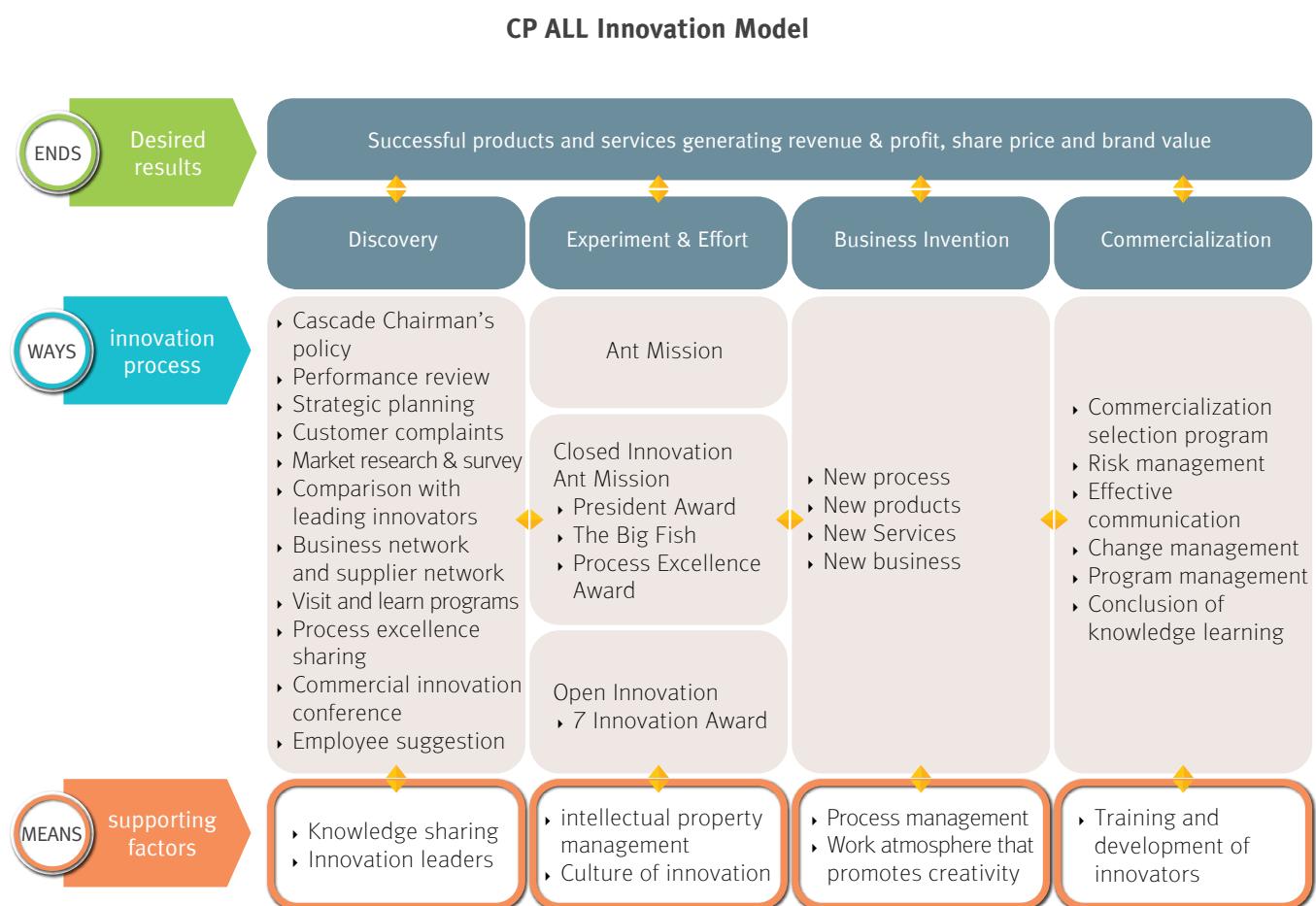
In order to eliminate risks of similar future scenarios, the company takes severe measures against corruption offenses. In cases that involve unlawful activities, the company will seek appropriate legal action against all involved parties. An investigation committee together with heads of the departments involved must propose a solution and timeframe and submit to management for review.

3. Socially Responsible Innovations

3.1 Innovation Policies

The company has chosen innovative creation as the key to becoming an innovative organization in the future. The CP ALL Innovation Model starts with creating a culture of innovation within the organization,

encouraging employees to think outside the box. This will lead to the creation of knowledge, and innovations in product, service, process and business model. Details are shown in the following flowchart.





The company has categorized innovation into Closed Innovation and Open Innovation.

Closed Innovation refers to innovations developed within the organization.

- President Award, from CP ALL group within companies, benefit from their small size and greater flexibility, create searching new, process, product & service and business model innovations can be easily conceived, generating value and growth.
- The Big Fish Award, Store employees are at the forefront of the company's operations, dealing with customers on a daily basis. As they have a clear understanding of customer's needs, they are best at creating solutions. Said innovations and award-winning innovation from the company's various platforms can be adapted and implemented nationwide.
- Process Excellence Award, Company employees are encouraged to find new process innovations such as simplifying complicated processes, eliminating redundancies, implementing IT

systems for quality control and efficiency. These process innovations can streamline the company's efforts, reducing cost and creating better value.

In 2016 as a result of internal innovation development, protective bollards have been installed in front of 7-Eleven stores to prevent collisions from vehicles and improving safety for employees and customers. Being novel and highly applicable, the bollard innovation was granted a patent on 1 July 2016.

Open Innovation The company wishes to facilitate and support inter-organization knowledge sharing and collaboration, leading to the creation of innovations.

- “7 Innovation Awards” is an open innovation platform that enables award-winning innovators a chance to develop a business relationship with the company. The Awards program is run by “Thailand Synergy for Thai SMEs”, a group of 11 organizations collaborating to drive the innovation movement, consisting of CP ALL and 10 other external public & private organizations shown below.

“Thailand Synergy for Thai SMEs” organizations collaborating with CP ALL



The company is a part of the reviewing, selecting & judging panel and will provide guidance on development all through value chain to create the Innovation Life Cycle. The awards program aims to provide a platform for small and medium enterprises (SMEs) or Innovation Driven Enterprises (IDEs) to take their innovations to a higher level where they can be commercially viable at a national level.

Award-winning innovations are given a chance to

develop a business relationship with CP ALL and the affiliated network of organizations. They will also receive distribution support such as trade shows, business negotiations, media coverage and the 7 Innovation Awards website, etc. Working in close collaborations with other organizations in the group, the company aims to support other innovation platforms that can drive change for the country.

Selection and judging process





3.2 Innovation achievements

In 2016, the company has implemented Program to support innovation creation from internal and external organizations, as shown in the following table.

Innovation achievements

Programs	Number of committees	Number of in-house innovators	Budget (Baht)
Closed Innovation			
The Big Fish Award	30	104	2,041,521.00
President Award	17	317	2,217,900.00
Process Excellence Award	6	323	2,006,053.00
Total	53	744	6,265,474.00
Open Innovation			
7 Innovation Awards	11	-	6,915,284.00
Grand total	64	744	13,180,758.00

Open Innovation Generated Value

Program	The Big Fish Award	President Award	Process Excellence Award
Number of awards	10	20	32
Monetary value (million Baht / year)	438.00	130.00	280.00
Non-monetary value (million Baht / year)	100.00	23.00	130.00
Manhour reduction (minutes / day)	70.2	-	-
Total value (million Baht / year)	538.00	153.00	410.00
Grand total value (million Baht / year)	1,101		

NB: President Award and Process Excellence Award 2016 status: pending financial data validation.

Open Innovation Generated Value

Details	7 Innovation Awards
Number of award winners	23
Economic value (revenue) (Million Baht/year)	2,865.00 **

** NB: The return from The economic value (revenue) is calculated based on a sampling of 6 innovation products, obtained “7 Innovation Award” and products distributed via 7-Eleven stores.

The award-winning products outperform category averages in sales revenue growth of same product group, resulting in a 153 million baht increase in the company's gross profit.

Socially responsible innovations are the future, and pursuing cutting-edge innovation is a never-ending challenge. The company is committed to continuing efforts to facilitate innovation for both monetary and sustainable long-term social benefits. The Open Innovation Platform is still in its early stages and developments are still to be done. The company will continue to host 7 Innovation Awards for the upcoming years to help innovators get recognition, distribute their work, and increase their capabilities. The company wishes to support and strengthen Thai SMEs and join forces to compete at the international level.

4. Human Rights Support

The company strongly believes in equally opportunities for all regardless of gender, age, ethnicity, religion and physical attributes. The company is committed to providing equal recruitment and career advancement opportunities for persons with physical disabilities.

The Persons with Disabilities Committee was founded in 2013 in compliance with the Persons with Disabilities Empowerment Act B.E. 2550 on the number of employees with disabilities of which employer or governmental unit to employ, the Promotion and Development of Quality of Life for Disabled Persons Act

B.E. 2554 on the contribution of funds by employers to the Promotion and Development of Quality of Life for Disabled Persons Fund, and the Department of Empowerment of Persons with Disabilities B.E. 2552 regulations on enfranchisement and providing aid to persons with disabilities and caretakers.

Up till the present, the committee has conducted work on setting policies and guidelines to supporting persons with disabilities, such as launching initiatives to hire persons with disabilities, providing benefits for hired persons with disabilities, and managing related funds.

In 2016 , the Company had appropriated budget amount 46,018,500 Baht to pay disabilities 594 persons from total 57,008 employees which is above the legal requirement. The number has increased from 518 employees in 2014 and 539 employees in 2015, or increased 14.67 and 10.20 percent respectively. Employees with disabilities are assigned appropriate tasks, such as:

- Promoting Catalog on Shelf products
- Work-from-home data-entry
- Providing reports on 7-11 store visits using forms provided by the company
- Audit paperwork from suppliers in 7-11 stores and reporting via email to Corporate Asset and Facilities Management (CAF-M)

The company is committed to ensuring continued support for persons with disabilities and promoting equal opportunities for all.



5. Conflict Resolution and Community Relationship Management

CP ALL values its relationship with communities and seeks to minimize negative operation impacts while committing to promote and be part of community-building initiatives, such as through improving security and providing additional conveniences within the community.

5.1 Building relationship with communities before and after the construction of distribution centers

In order to prevent and minimize potential negative impacts on surrounding communities from construction CP ALL undertakes the following measures:

- Prior to construction, the company conducts a survey of public opinion according to regulations from the local Subdistrict Administrative Organization (SAO) or related government bodies by posting an announcement of the construction plan. A construction permit is only obtained if there is no objection from the surrounding community.
- For distribution centers that are registered as factories, a layout plan covering an area of 50 meters around the distribution center is provided to ensure sufficient distance between the factory and the community.
- As part of the effort to build a strong relationship with the community, representatives from the distribution center will participate in local traditional or government events, accept written invitations to attend in the village or subdistrict meetings, and encourage members from the community to join in activities organized by the distribution center.
- The company provides effective communication channels to handle disputes and complaints submitted directly to the distribution center or through the SAO office.

5.2 Consumer Protection

CP ALL joined the Consumer Protection Board pledge in 2001 with the initiative to start a customer complaints channel in all 7-11 stores. After 15 years of excellent service, the company is committed to continuing its consumer protection work.

5.3 Basic fire-fighting and evacuation training for the community

Fire is an important risk to communities and is often caused by a lack of understanding of proper prevention and counter methods. CP ALL aims to address the risk at the root by equipping communities with knowledge to protect themselves from fire.

As of the present, the company has provided basic training in fire-fighting and fire evacuation for 55 different communities, of which 4 communities were in 2016. Basic Fire-Fighting was conducted in 3 communities, Din Daeng, Phya Thai and Jom Thong districts, while Basic Fire-Fighting and Evacuation was conducted for Sot Suksa School in Thung Maha Mek.

5.4 Cooperating with the police in providing CCTV footage

In accordance with company policy, every 7-Eleven store is equipped with 8 CCTV cameras. In 2016 the policy compliance rate was 100%, resulting in a total of 9,600 stores being fully equipped. Footage from 7-Eleven store CCTV has helped in more than 417 police investigations.

5.5 Promoting Education

CP ALL has founded several educational institutions according to the Work Based Learning concept, including the Panyapiwat Technological College, Panyapiwat Learning Centers and Panyapiwat Institute of Management. The company also partners with 142 educational institutions to provide additional classroom content for students on topics relevant to their future careers.

In 2015 the company joined a joint initiative started by The Development of Thai Capital Retailers Association and the Department of Internal Trade of Thailand in launching the “Education Fund for Young People from Families in the Retail Business”, which offer scholarships for young people with a family background in retail as well as employees of such businesses to pursue education at the Panyapiwat Technological College or one of 20 other Panyapiwat Learning Centers in the country. In 2016, CP ALL awarded an estimate of 135 million baht worth of scholarship to young people in Thailand.

5.6 CSR Projects (CSR after Process) in 2016

CP ALL is committed to giving back to the community through a variety of projects with the aim to promote community bonding, education for young people, and awareness of the environment, for all communities surrounding CP ALL distribution centers.

Examples of projects in 2016 include:

- The TO BE NUMBER ONE Project campaigns against drug abuse in young people. The various TO BE NUMBER ONE clubs located in different regions of Thailand serve as project leaders and have, to date, reached more than 10,000 young people with their anti-drug message and seminars.

- The Mangrove Reforestation and Marine Life Conservation Project, which took place on 11 August 2016, in honor of King Bhumibol Adulyadej and Queen Sirikit, aimed to restore natural habitats in coastal mangrove forests and provide a sustainable food source for surrounding communities.
- The Love-To-Read School Project, organized in collaboration with the Nakhon Ratchasima City Municipality Education Office, conducted a workshop on setting up and managing a school library for over 100 teachers in the municipality between 1-3 September 2016. The workshop was lead by many well-known speakers, including National Artist for Literature Ms. Chamaiporn Saengkrajang and famous cartoonist Assoc. Prof. Kulwara Chupongpairot.
- The Youth Day 10th ZInsight Project, organized on 11 September 2016 in association with Youth for Next Step and the Department of Children and Youth under the Ministry of Social Development and Human Security, encouraged involvement from students from 8 universities and over 100 schools across the nation in showcasing their work for the community, such as organizing cultural shows, campaigning for the use of cloth shopping bags, converting books to Braille, and planting trees.
- The 15th Vocational Go Tournament (V-GO), organized in collaboration with Lamphun Technical College during 24-25 November 2016, aimed to promote the sport in schools and educational institutions, and encourage young people to develop healthy hobbies.



Economic Agenda : Living well

1. Increasing economic value for the community

CP ALL operates with the goal to create profitability for shareholders and promote mutual growth between the company and all its business partners. The company has in place the following contingency plans and procedures to ensure quick responses to changing situations and maximum stability for stakeholders.

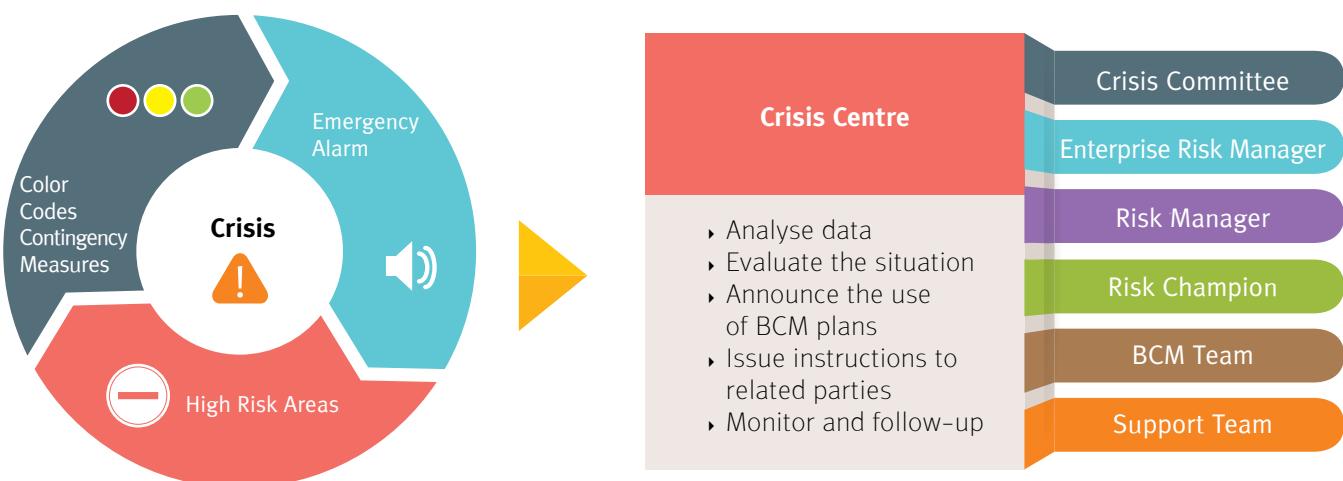
1.1 Business Continuity Management

Using the framework from Thai Industry Standard ISO 22301, CP ALL manages business continuity in these three aspects:

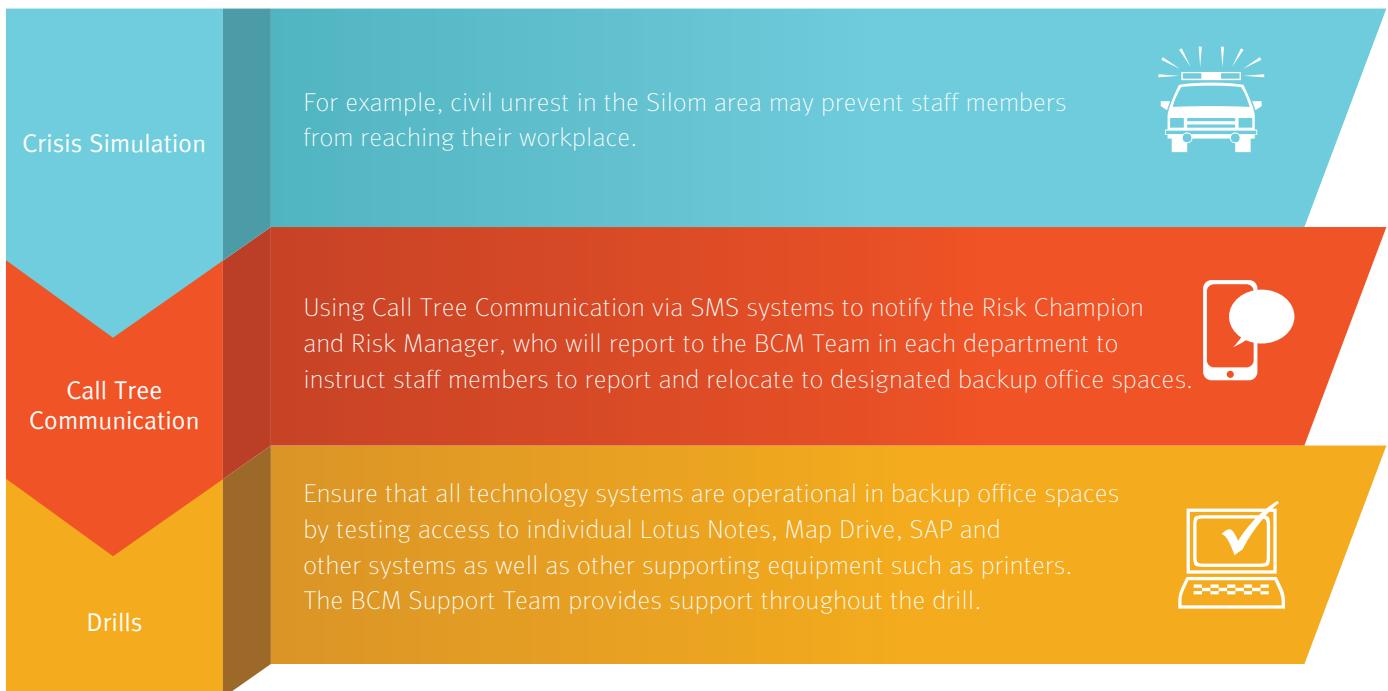
- Risk management, which includes safety risks
- Crisis and business continuity management
- Recovery management, to ensure a quick and efficient return to normal operations

The company has put in place business continuity guidelines to ensure effective systemic implementation in cases of emergencies, such as natural disasters or civil unrest. Concrete contingency plans are designed for specific scenarios and regular drills for employees carried out to ensure a prompt response. Analysis teams are responsible for notifying the Crisis Center, which is then responsible for communicating orders to relevant units to make sure the crisis is handled in an appropriate and timely manner. The workflow for crisis management is as follows:

Business Continuity Management Process



Business Continuity Plan Drills



A Business Impact Analysis (BIA) is conducted, taking into consideration important risks to be covered the main Business Continuity Plan (BCP). Examples include the Strategic Product Compensation Plan, Backup Distribution Center Plan and IT System Disruption Contingency Plan. The effectiveness of plans are annually tested and evaluated through drills.

In 2016, the department of risk and emergency management and affiliated department conducted business continuity plan drills namely.

1. IT System Disruption Contingency Plan: in a simulation drill where the scenario is that the main IT center is out of service from a fire incident, the plan calls for secondary IT systems to be utilized immediately

to minimize disruption to operations and customer service around the country. The drill involved over 30 participants and observers from all related departments.

2. BCP Plan: in a simulation drill where the head office in Silom cannot be accessed due to civil unrest, the plan calls for immediate communication to relocate office staff to secondary office spaces in Tara Park. The drill involved over 96 participants and observers from all related departments.

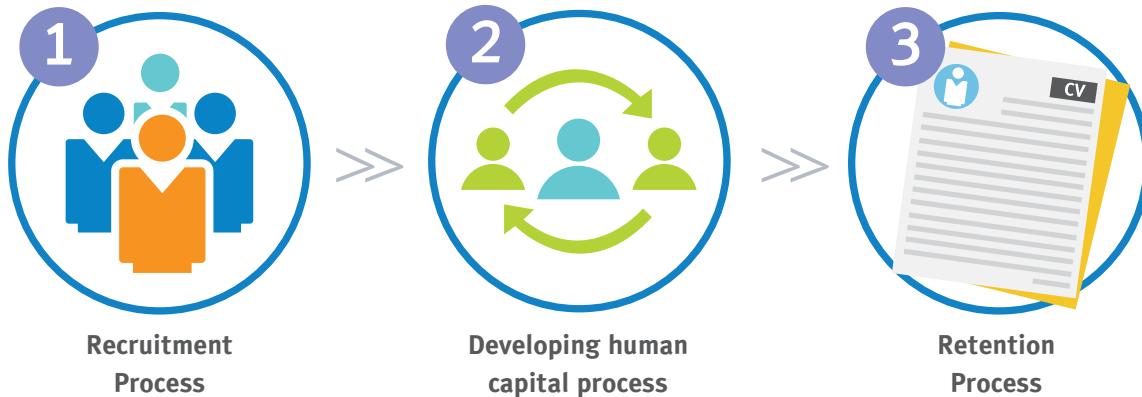
From the drill, the committee continued to improve plan effectiveness, resulting in a one-hour reduction in the relocation time for the BCM Team. The company also has contingency plans for other important risks, as follows:



Example contingency plans to handle emergency situations

Risk	Affected Business Areas	Preventive Measures	Crisis Management Measures	Recovery Measures	Responsible Parties	Performance Indicator
Flood	Distribution Centers	<ol style="list-style-type: none"> 1. Closely monitor and evaluate the flood situation 2. Move portable objects to higher grounds 3. Use flood-proof designs for buildings 4. Raise road levels above flood levels 	<ol style="list-style-type: none"> 1. Build protective flood barriers 2. Utilize water pumps in flooded areas 3. Utilize emergency power generators 4. Divert traffic to alternative routes 5. Relocate staff to secondary operations premises 6. Manage direct delivery to stores from suppliers 	<ol style="list-style-type: none"> 1. Provide support for affected staff 2. Repair equipment and work areas 3. Restore normal delivery systems to stores 	<ul style="list-style-type: none"> • Distribution Center Safety Committee • Crisis Management Committee • BCM Team 	Recovery time objective in relocating staff to secondary operations premises
	Stores	<ol style="list-style-type: none"> 1. Closely monitor and evaluate the flood 2. Move portable objects to higher grounds 3. Use flood-proof designs for stores 4. Raise store levels above flood levels 	<ol style="list-style-type: none"> 1. Cut electricity to power outlets in flooded stores 2. Store important equipment and documents in safe places 3. Utilize water pumps in flooded stores 4. Ensure safety of staff and customers 5. Provide operational instructions in case of power cuts 6. Relocate products to other stores 7. Close and relocate to nearby stores 	<ol style="list-style-type: none"> 1. Provide support for affected staff 2. Repair equipment and store areas 3. Replace damaged goods 	<ul style="list-style-type: none"> • Store Safety Committee • Crisis Management Committee • BCM Team 	Recovery time objective in restoring normal operations in affected stores
Fire	Offices	<ol style="list-style-type: none"> 1. Use fire-prevention designs in buildings and enforce safe operations of equipment 2. Identify and eliminate risk spots within the building 3. Install fire alarm systems 	<ol style="list-style-type: none"> 1. Provide fire-fighting and evacuation plans 2. Provide regular drills and training for all related personnel 3. Request aid from government departments and nearby areas 4. Relocate staff to secondary office spaces 	<ol style="list-style-type: none"> 1. Provide support for affected staff 2. Repair equipment and work areas 	<ul style="list-style-type: none"> • Office Safety Committee • Crisis Management Committee • BCM Team 	Recovery time objective in relocating staff to secondary office spaces
	Distribution Centers	<ol style="list-style-type: none"> 1. Use fire-prevention designs in buildings and enforce safe operations of equipment 2. Identify and eliminate risk spots within the building 3. Install fire alarm systems 	<ol style="list-style-type: none"> 1. Provide fire-fighting and evacuation plans 2. Provide regular drills and training for all related personnel 3. Request aid from government departments and nearby areas 	<ol style="list-style-type: none"> 1. Provide support for affected staff 2. Repair equipment and work areas 3. Restore normal delivery systems to stores 	<ul style="list-style-type: none"> • Distribution Center Safety Committee • Crisis Management Committee • BCM Team 	Recovery time objective in relocating staff to secondary operations premises

2. Developing Human Capital



The company recognizes human resources as one of the main factors that drive success and support future business growth and is fully committed to enhancing employee quality of life and providing regular training. The company has in place the following policies and procedures to ensure quality throughout the process of recruitment, development and retention:

2.1 Workforce Planning (Recruitment Process)

Workforce Scenario Planning takes into consideration both short-term and long-term workforce requirements, ensuring sufficient flexibility to cope with changing business situations as well as the employee turnover rate. The plan is implemented in accordance to the company's strategic goals and departmental needs.

Workforce Planning, conducted monthly and quarterly for both office positions (Head Office staff)

and operations positions (store and distribution center staff), sets planned headcounts according to the company's strategic challenges, directions, goals, expansion plans, as well as departmental needs, based on annual manpower surveys, and is reviewed by the Central Human Resources Committee and approved by management.

The company takes a proactive approach (Proactive Recruitment) to recruitment, aiming to cover "every channel, every opportunity, and every situation", to fulfill workforce requirements. The company recruits permanent staff, operations staff, and student trainees, through a wide variety of channels, including online media, nation-wide in-store applications, employee-get-employee programs, recruitment by local human resources units, as well as through labor fairs, recruitment networks and on-location interviews in residential communities.



Apart from these, the company has implemented extra recruitment measures for high-risk and remote areas by providing employees with transport and accommodation, as well as offering attractive compensation and benefits. A monthly review of recruitment success and the effectiveness of each channel is conducted through a review of fulfillment rates, allowing for timely adjustments to suit departmental needs and changing business situations.

Well-defined workforce planning and an efficient recruitment process leads to efficient human resources management, which provides the company a competitive edge.

In 2016 the company employs 55,710 staff members, which is a 11 percent increase from the previous year. The headcount details are as follows:

Employee Headcount

Employees	2014		2015		2016	
	Male	Female	Male	Female	Male	Female
Employees by contract type						
Permanent employees	12,493	27,230	13,282	29,811	14,621	34,603
Daily employees	814	407	803	407	771	405
Part Time Special*	1,442	3,924	1,561	4,239	1,549	3,761
Employees by job level						
Senior Management	493	443	506	461	479	487
Middle Management	2,151	5,019	2,298	5,405	2,390	5,772
Operations	12,105	26,099	12,842	28,591	14,072	32,510
Employees by age range						
Age < 30	12,546	27,945	13,102	30,016	10,457	24,969
Age 30 - 50	2,057	3,534	2,388	4,343	6,344	13,691
Age > 50	146	82	156	98	140	109
Total Employees	14,749	31,561	15,646	34,457	16,941	38,769
	46,310		50,103		55,710	

NB: * Part Time Special employees indicate store staff working three shifts who are not ready for a permanent contract

The above data can be broken down to show the ratio between new recruits and departed employees.

New recruits and departures

Employees	2014		2015		2016	
	New recruits	Departures	New recruits	Departures	New recruits	Departures
Employees by gender						
Male	12,317	8,457	13,602	8,946	14,327	9,358
Percentage	26.60	18.26	27.15	17.86	25.72	16.80
Female	28,366	18,066	32,987	20,025	35,505	20,552
Percentage	61.25	39.01	65.84	39.97	63.73	36.89
Employees by age range						
Below 30	36,307	23,003	41,977	25,213	44,317	25,874
Percentage	78.40	49.67	83.78	50.32	79.55	46.44
Between 30-50	4,371	3,514	4,608	3,756	5,510	4,030
Percentage	9.44	7.59	9.20	7.50	9.89	7.23
Above 50	5	6	4	2	5	6
Percentage	0.01	0.01	0.01	0.01	0.01	0.01
Employees by area						
Bangkok and municipals	18,898	12,896	18,732	13,031	19,716	13,239
Percentage	40.81	27.85	37.39	26.01	35.39	23.76
Upcountry	21,785	13,627	27,857	15,940	30,116	16,671
Percentage	47.04	29.43	55.60	31.81	54.06	29.92
Total employees	40,683	26,523	46,589	28,971	49,832	29,910
New recruits vs. departures (ratio)	1.53	1.00	1.61	1.00	1.67	1.00



2.2 Developing human capital

CP ALL strongly believes in the importance of a quality workforce and invests in providing training for employees to develop work-related skills as well as strong work ethics. The company's "harmony" culture is promoted through training courses that cover concepts such as good governance, business ethics, and codes of conduct for work, alongside training for Functional Competency as defined in the annual training and development plan. All employees from all departments and job levels have access to training, which include the following areas:

2.2.1 Training Courses by Job Nature

- Store Operations: training courses on store standards, such as store employee standards, store assistant manager standards, store manager standards, regional assistant manager standards, and regional manager standards
- Office Operations: training courses to develop leadership skills for employees, such as basic organization knowledge, communication and 'Service Excellent' coordination skills, concepts related to work quality improvement, mindfulness and self-development, and basic preparation for leadership

- Distribution Operations: training courses to develop efficient warehouse management, such as basic warehouse knowledge, increasing productivity basics, warehouse knowledge for managers, On The Job Training skills, and Unit Manager Standards

2.2.2 Training Courses by Job Groups include specific knowledge and skills for each area of work. Development and Quality Assurance groups receive training on creativity and innovation, and nutrition tables and calculations. Accounting groups receive specific training on accounting practices. Store construction groups receive training on design, construction and inspection standards.

In 2016, the company conducted 210 training courses, on topics covering organization development, business development, vocational skills and management skills, for a total of 96,363 office, distribution center and operations employees.

Average training hours

Training hours by job level	2014		2015		2016	
	Male	Female	Male	Female	Male	Female
Training hours by job level (average hours / employee / year)						
Operations staff	18.6	17.3	29.3	29.3	46.21	44.93
Middle Management	20.9	15.9	46.3	46.5	76.70	74.29
Senior Management	10.1	10.5	54.9	46.4	92.79	81.67
Average training hour (hour / employee / year)	18.66	17.27	29.95	29.54	47.28	45.37

After receiving training, employees are assessed every quarter through regular performance reviews and personal development plans, which gives them access to feedback on their performance and plans for their career advancement.

The company has a 100% rate of post-training assessments for all employees.

2.3 Employee Retention (Retention Process)

The company has in place policies for career advancement, employee welfare and benefits, communication channels improvements and complaints. The In-house Welfare Committee is tasked with managing welfare, work environments and employee relations. Employees can engage in basic democracy, which allows involvement from all employees regardless of gender, age or position. The company aims to promote a healthy working atmosphere, improve Work Life Balance, as well as fulfill the needs of employees, in order to increase employee satisfaction and efficiency. The policies in place are:

2.3.1 Opportunities and Career Advancement

The company supports internal promotion in order to retain skilled and high-potential employees. Successors are chosen from employees identified as Talents, who possess appropriate qualities in three main aspects, including 1) Ethics, such as in strong adherence to proper business ethics, 2) Leadership, such as team-building and innovative thinking, and 3) Management skills. Talents are given clear development paths to leadership

positions, such as the Senior Leadership Program (SLP), Leadership Development Program (LDP) for senior management, Sapphire Leadership for management levels, and Zircon Leadership for supervisory levels.

2.3.2 Employee Welfare and Benefits

All employees are provided with benefits according to their job level. Job performance is evaluated every quarter for both management and operations staff and is taken into consideration for salary increments and bonuses.

The company has many incentive schemes. The Golden Ant award is given to Ant Mission groups with outstanding performance. The Process Excellence Award is given to units that are successful in simplifying their work process. The Seven Diamond Program awards employees who show dedication to their work with recognition certificates. There are also financial incentives for 7-11 store managers whose store passed quality inspection at the ‘excellent’ level.

Employees are encouraged to invest in the company through the Employee Joint Investment Program (EJIP), which helps promote engagement and loyalty.

The company offers the following benefits for employees, which include benefits according to the law such as annual leave days and other additional benefits:



Employee Benefits

Benefits by Type	Permanent Staff	Daily Staff
Medical Benefits		
Medical expenses (employee)	✓	✓
Medical expenses (family members)	✓	✓
In-Patient and Meals (employee)	✓	✓
In-Patient and Meals (family members)	✓	✓
Get-Well Basket	✓	✓
Financial Benefits		
Emergency Loan	✓	-
Housing Loan	✓	-
Rent Allowance	✓	-
Upcountry Office Allowance	✓	-
Foreign Travel Allowance	✓	✓
• Travel in Bangkok and municipalities	✓	-
• Other work travel (transport, accommodation, allowances)	✓	✓
Life Security Benefits		
Financial aid in case of death or death of family member	✓	✓
Financial aid for accident and life insurance		
• Accident	✓	✓
• Non-accident	✓	-
Maternity leave	✓	-
Financial aid in case of work-related death or disability	✓	✓
Disaster compensation	✓	✓
Employee Joint Investment Program (EJIP)	✓	-
Providence Fund	✓	-
Social Security	✓	✓
Compensation Fund	✓	✓

The company offers the following additional benefits to help promote life security and work-life balance, focusing on near-retirement employees, employees working in high-risk areas and 7-Eleven operations staff.

- Employee Franchisee Program encourages existing and retired employees to own their own business by providing interest-free loans. In 2016 there are 984 business-owning employees, owning a total of 1,146 stores.
- Free transport and travel allowances for employees working in high-risk and remote areas, such as the provinces along the Southern border, and locations on islands and mountains.
- Legal aid for employees helps provide operations staff and their family members with legal advice and support during court processes. In 2016, the company provided legal aid to 83 employees and 13 employee family members in a total of 96 legal cases, of which 70 cases have been resolved and 26 cases are in progress.
- Maternity Leave. The Return to Work Rate after maternity leave for female employees is 82.86%, up 0.05% from the previous year. The Retention Rate after returning to work is at 99.42% income 0.98% from the previous year. Male employees are not entitled to this benefit.

Maternity Leave

Case	2014		2015		2016	
	Male	Female	Male	Female	Male	Female
Employees entitled to maternity leave	0	31,561	0	34,457	0	38,769
Maternity leave used	0	2,282	0	1,828	0	2,086
Employees who return to work after maternity leave	0	1,985	0	1,514	0	1,819
Employees who return to work after maternity leave and continue to stay with the company for at least 1 year	0	1,952	0	1,495	0	1,812
Return to work Rate (percentage)	0	86.98	0	82.82	0	87.20
Retention Rate (percentage)	0	98.34	0	98.45	0	99.62



2.4 Developing channels and systems for employee complaints and grievances

The company has developed 4 effective channels to handle employee complaints and grievances, which include Facebook, E-mail, Call Center and 'Bell-Ringing'

3. Safety, Health and Environment Standards

The company has implemented measures to improve work safety in office areas, distribution centers and 7-Eleven stores, ensuring a good working environment and raising the employees' quality of life



*Bell-Ringing is a 24-hour telephone hotline dedicated to employee complaints and grievances

as well as productivity. To this aim the company has appointed a committee to establish and review policies and strategies, as well as inspect and follow-up of Safety, Health and Environment work in designated work divisions and staff, to ensure compliance to the law and international standards. The following health, safety and work environment policies are in place:

3.1 Safety, Health and Environment Structure

The Safety, Health and Environment Committee appointed by the company consists of representation from the employer (middle and senior management) as well as representation from employees (operations staff), who work together to set working policies. The responsibilities for each party are as follows:

Work Structure for Safety, Health and Environment

Committee	Responsibilities	Employee involvement by job level	
		Employer representatives (percentage)	Employee representatives (percentage)
Safety, Health and Environment Policy Committee	<ul style="list-style-type: none"> Set and review policies and strategies related to Safety, Health and Environment for Sales & Marketing business groups Promote and support policy compliance from Sales & Marketing business groups Review and follow-up on implementation results and report to senior management 	100	0
Safety, Health and Environment Subcommittee	<ul style="list-style-type: none"> Set and review Safety, Health and Environment policies Define plans, working goals, and measures for the implementation of policies Provide supervision and support divisions to comply with policies 	100	0
Safety, Health and Environment Committee	<ul style="list-style-type: none"> Enforce Safety, Health and Environment policies in areas of responsibility, including offices, distribution centers and operations premises 	50	50

3.2 Safety, Health and Environment Measures

The Safety, Health and Environment Committee uses international SHE (Safety, Health and Environment) policies and practices to develop guidelines for safety,

health and environment that suit the company's operating needs and business situation. Figure X shows the SHE workflow:

Safety, Health and Environment (SHE) workflow





3.2.1 Compliance to the Safety, Health and Environment (SHE) standards

The company complies with numerous international standards, such as OHSAS 18001 for health and safety, ISO 14001 for the environment and ISO 50001 for energy management. These policies are also adapted and included in the company's Good Logistics Practices (GLPs) to improve work safety in distribution centers. Reports are submitted to the SHE committee every month and quarter for regular monitoring and improvements.

The company also takes into consideration SHE standards in designing work processes, equipment and constructions to ensure the highest safety standards for employees by:

- Providing safety handbooks listing regulations and guidelines for safe designs, purchasing, installing equipment and security systems, to comply with standards issued by The Engineering Institute of Thailand.
- Installing protective bollards in front of stores to prevent collisions from vehicles and improving safety for employees and customers. In 2016 a total of 783 stores had protective bollards installed.

**Number and rate of
work-related accidents in 2016**



*NB: per 200,000 manhours

- Distribution center design that complies with SHE standards, such as wastewater treatment systems, with risk analysis conducted by experienced engineers.

In 2016, the company has reviewed accident statistics as part of an effort to improve on future safety.

3.2.2 Disease prevention

The company conducts a risk analysis of work-related diseases for all job fields in order to provide preventive measures and put in place policies to counter risks, as well as provide employees with behavioral guidelines and treatment methods as part of human resources work to improve work satisfaction.

Types of work-related diseases and preventive measures

Type of Employees	Type of Disease	Treatment
Office staff	Office Syndrome	<ul style="list-style-type: none"> • The 12-Week Exercise for Health project • Ergonomics knowledge and awareness, aiming to reduce risks related to posture and repeated tasks • Analyses of working environment to identify and eliminate risk factors before injury
Store staff	<ul style="list-style-type: none"> • Respiratory and nervous system diseases (flu, headaches) • Physical, bone and muscles diseases (pain) 	<ul style="list-style-type: none"> • Health campaigns for preventive action and treatments through internal communication, weekly meetings and monthly store records
Distribution center staff	<ul style="list-style-type: none"> • Respiratory and nervous system diseases (flu, headaches) • Physical, bone and muscles diseases (pain) 	<ul style="list-style-type: none"> • The 1000 ATTENDANCE Project, including internal broadcast campaigns, Health Promotion Care campaign, Traimitr project, pre-work exercises and Health Monitoring campaigns • Campaigns to raise health awareness

The company utilizes proactive measures to prevent illnesses and injuries for distribution center staff. In 2016, seven distribution centers were selected as Work Life Balance DCs to pilot health-related

programs, including health activities, quit smoking programs, weight loss programs, training for new mothers. Post-evaluation reported a 96.33% satisfaction rate among employees.



3.3 Safety, Health and Environment goals

Future goals for Safety, Health and Environment

KPI	Target (Year) (Percentage)		
	2016	2017	2018
Safety & Occupational Goals			
Fatal accidents	0	0	0
Injury Frequency Rate (IFR)	A 50% reduction within 3 years		
Injury Severity Rate (ISR)	A 50% reduction within 3 years		
Workplace environment compliance to the law	100	100	100
Environmental Goals			
Emission rate compliance to the law and related regulations	100	100	100

In addition to the above Safety, Health and Environment goals, in 2017, the company implemented Behavior Based Safety policies and training to reduce risky behaviors which may result in workplace injuries, such as defensive driving behaviors. The target goal is 100% of employees. Long-term follow-up is planned to assess training effectiveness.

4. Improving customer safety and satisfaction

Customer satisfaction is an important goal. CP ALL strives to create value for customers by delivering quality product and services and being accountable for all stages of the product cycle, such as by making health-conscious choices in product selection and putting in place quality assurance systems to ensure highest customer satisfaction. The following efforts have been made:

4.1 Healthier products

From the upward trend for healthy products, the company has taken on the challenge in delivering healthy choices at a low price to fulfil the needs of customers.

As a business leader in modern retail, CP ALL has collaborated with suppliers in increasing the availability of health-conscious products, whether in the form of improving nutritional qualities of the products themselves or improving the packaging and the communication of health-related information and advices from related institutions. The company has developed its own healthy options that include ready-to-eat fresh fruit (bananas, guavas, apples, etc.) under the brand “7-fresh”, and ready-to-eat meals such as riceberry, brown rice, riceberry and chicken breast, under the brand “EZYGO”. Healthy choices from partners include eggs, tender chicken breast, as well as ready-made salad bowls.

For 2017, the company has plans to improve on the availability of healthy products, make adjustments to the serving size, and ensure that more nutritional details and other information

4.2 Customer safety

CP ALL partners with a large number of suppliers to bring customers a wide variety of products. To ensure customer safety, the company encourages suppliers to obtain health and safety standards certification from GMP, HACCP and ISO 22000. Suppliers are regularly

evaluated to ensure compliance of their production premises to GMP standards and corrective measures are in place to counter any defects discovered. Suppliers who meet satisfactory standards in production, delivery and product quality are elevated to the status of Strategic Partner and are encouraged to adopt HACCP and ISO 22000 standards in their factories.

Suppliers are divided into three categories according to their size: In 2016, their details are as follows:

Percentage of certified suppliers

Supplier Type	Percentage of Certified Suppliers		
	GMP Standards	HACCP Standards	ISO22000 Standards
Large suppliers	100	100	100
Medium-sized suppliers	100	60	0
Small suppliers	100	10	0

Although small and medium-sized suppliers still face challenges in meeting HACCP and ISO 22000 standards, CP ALL is committed to supporting them to make improvements through conducting meetings and reviews, sharing knowledge and advising them on annual development goals and plans. Examples of such efforts include training courses on improving production standards and Halal standards.

CP ALL regular conducts onsite evaluations for all suppliers throughout the process of production and delivery, as well as the evaluation of the final product quality, with clearly defined frequency of visits and risk analysis reports. Evaluation results are used to adjust future evaluation and corrective methods.

4.3 Achieving Customer Satisfaction

Under the company philosophy that states “We wish to see customers smile when served by happy employees”, the company has adopted the SAVEQC principle in order achieve customer satisfaction. The original SAVEQ principle was developed from research by the rights holders of the 7-11 chain. In Thailand operations, from local customer opinion surveys, ‘Cleanliness’ was separated from ‘Environment’ and given its own clause, as it is an element Thai customer highly value, making “SAVEQC” the company’s guiding principle.



The SAVEQC Principle

Element	Definition	Details
Service	Staff	Friendly, polite, enthusiastic and service-minded staff; efficient cashier staff
	Convenience	Convenient location near residences and workplace; inclusion of additional services, such as 24-hour bill payment channels
Assortment	Products	A wide variety of products; full shelves; offers that suit customer demands
Value	Price	Good value for money on products
Environment	Store environment	Store structure and space allocation; store facilities in good condition
Quality	Product quality	High quality food and beverages in terms of freshness and taste
Cleanliness	Hygiene and cleanliness	Cleanliness of store and equipment

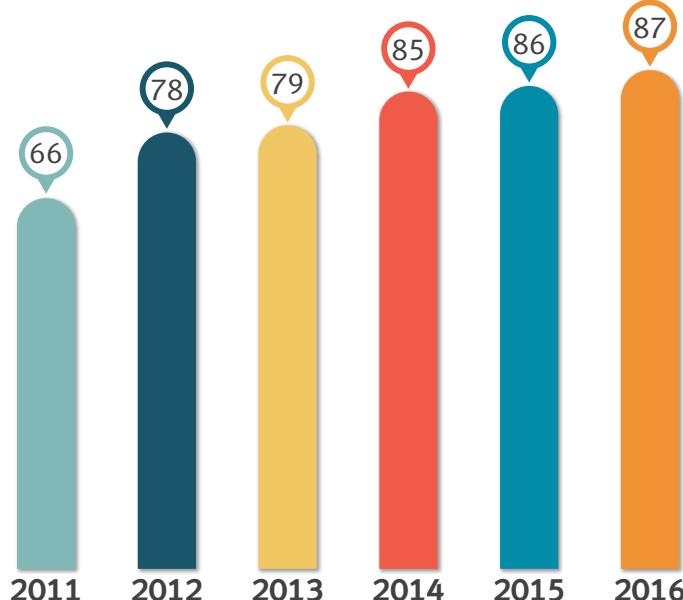
Under the SAVEQC principle, staff members undergo regular training and evaluation each month. Assortment and Team Merchandising methods are used to rotate up to 1,200 products for 7-Eleven stores each year. Other additional services are offered, such as Counter Service, 24 Shopping, eXta, Book Smile, All Cafe, and Kudson counters to enrich customer

experience. All stores also undergo constant renovation to ensure they are completely up to standard.

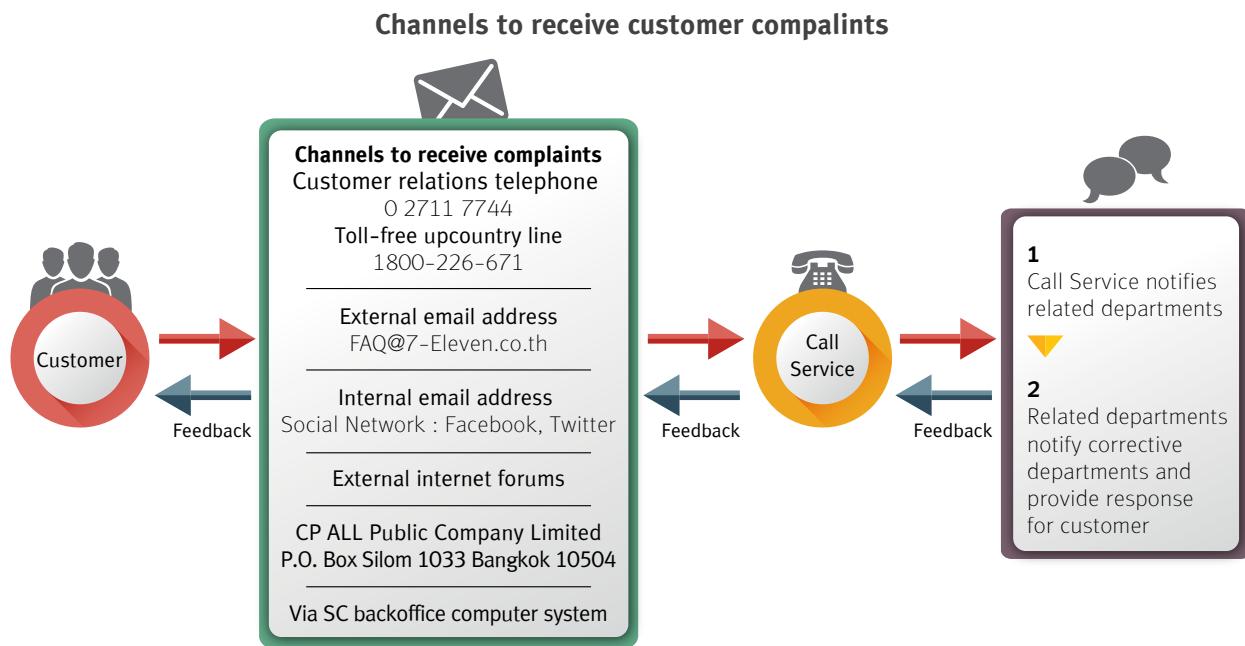
Under the SAVEQC framework, the company conducts exit interviews to survey customer satisfaction from sample customer groups. The overall results from surveys in 2016 are as follows:

2016 customer satisfaction survey results

Overall Satisfaction



4.5 Customer Complaints Process

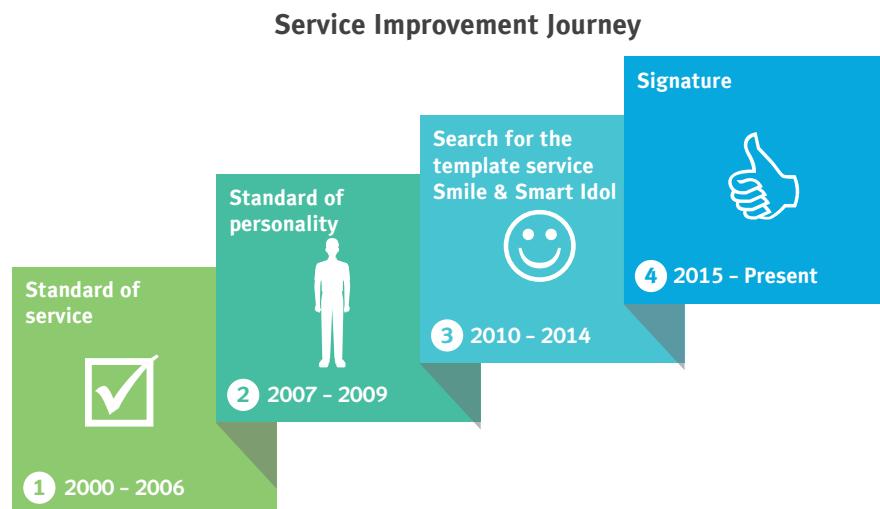


CP ALL has opened several channels to receive and handle customer complaints, including email, social media, post and directly through 7-Eleven stores. There is a 24-hour Call Service that helps communicate between customers and related departments in order to improve service quality.

In 2016, the most common complaints involve gift-redemption stamps programs, staff behaviour, and the quality of work processes and product quality. The company implemented the following corrective measures:

Guidelines on resolving complaints

Complaint topic	Guidelines on resolving conflicts
Redeeming premium gifts with stamps	<ul style="list-style-type: none"> Ensure that all store staff has full understanding of the redemption process Instruct staff to closely follow the operation handbook Inspect and reject defective premium gifts
Staff behaviour and service quality (rude behaviours, lack of manners, bagging and cashier mistakes)	<ul style="list-style-type: none"> Emphasize on the philosophy and guidelines of Friendly Service Improve service quality following the 5 Principles of a Service Mind
Product quality (products spoiling before expiry date, defective products, foreign objects in food products)	<ul style="list-style-type: none"> Conduct constant inspections of products from production until they reach customers Set inspection standards and work to improve supplier quality



CP ALL has continued to improve service quality throughout the years until the company has reached the state of Signature Service.

Under the company's organization-wide Signature Service, CP ALL uses the 5 Principles of a Service Mind to build a customer-focused culture, aiming to fulfill customer needs in an efficient manner with warm and friendly service.

After the launch of the 5 Principles of a Service Mind in 250 7-Eleven stores, initial results show an improvement in customer experience, as reflected in a 92.2% satisfaction rate, and 96% employee satisfaction rate. The company plans to expand the 5 Principles project to cover 2,800 stores across the country from 2016 to second quarter of 2017.

5 Principles of a Service Mind



Environmental Agenda: Living Together

CP ALL aims to become the leader in retail business with a real and solid eco-consciousness. In 2001 the company defined “7 go Green” as the strategy to becoming environmentally friendly and sustainable in every business endeavor, leading to the sustainable and efficient usage of natural resources, minimized environmental impact and the implementation of environmental development programs.

The “7 go Green” strategy is driven by CP ALL’s “Green Philosophy” which is at the heart of the company’s environmental efforts. Programs initiatives are implemented at 7-Eleven stores nationwide. Through continuous operation and communication, the company strives to maintain a good relationship with local communities in four areas as shown below.

1. Green Stores

Many projects have been implemented in order for 7-Eleven to become an environmental friendly network of stores.

1.1 Energy-efficient prototype store

CP ALL enjoys continuous yearly growth, leading to an inevitable increase in energy consumption. Therefore an energy-efficient prototype store was designed according to the Thai’s Rating of Energy and Environmental Sustainability (TREES) standards which are guidelines for constructing a “green” building.

“7 go Green” strategy

Green Stores



Green Logistics



Green Packaging



Green Living



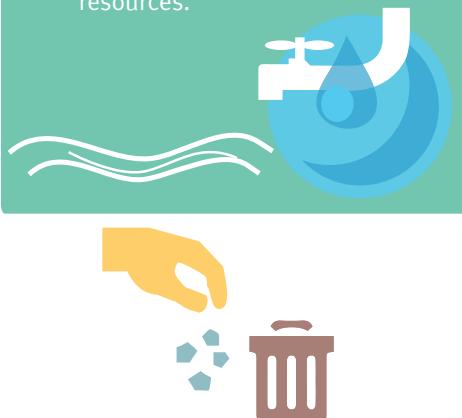


The 7-Eleven at Tara Square serves as the prototype for energy-efficient stores in seven areas.

- 1.** Encouraging employees to use public transport and planting one tree per 100 square meters of open space.



- 2.** Installing water-conserving toilets in public and staff restrooms to minimize impact on natural water resources.



- 4.** Construction waste management reduces the amount of construction waste which has a direct impact to the environment. For example, waste sorting at the construction site and the store, and selling recyclables to recycling facilities.



- 5.** Promoting a better in-store environment, such as ventilation and lighting systems for a better atmosphere for customers and employees.

- 3.** Installing energy-efficient materials and equipment.



Insulation Pair Glass - double glazing window comprises two panes of glass, separated by a cavity which is filled with inert gas – is 28% better in preventing heat transfer than normal glass windows.



Installing LED bulbs reduces the use of electricity by 30%.



Poly crystalline solar cell panels can generate 13,750 Kwh of electricity per year.



Solar heaters in water heating units reduce the use of 1,095 Kwh of electricity per year.



Inverter type air conditioning system reduces the use of electricity by 30%.



Natural light from skylight is equivalent to 20 fluorescent bulbs.

- 6.**

Pollution prevention measures within the 7-Eleven construction site. From the start towards the completion of the store construction, barriers are set up to reduce dust and noise pollution to the surrounding community.



- 7.** Energy and environmentally-related innovations for a better quality of life such as Eco Open Space which can serve as recreational areas.
-

1.2 LED bulbs

CP ALL is committed to reducing energy consumption and has established concrete measures to fulfil its promise. Newly constructed and renovated 7-Eleven stores nationwide are using energy-saving LED bulbs instead of normal light bulbs.

In 2016, 7-Eleven replaces in-store bulbs with LED bulbs in three areas.

- Replacing cold storage unit bulbs with LED bulbs reduces the use of electricity by 2.88 kWh per branch per month or 9.5 Baht per branch per month. (In 2016, with an energy consumption reduction of 74,030.11 units.)
- Replacing bulbs on cold storage unit doors with LED bulbs, reduces the use of electricity by 264.96 kWh per branch per month or 863 Baht per branch per month. (In 2016, with an energy consumption reduction of 7.63 million units.)

- Replacing electronic ballasts with LED ballasts, reduces the use of electricity by 831.6 kWh per branch per month or 2,844.28 Baht per branch per month. (In 2016, with an energy consumption reduction of 21.82 million units.)

As of today 5,717 7-Eleven branches have undergone these replacements, reducing energy consumption by 29.52 kWh per year

1.3 Centralized compressor for open showcase units

Initially, open showcase units in the stores use separate digital scroll compressors, which are connected to multiple condensing units. By installing a centralized digital scroll compressor system, which is a network of compressors connected to a single condensing unit, the electricity used can be reduced significantly.



7-Eleven Tara Square, Energy-saving prototype store



1.4 Inverter air conditioning system

As a part of CP ALL's energy saving efforts, the company plans to replace existing air conditioners in 7-Eleven stores with inverter air conditioners, reducing energy consumption and reducing the use of greenhouse gases such as CFC.

Decrease in energy consumption by project, 2016

Project	Decrease in energy consumption (kWh)	Percentage decrease	Number of completed stores
LED bulbs	29,524,063.00	59	5,317
Centralized compressor for open showcase units	2,747,266.92	8	1,057
Inverter air conditioning system	14,595,877.64	34	1,537

1.5 Solar Rooftop

From the successful installation of the solar rooftop at the energy-saving prototype store at 7-Eleven Tara Square, the company continued to install solar rooftops at five more locations namely Tara Pattanakarn, Khlong Lam Chiak 13, Nawamin 111, Lad Pla Kao 63, and Seri Thai 41. In 2017, with an estimate energy consumption reduction of 12,298.20 kwh per month.

Solar cell energy output, 2016

Branch	Solar rooftop installation		Store electricity requirement (kWh / month)	Percentage of solar output compared to store electricity requirement
	Capacity (kKp)	Actual output (kWh / month)		
Tara Square	10.00	1,200.00	29,368.50	4.09
Tara Pattanakarn	20.00	2,100.00	15,152.00	13.86

Solar cell energy output, 2017

Branch	Solar rooftop installation		Store electricity requirement (kWh / month)	Percentage of solar output compared to store electricity requirement
	Capacity (kKp)	Actual output (kWh / month)		
Khlong Lam Chiak 13	10.20	1,224.00	17,337.75	7.06
Nawamin 111	20.40	2,448.00	15,010.50	16.31
Lad Pla Kao 63	23.99	2,878.20	21,198.92	13.58
Seri Thai 41	20.40	2,448.00	13,588.00	18.02

CP ALL's energy consumption and greenhouse gas emission from 2012-2016

Year	Branches (not including sub areas)	Energy consumption (units)	Scope 2 greenhouse gas emission (KgCO ₂ eq)
2012	6,304	993,335,629.69	605,239,399.18
2013	6,841	1,061,967,548.97	647,056,827.59
2014	7,486	1,174,473,255.79	715,606,554.75
2015	8,165	1,273,316,288.51	775,831,614.59
2016	8,850	1,462,370,953	886,016,876.66

1.6 Microbial powder in grease traps

By installing grease traps, 7-Eleven minimizes the amount of harmful substances entering the wastewater disposal system. However, the grease removal process causes discomfort to employees, due to the hazardous nature of the task.

Through adding microbial powder to the grease trap by a specially-designed automatic fermentation container and dispenser, the frequency of emptying grease traps can be reduced from eight times per month to once every two months, significantly increasing employee's health and welfare.

2 Green Logistics

CP ALL realizes the importance of an environmentally friendly logistics management and has implemented various projects and prototypes in selected distribution centers.

2.1 Heat exchange water boiler

In order to reduce energy consumption, the company has successfully put in place a heat exchange system which transfers heat from refrigerant to water. The water heated by the system can be used to effectively clean product crates, saving 824,116 kWh of electricity, 3.2 million baht and 412 tons of carbon emission per year.

This project is further explored and developed into a prototype water recycling system at Suvarnabhumi Distribution Center (CDC). Waste water is treated by passing through a 0.05 micron ultra filter and an ultraviolet germicidal irradiation, eliminating impurities and microorganisms. The treated water has the same purity as tap water and can be reused, saving 8 cubic meters of water per day.

2.2 Energy-saving bulbs

In addition to 7-Eleven stores, product distribution centers are also undergoing bulbs replacement.

- Replacing high pressure sodium bulbs with T8 and T5 fluorescent bulbs, saving 322,917 kWh of electricity per month said alteration lead to an energy consumption reduction of 3,875,000 kwh, which translates to 15.5 million baht and 1,938 tons of carbon emission per year.
- In place of fluorescent bulbs, the Chonburi Distribution Center (RDC) has adopted Smart LEDs which are more responsive in brightness control, saving 318,000 kWh (85%) per year, which translates to 1.2 million baht and 159 tons of carbon emission per year.



2.3 Reducing pollution from product delivery

The company has a high regard for stakeholder health and wellbeing which can be affected by vehicle exhaust emissions. A prototype project has been developed at Mahachai Distribution Center (DC) and its network of stores to reduce emissions. The efforts include turning off ignition while loading and unloading, and conducting a comprehensive vehicle emissions testing, resulting in the center receiving zero complaints on emission and pollution.

3 Green Packaging

3.1 Environmentally Friendly Packaging

In terms of packaging, CP ALL is committed to moving towards using environmentally friendly packaging. The effort comprises of a short-term, mid-term and long-term plan (2016 - 2022), separate be 5 issues.

Short-term plan

- 3.1.1 Reduce: reducing or cancelling the use of packaging that is harmful to human health and the environment.
- 3.1.2 Reuse: encouraging the reuse of packaging materials such as reusable ice boxes for frozen products instead of plastic bags.
- 3.1.3 Recycle: converting waste materials into new materials and objects, especially plastic which is not biodegradable.

Medium-term plan

- 3.1.4 Biodegradable: using biodegradable materials in packaging, such as using biodegradable plastic, to minimize environmental impact

Long-term plan

- 3.1.5 Renewable Resources: researching and exploring the possibility of bioplastics from renewable sources, which can replace traditional plastics from petroleum. Research and development in bioplastics such as Bio PE and Bio PP is beneficial to the agricultural and industrial sector, as well as reduce the use of fossil fuels.

In 2016 the company has successfully implemented three “reduce” projects.

- Since August 2016, the company used OPP (Oriented polypropylene) shrink sleeves to replace PVC (Polyvinyl chloride) shrink sleeves for 350ml, 500ml and 1,500ml 7-Select drinking water bottles.
- Since August 2016, the company has started to use bio-friendly renewable materials instead of PVC for newly developed products.
- Since December 2015, the company started to replace existing paper cups with a newer model which uses less paper, with an aim to completely replace all paper cups by April 2017.

Paper cup usage in 2016

Size	GSM.	Cups produced (including 5% scrap) (pieces)	Cup usage per month (pieces)	Cup usage per month (tons)	Decrease in paper used per month (tons)	Decrease in paper used per month (percent)	Decrease in paper used per year (tons)
10 oz.	190	155,790.59	1,200,000.00	7.70	0.64	8	7.67
	210	143,857.70	1,200,000.00	8.34			
12 oz.	190	136,998.46	1,800,000.00	13.14	1.09	8	13.08
	210	126,504.96	1,800,000.00	14.23			
16 oz.	230	101,010.10	3,500,000.00	34.65	3.50	9	42.00
	250	91,743.12	3,500,000.00	38.15			
22 oz.	250	71,942.45	3,100,000.00	43.09	4.65	10	55.80
	280	64,935.06	3,100,000.00	47.74			

The goal of the company is to use more renewable and biodegradable products. Strategies and plans are being drafted to ensure that the goal is met in the near future.

4 Green Living

4.1 Reduce plastic waste with “Think Bags” project

It has been on the national agenda to raise awareness of the importance of using our resources

efficiently, reducing plastic waste, and lessen the impact we make on the environment. CP ALL has been proactive in delivering consumer awareness campaigns and urging consumers to “Reconsider plastic bags” and “Say no to plastic bags”. The main target audiences of the campaigns are children and youths who can still be persuaded to change their behaviours, and are able to shape the society in the future.

The project has been running since 2012 and now in its fifth phase.



The five phases of the “Think Bags” project



The company wishes that through continuous adaptations and implementation, the project can help shape a new social norm. Starting with children and youths, the company hopes to escalate awareness building to the network of affiliated schools, the public and private sector and the civil society. These target institutions include the Department of Environmental Quality Promotion (DEQP), Office of the Basic Education Commission (OBEC), and the Green World Foundation.

In 2016, in association with Mahidol University, CP ALL developed a project, “Campus says no to plastic bags” aimed at students to reduce the use and encourage the reuse of plastic bags in participating 7-Eleven stores, saving 1,073,800 bags in total.

The company also worked in collaboration with “Youth for Next Step”, a community of young change-makers, who has won awards such as “National Outstanding Youth Group” and the TAYO ASEAN Award: The Ten Accomplished Youth Organizations in Vietnam.

CP ALL has worked closely with company-initiated youth group: “Thai Youths reduce plastic bags” from 33 schools in 17 areas, to build eco-awareness in more than 50 schools and reaching 60,854 students.

Further efforts towards sustainability include campaigning against the use of plastic bags through online channels, social media and websites to strengthen public awareness and create action.

Corporate Social Responsibility Operations by Business Support Unit

eXta

eXta is a business support unit of CP ALL Public Co., Ltd. which provide convenience to the community through a variety of health related products and services such as medicine, dietary supplements and cosmetics with professional in-store pharmacists readily available to provide advices and services. The operations of eXta include a separate drugstore area within the 7-Eleven stores and a standalone drugstore which provides a full option of health related products under the objective “to bring good health to the community”. Up to now, the company has conducted the following key corporate social responsibility projects:

1 Dangerous Drugs Sale Control System through the Cashier

A drugstore is the closest health service unit to the community. There are over 15,000 stores in Thailand. In 2014, the Ministry of Public Health has passed the ministerial regulation to ensure that all sales

of dangerous drugs in drugstores must be strictly controlled by pharmacists with severe punishment to suspend the license renewal in case of violation.

The company is committed to develop the 130 branches of eXta to bring good health to the community. Hence, it has joined the Quality Drugstore Program of the Pharmacy Council of Thailand. One of the set criteria is to strictly follow the regulations when giving advice about and sell dangerous drugs by pharmacists and display the dangerous drugs in a controlled area.

Moreover, the company has added a pharmacists' password control system when dangerous drugs are sold through the cashier by the pharmacists. This is to ensure that the customers will receive a quality and safe service and that the drugstore follows the rules and regulations set by the government sector to reduce the risk of license renewal suspension which could lead to harmful consequences to the company. This also helps build a good image for the company.

An example of the password control system when selling dangerous drugs through the cashier





2 “Quality Drugstore” Program

eXta has joined the “Quality Drugstore” program by the Pharmacy Council of Thailand with the objectives to elevate the quality of drugstores and follow international standards in terms of pharmaceutical service. Additionally, these quality drugstores must operate in alignment with related laws and regulations under the profession ethics and provide services to promote good health to the community where it is located. To be a certified quality drugstore by the Pharmacy Council of Thailand, it must follow 5 quality standards aspects:

- Premises, Equipment and Service Support Items
- Management and Administrations for Quality
- Good Pharmaceutical Service
- Follow Laws, Regulations and Profession Ethics
- Take Part in the Community and Society

The company has the objective to develop all branches of eXta Plus to be certified as quality drugstores. Today, the company has 101 branches with 13 branches pending for quality certification confirmation. The rest is under store renovation and waiting to apply for quality certification.

3 Collaboration with National Health Security Office (NHSO) and the Pharmacy Council of Thailand in Screening Patients

To allow the quality drugstores to participate in supporting and preventing diseases as well as reducing the risk of chronic diseases such as diabetes, high blood pressure, etc., through screening service and educate, advise, consult, and follow up and passing the patients to treatment system, the Community Pharmacy Council in collaboration with the NHSO have initiated projects with representatives from eXta Plus joining them for 3 years consecutively. These projects include:

- Health Promotion Service Project in Quality Drugstores, 2014-2015
- Treatment System Development Project for Patients with Chronic Diseases by Quality Drugstores to strengthen the National Health Security System, 2016

For the past 3 years, eXta Plus has participated in the health service projects above for more than 5,000 cases.

Book Smile

Book Smile is a business support unit of CP ALL Public Co., Ltd. which sells books, knowledge and entertainment media both in network format and E-commerce business by focusing on being the knowledge center with a variety of books, magazines, stationeries, electronic appliances and edutainment media under the slogan “Fun, Learn and Entertain”. Up to now, the company has conducted the following key corporate social responsibility projects:

1 Book Smile Give Project

Book Smile initiated this project to create public participation to donate books, stationeries and electronic appliances especially printers to the needed agencies, schools or religious places. For each donation round, Book Smile will run the PR to promote the project for 2-3 months through various media such as signages at 7-Eleven, Standalone shops and CP Tower and banner advertisements on www.weareCP.com, www.booksmile.co.th websites and on Book Smile Give page.

In 2016, there were 59 books and stationeries donations at the booths of our standalone shops which a total of 28,156 donated items were given to 7,066 students and 370 young monks.

2 Good and Cheap Books Project

Recently the printing industry has been in a crisis situation due to new alternative media such as digital media which gain massive popularity from consumers. Book Smile in collaboration with several publishing companies initiated the Good and Cheap Books Project since 2008 to differentiate and create the opportunity

for the industry to survive. It was also to allow books to reach a wider audience which aligns with the government's concept to encourage readership as well as to position itself as the community bookstore.

Between 2014 and 2016, the ratio of printing and circulation is shown in the table below.

Circulation of books in the Good and Cheap Books Project between 2014 and 2016

Year	Circulation (Unit)					Sales Revenue (Baht)
	Articles about the Royal Family	Celebrities Journal	Religious	Psychology	Animation	
2014	270,384	1,388,803	420,028	246,464	125,896	85,918,352
2015	68,365	724,875	497,312	32,436	189,974	51,204,933
2016	-	658,711	197,340	17,456	185,394	32,726,270
Total	338,749	2,772,389	1,114,680	296,356	501,264	169,849,555

The operation of the mentioned project not only helps Book Smile gain a continuous growth in economic value, but it also support the small publishing companies and writers to be able to stay in the business and grow together in the future

Kudsan and Bellinee's Bake & Brew

Kudsan and Bellinee's Bake & Brew are business support units of CP ALL Public Co., Ltd. which sell freshly baked bakery, fresh coffee and snack boxes. Kudsan operates with 7-Eleven to focus on convenience store customers with middle income. On the other hand, Bellini's operates as a standalone restaurant focusing on upper income customers. As of 2016, there are 364 branches of Kudsan with a trend to open more branches in proportion to the openings of more 7-Eleven. Bellini's currently has 20 branches. Key corporate social responsibility projects include:

1 Barista Career Project

The company allocated approximately 400,000 Baht to organize trainings with the objectives to enhance the skills, abilities and career security of the barista and make them an expert in service standards and quality through standard program and expert skills development program as well as a platform for them to show off their talents. As a result, Kudsan and Bellini's increase in its beverage sales of 30.90% in 2016.

2 Kudsan and Bellini's Premium Cafe CSR Project: Fulfill Dreams and Share Love to Children in Remote Area

The company built the school fence and library and donated scholarship, lunch money as well as clothes, toys and snacks to the children of Pi Puan School, Kor Wang District, Yasothon Province and taught them to paint with water color and coffee water color. This project helps support the development of small rural schools to be the source of knowledge and life skills development for kids and youths.



Awards of Achievement and Associate Membership

Awards of Achievement in Corporate Social Responsibility, 2016

- The CDC Distribution Center, Suvarnabhumi received the “ASEAN Energy Award” for outstanding in management of energy, small to medium sized controlled factory category, ASEAN Energy Stage, Myanmar
- Received the “2016 Outstanding CSR Organization” award from the Ministry of Social Development and Human Security
- Received the “100% Styrofoam-Free Organization Certificate” award from the Department of Health, Ministry of Public Health

- Received the “National Legislative Assembly E-Book Broadcasting” plaque from the National Legislative Assembly
- Received the “Level One Energy Saving Building” Royal Emblem plaque in the convenience store category from Metropolitan Electricity Authority
- The Distribution Centers received the “2016 Outstanding Establishments in Safety, Hygiene and Work Environment” awards, 8 gold level centers and 4 diamond level centers from the Ministry of Labor and Social Welfare
- Received the “Quality Drugstore” certificates from the Pharmacy Council of Thailand for 88 branches

CP ALL Associate Membership

Associate Membership Listing

No.	Associate Title	Membership Details		Participation Details	
		Type			
		Board	Member		
Business Associate					
1	Thailand Management Association (TMA)		✓		
2	ECR Thailand (Efficient Consumer Response)		✓		
3	Thai Listed Companies Association		✓		
4	The Thai Chamber of Commerce	✓			
5	Thai Retailers Association	✓			
6	Thai Capitalized Retailers and SME Trade Association	✓		President, Thai Capitalized Retailers and SME Trade Association	
7	The Development of Thai Capital Retailers Association	✓			
8	Personnel Management Association of Thailand (PMAT)	✓			

No.	Associate Title	Membership Details		
		Type		Participation Details
		Board	Member	
9	Foundation for TQM Promotion in Thailand	✓		Advisor for the Organizing Committee of Thailand Quality Conference & The 17 th Symposium on Best Practices in Thailand, 2016
10	The Publishers and Booksellers Association of Thailand	✓		
Social Associates				
1	Friends in Need (of "Pa") Volunteers Foundation		✓	
2	The Thai Bar Member		✓	
3	The Agricultural Economics Society of Thailand	✓		Central Committee Member, The Agricultural Economics Society of Thailand
4	The 2 nd Government Employees Administration Subcommittee, Operations Recruitment and Assessment	✓		President, Government Employees Administration Subcommittee
5	The 2 nd Government Sector Manpower Quality Building and Development Extraordinary Subcommittee, Manpower Quality Development	✓		Extraordinary Subcommittee Member, Government Sector Manpower Quality Building and Development
6	Government Employees Administration Committee	✓		Committee Honorable Member, Labor Relations
7	National Health Manpower Committee	✓		Committee Honorable Member
8	Proposal Development Committee, Pharmaceutical Organization's Human Resources System Development	✓		Committee Member
9	Personnel Administration Committee, Walailak University	✓		Committee Honorable Member
10	Direction Setting Committee for Leadership Development Network for Health Project	✓		Committee Member
11	Government System Development Committee	✓		Subcommittee Member, Government System Development in Government Service Enhancement in Quality and Effectiveness
12	Faculty of Political Science, Chulalongkorn University Alumni Association	✓		



No.	Associate Title	Membership Details		
		Type		Participation Details
		Board	Member	
13	The Psychological Security Association of Thailand	✓		
14	Bantam Conservation Society of Thailand	✓		
15	National Jogging Association of Thailand	✓		
16	Phuket Association	✓		President, Phuket Association
17	GS1 Thailand, The Federation of Thai Industries	✓		Vice President, GS1 Thailand, The Federation of Thai Industries
18	Southern Association under the Royal Patronage	✓		Vice President, Southern Association under the Royal Patronage
19	Economics Society, Kasetsart University	✓		
20	Prince of Songkla University	✓		University Affairs Promotion Committee Member, Prince of Songkla University
21	Department of Religion	✓		National Moral Promotion Committee Member, Department of Religion
22	Go Association of Thailand	✓		Secretary-General, Go Association of Thailand
23	Ubonratchathani University	✓		MBA Course Development Committee Member and Volunteer Teacher

Information according to the GRI's G4 Sustainability Report Guidelines, Relating to the United Nations Sustainability Development Goals

G4 GENERAL STANDARD DISCLOSURES OVERVIEW

General Standard Disclosures	Page Number	Omissions	Direct Answer	External Assurance	SDG Mapping
Strategy and Analysis					
G4-1	2-3				
Organizational Profile					
G4-3	4				
G4-4	5				
G4-5	15				
G4-6	5		Operations in Thailand only		
G4-7	4				
G4-8	5				
G4-9	5				
G4-10	5, 42				Goal 8 • Employment
G4-11	-		No labor union		
G4-12	6				
G4-13	-		No significant changes		
G4-14	10, 11, 58				
G4-15	8				
G4-16	70-72				
Identified Material Aspects and Boundaries					
G4-17	4				
G4-18	13				
G4-19	13-15				
G4-20	14-15				
G4-21	14-15				
G4-22	-		Restatement No restatement		
G4-23	-		The first report to follow GRI G4 guidelines		



General Standard Disclosures	Page Number	Omissions	Direct Answer	External Assurance	SDG Mapping
Stakeholder Engagement					
G4-24	16-19				
G4-25	16				
G4-26	16-19				
G4-27	16-19				
Report Profile					
G4-28	12				
G4-29	12		2015		
G4-30	12				
G4-31	15				
G4-32	12, 73-X				
G4-33	-		No External Assurance		
Governance					
G4-34	20-22				
Ethics and Integrity					
G4-56	7, 8				Goal 16 • Ethical and lawful behavior
Economic					
Economic Performance					
G4-DMA	5,38				
G4-EC1	6				Goal 2, 5, 7, 9 • Infrastructure investments Goal 8 • Economic Performance Goal 9 • Research and Development
G4-EC2	38-40				Goal 13 • Risks and opportunities due to climate change

General Standard Disclosures	Page Number	Omissions	Direct Answer	External Assurance	SDG Mapping
Indirect Economic Impacts					
G4-DMA	23-25				
G4-EC8	68, 32-34, 23-25				<p>Goal 1</p> <ul style="list-style-type: none"> • Availability of products and services for those on low incomes • Economic development in areas of high poverty <p>Goal 2</p> <ul style="list-style-type: none"> • Changing the productivity of organizations, sectors, or the whole economy <p>Goal 3</p> <ul style="list-style-type: none"> • Access to Medicine <p>Goal 8</p> <ul style="list-style-type: none"> • Changing the productivity of organizations, sectors, or the whole economy • Indirect impact on job creation • Jobs supported in the supply chain <p>Goal 10, 17</p> <ul style="list-style-type: none"> • Economic development in areas of high poverty • Foreign direct investment
Procurement Practices					
G4-DMA	23-25				<p>Goal 1, 5, 8</p> <ul style="list-style-type: none"> • Economic inclusion



General Standard Disclosures	Page Number	Omissions	Direct Answer	External Assurance	SDG Mapping
Environment					
Materials					
G4-DMA	63-65				
G4-EN1	64				Goal 8, 12 • Materials efficiency/recycling
Energy					
G4-DMA	58				
G4-EN6	60-63				Goal 7, 8, 12, 13
G4-EN7	59				• Energy efficiency
Emission					
G4-DMA	58-65				
G4-EN19	62				Goal 13 • GHG emissions Goal 14 • Ocean acidification Goal 15 • Forest degradation
Effluents and Waste					
G4-DMA	64-65				
Environmental Grievance Mechanisms					
G4-DMA	48				
Social					
Labor Practices and Decent Work					
Employment					
G4-DMA	41-42				
G4-LA1	43				Goal 5 • Gender equality Goal 8 • Employment • Youth Employment
G4-LA2	46				Goal 8 • Earnings, wages and benefits
G4-LA3	47				Goal 5, 8 • Parental leave

General Standard Disclosures	Page Number	Omissions	Direct Answer	External Assurance	SDG Mapping
Occupational Health and Safety					
G4-DMA	48-49				
G4-LA5	49				Goal 8 • Occupational health and safety
G4-LA6	51-52				Goal 3, 8 • Occupational health and safety
G4-LA7	51-52				Goal 3, 8 • Occupational health and safety
Training and Education					
G4-DMA	44				
G4-LA9	44				Goal 4 • Employee training and education • Gender equality Goal 8 • Employee training and education
G4-LA10	44-45				Goal 8 • Employee training and education
G4-LA11	45				Goal 5 • Gender Equality Goal 8 • Employee training and education
Society					
Anti-corruption					
G4-DMA	26-27				
G4-SO3	27				Goal 16 • Anti-corruption
G4-SO4	28				Goal 16 • Anti-corruption
Grievance Mechanisms for Impacts on Society					
G4-DMA	48				



General Standard Disclosures	Page Number	Omissions	Direct Answer	External Assurance	SDG Mapping
Product Responsibility					
Customer Health and Safety					
G4-DMA	53-54, 66				
G4-PR1	53-54, 66				
Product and Service Labeling					
G4-DMA	54-55				
G4-PR5	55				
Innovation					
G4-DMA	31-34				



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