



CP ALL Public Company Limited

Sustainability
Report
2019

MEMBER OF
**Dow Jones
Sustainability Indices**

In collaboration with  **SAM**
a RobecoSAM brand

GIVING &
SHARING
OPPORTUNITIES
FOR ALL





Corporate Philosophy

Through happy employees
we desire to see smiles
from customers



Vision

We serve convenience
to all communities



Mission

To create customers engagement
with innovative products and services
and to enhance good relations
with community and society

Giving and Sharing Opportunities

We believe that CP ALL, communities,
and all stakeholder groups are
akin to a family. We can be joyful
if our family is also happy. We,
therefore, would like to give
opportunities and a smile on everyone.

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Message from the Chairman



The Company endeavors to operate following the 15 sustainability targets which have continuously been part of the Company's strategy—in order to achieve them in 2020. This is done by considering internal and external factors pertinent to expectations of all stakeholder groups and assessing the waves of global changes that have an influence on the organization's operations.

Dear all stakeholders,

Changes in digital technologies play a significant role and influence CP ALL Plc's current business operations. They rapidly and continuously impact market conditions and the competitive landscape. However, with retail business experience in Thailand that spans over 32 years, the Company continues its steadfast business operations development to be in alignment with such transformations, in tandem with responding to the demands and expectations of society and communities more effectively. Under the mission to "co-create and share opportunities with everyone" and as a retail business and a leader in the convenient store business, the Company is committed to being a sustainability change leader in all dimensions. The Company places importance on developing product, service, and process innovations that can respond to consumer demands in the digital era in a comprehensive and accessible manner—while minimizing, if not eliminating, the potential social and environmental impact of our products, services and business operations.

The Company endeavors to operate following the 15 sustainability targets—which have continuously been part of the Company's strategy—in order to achieve them in 2020. This is done by considering internal and external factors pertinent to expectations of all stakeholder groups and assessing the waves of global changes that have an influence on the organization's operations. This has made the Company cognizant of emerging challenges and prepared to redirect its operating approaches to overcome them—whether it be changes in digital technologies, climate change, and the organization's joint growth with its value creation for society and communities—in order to develop sustainably. In 2019, the Company's project to reduce the volume of plastic used in business operations, "Reduce a Bag a Day, You Can", has grown in its second year—now including an initiative on the usage of environmentally friendly plastic packaging and a recycling project that converts plastic into other uses following a circular economy approach.

In addition, there are also initiatives which the Company has marshalled and continued to execute to meet said targets. These include projects such as the Solar Energy Electricity Generation project and the Supplier Sustainability Risk Assessment and Development project. Concomitantly, the Company has also undertaken to elevate its social performance by creating opportunities for and promoting Thai farmers—heralding the value, and supporting the role of Thai farmers. Through reinforcing learning activities and projects for society and communities, farmers gain and improve new skills and knowledge, and product development is supported. Sharing knowledge with farmers through multiple projects and supporting products from Thai farmers and smallholders by enabling access to market all can elevate living standards and improve quality of life.

I am proud of the organization's successful sustainability project performance, particularly on managing response to climate change through reducing the use of plastic bag, and on raising awareness with employees, the youth, communities, and customers on this issue. The Company has raised funds to purchase medical equipment for hospitals in 77 rural communities in Thailand. Another praise-worthy initiative is one which develops and promotes Small and Medium Enterprises (SMEs), capacitating and enabling them to conduct business responsibly throughout the supply chain.

Lastly, I wish to thank every employee and all stakeholders that have loved and believed in conducting business following the sustainable development approach. This success would not have been possible without the companionship of those who drove the organization to genuinely and efficiently meet the challenges—increasing our capacity to respond to expectations of all stakeholder groups—for the benefit of the country, its citizens, and the Company, all growing together sustainably.



Soopakij Chearavanont

Chairman
CP ALL Public Company Limited

Message from the Chairman of Executive Committee



The organization takes great pride in this success in sustainability, as manifested in the awards received in 2019. This reflects the Company's commitment to conduct business following the sustainability development approach and in considering stakeholders in all dimensions.

Dear all Stakeholders,

With the determination to conduct business following the sustainable development approach, with consideration of all stakeholders—encompassing all business, social, and environmental dimensions—the Company has steadfastly striven to become a sustainable organization under the resolution to “co-create and share opportunities with everyone” over the past 32 years. This commitment has enabled the Company to achieve a 5-star (“Excellent”) rating in the Corporate Governance Report (CGR) of the Thai Institute of Directors (IOD) in 2019. The Company has also received the 2019 SET Sustainability Awards in the Sustainability Excellence category, and was successfully listed on the Thailand Sustainability Investment Index (THSI). In addition, as the Dow Jones Sustainability Index (DJSI) has recognized CP ALL Plc. as an “Industry Leader” in the Food & Staples Retailing cluster, the Company has also been selected to become a member of the FTSE4 Good Index in the Good & Drug Retailers category and received a “B” rating from the Carbon Disclosure Project (CDP) on the aspect of the environment, specifically on climate change.

The organization takes great pride in this success in sustainability, as manifested in the awards received in 2019. This reflects the Company’s commitment to conduct business following the sustainability development approach and in considering stakeholders in all dimensions. In 2019, the Company has revised its strategic plan—which lays out its 2020–2024 effort in achieving the following 5 key goals: 1) reduction of greenhouse gases emissions through intensified programs under the 7 Go Green strategy;

2) reduction in the use of plastic bags and containers; 3) reduction of food waste; 4) increased coverage in the development of SMEs and smallholders; and 5) reduction in corporate governance risks throughout its value chain. The Company recognizes the contribution and support the role of Thai farmers, communities, and entrepreneurs through the Company’s various projects as a way to achieve comprehensive sustainable development. The Company adheres to the Guiding Principles on Implementing the UN Protect, Respect, Remedy Framework for Business and Human Rights. It also promotes good well-being among communities within which 7-Eleven stores have been established through supporting and increasing product distribution channels, and promoting education and local employment. Furthermore, the Company has continuously communicated its sustainability efforts to trading partners and business alliances in order to create understanding and uptake of the organization’s sustainability approach throughout the value chain. CP ALL’s mission is not merely to deliver good products and services to customers, but to also deliver sustainability to society and the environment at all times.

Lastly, I wish to thank all stakeholders that supported and have been an important driving force towards our sustainable development goals. It is my firm belief that the dedication, commitment, and resolution in conducting business through good governance principles—being responsible to society and the environment—will enable us to grow sustainably together.



Korsak Chairasmisak

Chairman of Executive Committee
CP ALL Public Company Limited

"Its feel comfortable to sell here. We're like family, helping each other sell!, Selling here has increased more our credibility!"

Warit Wacharaboonprasert
Supplier

"Would you like Steamed Bun, Dumplings, or healthier food, uncle? It's important to eat nutritious food and exercise."

Preeyanuch Promkoh
7-Eleven employee



"I come here every day! I am getting old; it's good to walk to exercise. Coming here feels just like getting to talk with my children and grandchildren."

Charlie Rakchan
Regular CP ALL customer



Happiness Value Chain

Traceable Transparency

Transparent and ethical corporate governance is our important commitment

Employees are near and dear to our hearts. We care about employees' right and strive to develop their capacity

Increased healthy alternative products for consumers' good health by **10%**

"We desire smiles from customers"

Customer satisfaction survey results in 2019 reached

94%

Created good management systems, and conducting supplier satisfaction surveys every year

Chain of Happiness

CP All's sustainability is the result of attention to detail and importance given to all aspects in the supply chain, under principles of good corporate governance, ethical business conduct, and transparency to allow the effective business growth.

Our genuine sustainability is when everyone works together with quality and happiness.



“Oh, my Golden bananas are full of quality! We take great care in growing and looking after them. It gives me joy when I see people enjoying fresh bananas. They’re so nutritious!”

Arkong Konggarian
Participating farmer
in the Golden banana Project

“I always get to have fun during workshops and when I use various technologies in learning. Teachers are fun, making me look forward to coming to school everyday.”

Prawanpat Songpakornrat
Student
Panyapiwat Institute of Management
Demonstration School (Satit PIM)



34,344

Total scholarships sponsored by the Company in vocational and higher education

The golden banana project is a project supporting small and medium-size entrepreneur (SMEs) to contributed local circular economy by

7

million baht per year

Promote livelihood of Kaprow growers, in one of the occupational learning projects to enable sustainable agricultural approaches, creating occupational security for farmers

2020 Goal,

100,000

persons of all gender and ages will have access to necessary education and skills development



Happiness sharing

Truly happiness is a sharing

Because everyone in the society is akin to a family member.

CP ALL therefore has determined to creating and sharing opportunities with communities and societies, via the project to encouraging local economy to stronger.

Elevation capability of small and medium-size entrepreneur (SMEs), including with creating educational opportunities, creating jobs and building the strong foundation with sustainability

GREEN LIVING

Committed to create and sow the seeds of environmental awareness, changing consumer behavior in reducing plastic usage, and achieving GHG emissions reduction by

23,000 tCO₂e



GREEN LOGISTIC

Improved efficiency in transportation and product distribution by adjusting the size of freight vehicles, managing transportation schedule —helping reduce pollution from transportation



GREEN STORES

Further expanded energy saving stores from trialed project by usage of energy saving equipment in 7-Eleven stores, which reduced energy consumption at

8,400 MWh

"I have normally used cloth bags. I like searching for cute prints. When the 7-Eleven store in my campus lends them, I thought, 'Oh, this is quite convenient!' On days I forget to bring mine, I can just borrow them."

Busayamas Puraya
Student



GREEN PACKAGING

Packaging in 7-Eleven stores use eco-friendly materials and are biodegradable, reducing plastic usage in packaging design of

920 tonnes



Sharing with Responsibility

Passing on Happiness with Responsibility

Conducting business on the foundation of environmental responsibility is a value in which CP All has always been conscious. Products and services throughout the value chain are vehicles of happiness that are handed to consumers with responsibility, through management of environmental capital and efficient energy usage to reduce the environmental impact of business operations.

Collaborative Value Chain for Everyone's Happiness



CP ALL Plc.'s retail business is determined to provide products and convenient services to customers in every community, with regards to social and environmental responsibility.

Total Revenues

571,110 Million Baht

Growth from 2018

By **8.3%** ▲

Earnings

22,343 Million Baht

Growth from 2018

By **6.8%** ▲

11,712 branches

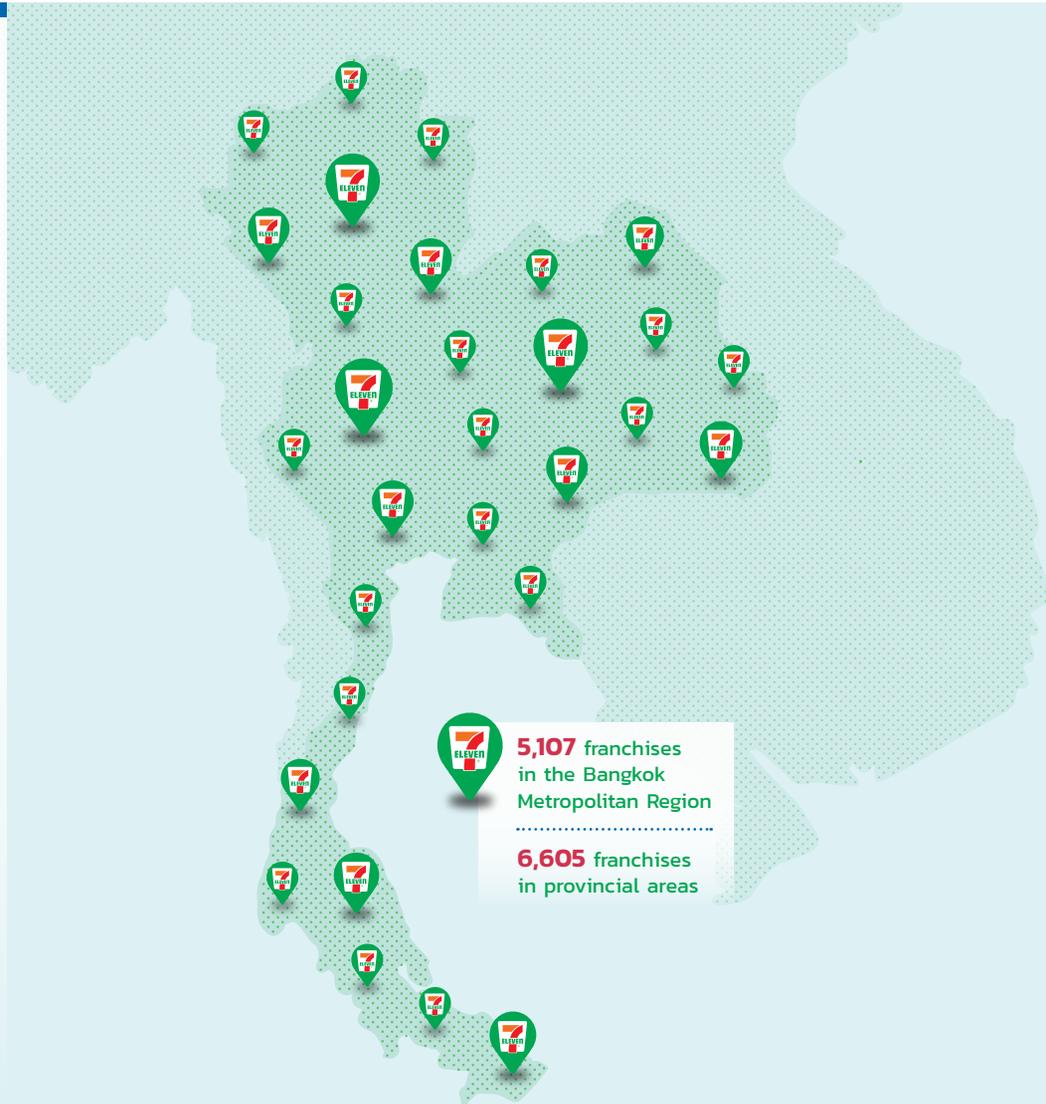
of the 7-Eleven franchise in Thailand or second world's ranking from total 7-Eleven franchise

99,334

of total employees

An average of customers who used the service by

13 Million people per day



"CP ALL's Value Chain"



- Farmer
- Community Enterprise
- SMEs
- Large-scale Entrepreneurs

Sourcing / Manufacturing



Delivery and Distribution



Sale of Products and Services



Customers

CP ALL Plc.'s retail business is determined to provide products and convenient services to customers in every community through its convenience stores, under the 7-Eleven brand. Having provided their services in Thailand for more than 32 years through increasingly varied service channels, it creates good customer experience in accessing products and services. Additionally, with 99,334 employees the Company's business operations function as a connector throughout its supply chain—whether it be creating livelihood for farmer; unlocking business opportunities for small business holders, underprivileged groups, people with disabilities, and vulnerable populations; and awarding educational opportunities. Currently, our core business is composed of 3 main categories: retail, wholesale, and 8 related business categories, which includes the following.

01 | Convenient Store Service



1 7-Eleven

is a one-stop convenient store that offers fresh and a wide variety of products, ready-to-eat meals, and beverages. The Company has 11,712 branches of the 7-Eleven franchise, broken down into 5,107 franchises in the Bangkok Metropolitan Region (44%) and 6,605 franchises in provincial areas (56%). Stores are clustered into 3 types: Company Stores (44%), Store Business Partner (49%), and Sub-Area License Stores (7%). There is currently an average of 13 daily customers at 7-Eleven stores.

For more information www.7eleven.co.th

Under the convenient store service business is a wide variety of related products and services, which include the following.



Kudsan

kudsan selects daily, delicious freshness available and strives to select quality raw materials through a menu of fresh, homemade bakeries and beverages deftly brewed by professional baristas.

For more information [www.facebook.com/Kudsan Bakery & Coffee](https://www.facebook.com/KudsanBakery&Coffee)



Bellinee's Bake & Brew

is premium bakery which serves a menu of fresh quality bakeries, savory and sweet food options, and beverages.

For more information www.bellinee.co.th and www.facebook.com/bellinee



All café

services read-to-serve beverages and freshly brewed coffee

For more information www.7eleven.co.th



eXtra Plus

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

For more information www.exta.co.th and www.facebook.com/extaplus



2

ALL Wellness Co., Ltd.

to provides health services through digital innovation and consultation with medical experts.



3

CP Retailink Co., Ltd.

is a one-stop retail and convenient store equipment dealership

For more information www.cpretailink.co.th



Muanchon Coffee

is a café business operated under the belief that coffee can create a livelihood for society and supporting communities. It has continuously promoted this livelihood since 2010 through coffee livelihood training with communities, with programs that give back to society, following the Ministry of Agriculture and Cooperatives’ policy, in tandem with the expansion of Muanchon Coffee franchises nationwide.



4

24 Shopping Co., Ltd.

offers various “O2O channels” channels to order, pay, and receive products and services in a fun and convenient way—open for 24 hours a day, meeting the needs of modern customers everywhere at any time.



02 | Wholesale Services



Siam Makro PCL. and Subsidiaries

operates a cash-based, self-service product distribution business under brand, “Makro”, in sale of consumer goods to customers nationwide. In addition, Makro also operates an import-export and distribution business of chilled and frozen products, including the storage and distribution in Thailand, Vietnam, and other countries. Equally important are other related business that support the Company’s operations through subsidiaries. Currently, Makro has 134 branches in Thailand, 2 in Cambodia, 3 in India under the brand “Lots Wholesale Solutions, 1 in China, and 1 branch under the Food Service business group in the United Arab Emirates.

For more information www.siammakro.co.th



03 | Financial Services



1 Counter Service Co., Ltd.

is a 24/7 payment service provider for products, services, a bank representative for cash deposits and withdrawals, and is a life and accident insurance broker, offered through 7-Eleven stores with national coverage in all locations.

For more information www.counterservice.co.th



2 Thai Smart Card Co., Ltd.

provides digital cash cards and smart chips technologies to be used as modern payment method.

For more information www.thaismartcard.co.th

04 | Food, Bakery, and Ready-to-eat Meals Services



1 CPRAM Co., Ltd.

is a manufacturer and distributor of ready-to-eat food and bakery, and operates alongside society to jointly provide a good quality of life to everyone. It operates to improve its capacity to meet international standards as a leading “Food Provider”. CPRAM Group’s products and services with products of more than 900 SKUs.

For more information www.cpram.co.th



2 CP Food Lab Co., Ltd.

is a Research and Development company that conducts food-related and analysis and testing. Located within the Food Innopolis project, Thailand Science Park, provides R&D, constancy, and product analysis and testing services to the business group and other companies both within and outside the country.

05 | Education Services



1

Suksapiwat Co., Ltd.

is a company that makes investments in education, consisting of 3 educational institutes, as follows.



Panyapiwat Technological College

is a vocational education institution that offers vocational certification and vocational diplomas. The College follows the dual vocational education approach—with theoretical education provided within the educational institution and practicum within business establishments, in line the educational philosophy, “Towards Moulding Youths into Professionals”.

For more information www.panyapiwat.ac.th



Panyapiwat Institute of Management (PIM)

is the only higher education institution that focuses on building a genuine and comprehensive and work experience for students, in order to create graduates that are academically equipped and also practically adept through a combination theory-based learning and real-life practicum or “work-based education”, leveraging a network of leading organizations within and outside the country.

For more information www.pim.ac.th



Panyapiwat Institute of Management Demonstration School (Satit PIM)

is a private secondary school, under the supervision of the Faculty of Education at the Panyapiwat Institute of Management, with the aim of creating a learning and school management process as a national model secondary school.

For more information www.satit.pim.ac.th



panyatara

2

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

is a training, human resources development, and comprehensive seminar provider, with expertise in the retail business. They aim to provide services that build human resource capacity through the design and development of curricular that meet varied customer demands.

For more information www.panyatara.co.th



06 | Information Services

**Gosoft (Thailand) Co., Ltd.**

provides consultation, offers effective software development services, and manages information technology systems of the company external organizations.

For more information www.gosoft.co.th

07 | Marketing Media Services

**MAM Heart Co., Ltd.**

provides advertisement and sales promotional design services, creating a good corporate image, and assumes its main function as the center for professional communication services in the One Stop Service model. In addition, its scope also covers events management and marketing activities to help its customers achieve their business goals.

08 | Logistics Management Services

**1 ALL Now Management Co., Ltd.**

provides consultancy services on inventory management and Integrated Third Party Logistics Provider (3PL) by designing warehouses that meet the Warehouse Management System (WMS) standard to cross-dock in one location throughout 24 hours.

For more information www.allnowgroup.com

**2 All Now Logistics Co., Ltd.**

provides small-parcel transport services nationwide through a network of 7-Eleven stores—Thailand's leading convenient store with networks covering all locations. Customers can send and receive parcels at 7-Eleven stores at any hour of the day.

For more information www.allnowgroup.com

More details on the Company's operations in the following areas can be found in the Company's 2019 Annual Report:



Business Operations



Scale of the Organization



Financial Statement

**Contact Information**

Should you have any queries or wish to request any further information related to this report, please contact

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CP ALL Public Company Limited**

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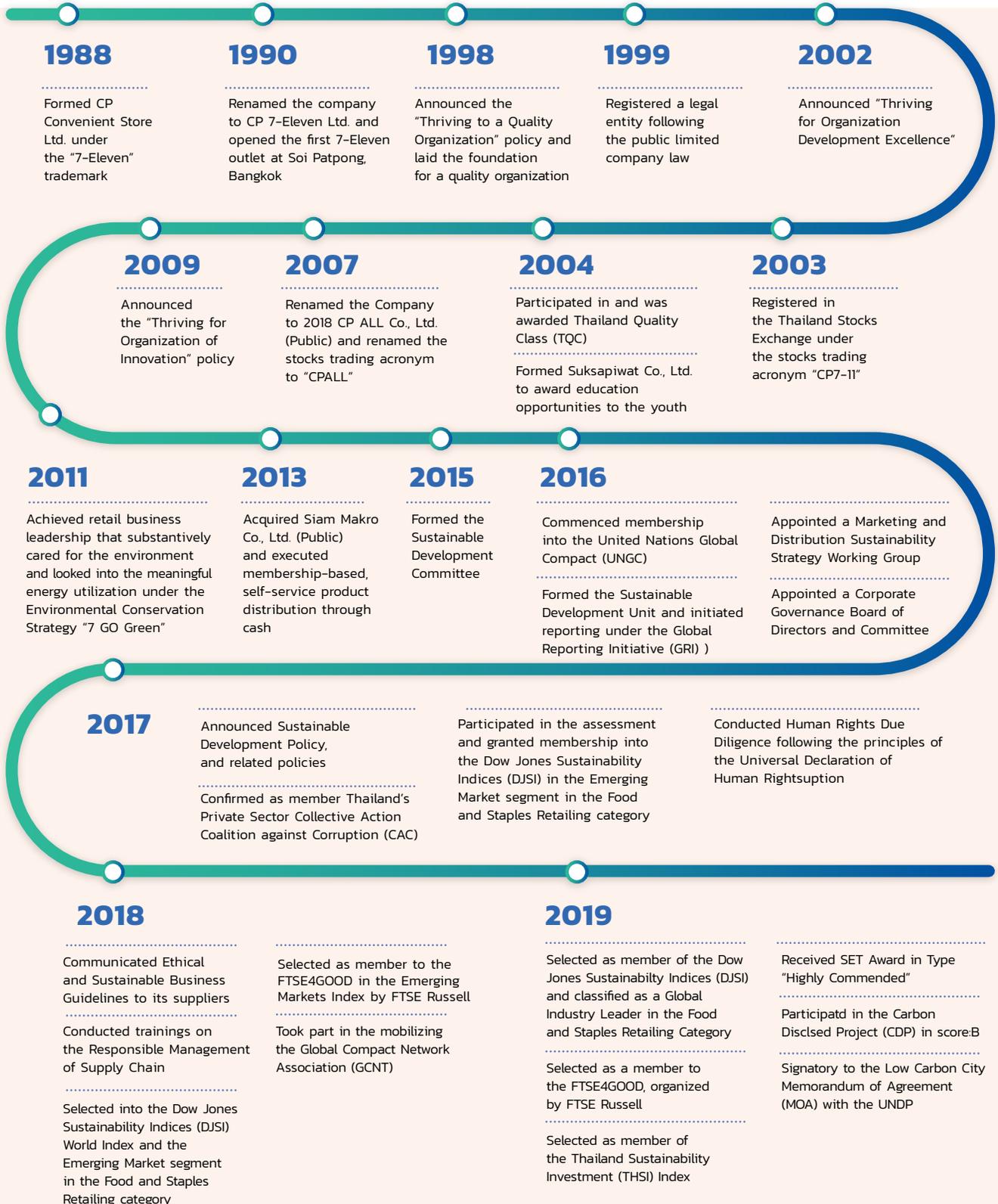
📠 Fax: 0-2679-0580

✉ E-mail: SDstrategyoffice@cpall.co.th

🌐 Website: www.cpall.co.th

Development Path to Sustainability

Over the past 32 years, CP ALL Plc. and its Subsidiaries (“the Company”) has committed to continuous development in order to provide convenience and better quality of life the community and society. At every step of success, the Company has also strived to grow the organization to excellence and sustainable development. The secret lies in our strong determination, continuous action, ideological partners for the benefit of the nation, society, and the organization—enabling them to grow sustainably together.



Supporting United Nations' Sustainable Development Goals (SDGs)

PEOPLE: End poverty and hunger in all forms and ensure dignity and equality



42,040 Persons

Farmers received livelihood and well-being support

1,607 Persons

Vulnerable groups who received livelihood and well-being support

1.71 Million Baht

Income for golden cavendish banana farmers



20,024 Persons

Gained access to safe, nutritious, and adequate food



30,425 Persons

Gained access to quality, safe, and effective healthcare services



49,694 Persons

Children, Youths, and Adults received access to education and necessary skills development support

34,344 Scholarships

Support scholarship for vocational and tertiary education



33 : 67

Ratio of male to female employees

20.51 : 23.84

Average hours of training of male to female employees

PROSPERITY: Ensure prosperous and fulfilling lives in harmony with nature



15,408 GJ

of Renewable energy usage

0.17%

Percentage of renewable energy consumption



122,894 Persons

Employment within the CP ALL Group

1,607 Persons

Employment vulnerable groups



6,788 Million Baht

Innovation value

1,286 Products

Number of Innovative



764 Persons

Employment disabled



4,026 Persons

Who received disaster relief and received fire extinguishing training, with special emphasis made on the protection of underprivileged people and those in vulnerable situations

2,584 Persons

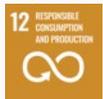
Participated in Cultural Heritage protection project (e.g. Go, Thai music, dance, literature, and culture)

PLANET:
Protect our planet's natural resources and climate for future generations



Water withdrawal
9.35 Million cubic meters

Water withdrawal intensity
16.38 Cubic meters per Million Baht



Reduced
3,329 Tonnes of plastic bags

588,462 Tonnes of Waste minimization by reused/recycled and composting

80 : 20
Proportion of utilized waste per disposed waste



2.45 Tonnes CO₂e of Revenue GHG Emissions Intensity

25,967 Tonnes CO₂e Annal Reduction in GHG Emissions

1 Organizations certified Carbon Footprint label

5 Products certified Carbon Footprint for Products label



100,000 Crabs released into sea to increase diversity

4 Islands underwent coastal rehabilitation



8,400 Trees planted to rehabilitate the ecosystem

PEACE:
Foster peaceful, just and inclusive societies



Developed guidelines that are in alignment with legal requirements in Thailand and in countries where in the Company operates, and are in line with UN Guiding Principles on Business and Human Rights (UNGP)

Certified as a member of the Collective Action Coalition Against Corruption (CAC)

Supported suppliers in becoming members to the CAC

PARTNERSHIP:
Implement the agenda through a solid global partnerships

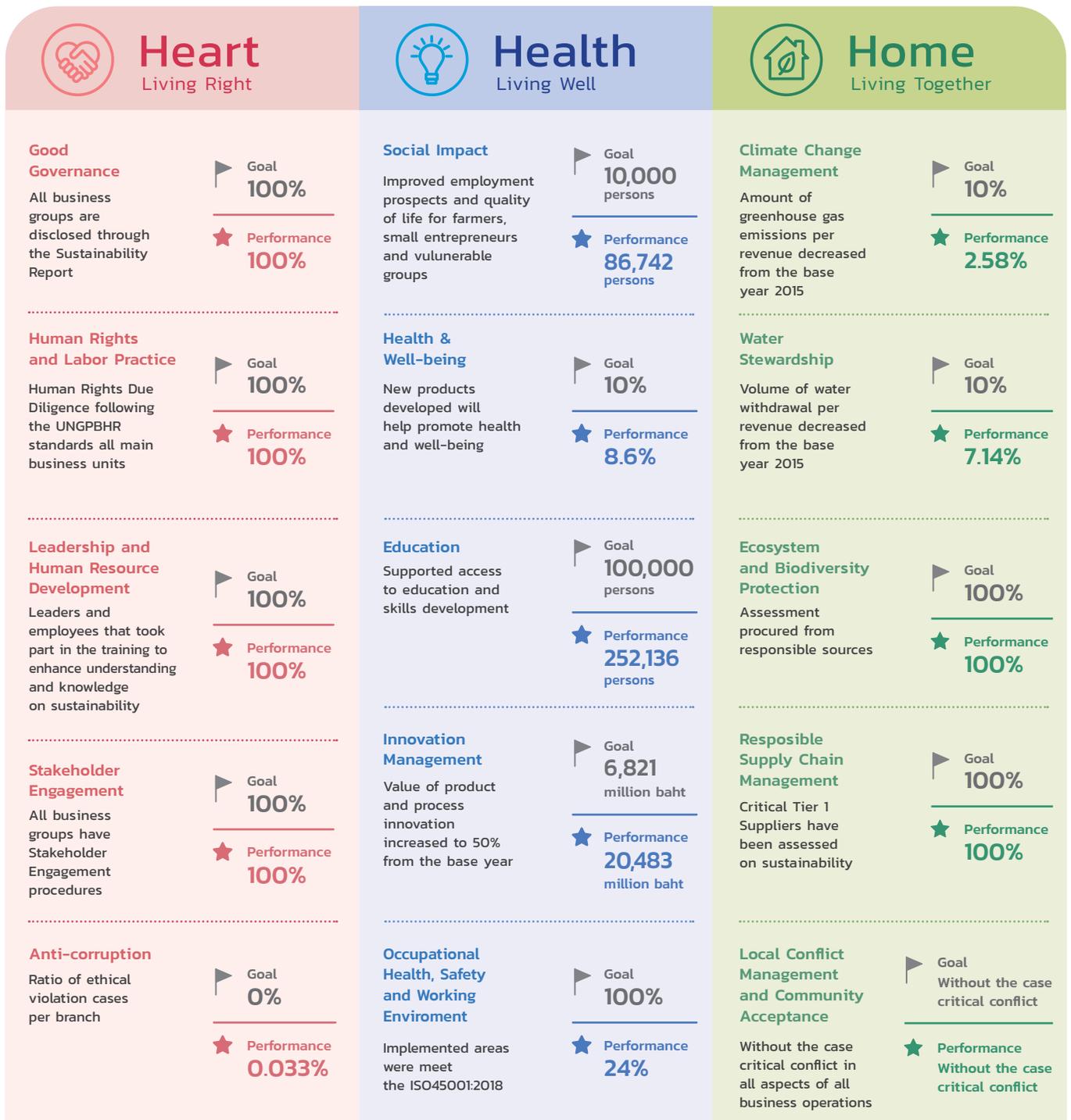


Joining hands with the Thailand Greenhouse Gas Management Organizatio and UNDP Thailand to become a signatory to the Low Carbon City Project



Progress Towards 2020 Sustainability Goals

The Company is determined to take action to achieve the sustainable development goals and realize the identified strategic plan. As of today, progress in the Company’s performance has already met some of those goals. These include the areas of human rights governance and labor practice; stakeholder engagement; social value; and education, among others. The Company continues to take meaningful steps towards goals that are yet to be realized.



Awards and Recognitions in 2019



01

CP ALL has been recognized as an industry leader in the Dow Jones Sustainability Indices (DJSI) both in the DJSI World for the 2nd year and in the DJSI Emerging Markets for 3rd year, achieving the highest scores in the Food & Staples Retailing group in 2019



04

CP ALL received the Highly Commended in Sustainability Awards as part of the 2019 SET Awards in the Sustainability Excellence category



07

CP ALL was voted to receive the Corporate Governance Award which ranks organizations with excellent governance of the ASIAMONEY magazine



02

CP ALL has been selected as a member of the FTSE4Good Emerging and FTSE4Good ASEAN 5, awarded by FTSE Russell



05

CP ALL has been recognized in the top 100 registered companies that have outstanding sustainability performance



08

CP ALL was awarded an emblem for outstanding energy-saving building in the office building category by the Metropolitan Electricity Authority for its Tara Sathorn building, whose electrical usage and quality met the MEA Index



03

CP ALL has been selected as a member of the Thailand Sustainability Investment (THSI) Index by the Stocks Exchange of Thailand (SET) for two consecutive years.



06

CP ALL received a 5-start ("Excellent") rating in the 2019 Corporate Governance Report (CGR) by the Thai Institute of Directors Association



09

CP ALL received a plaque from the Ministry of Social Development and Human Security in recognition for being an outstanding organization that supports employment of people with disabilities, given on the occasion of the 2019 International Day of Persons with Disabilities



10

CP ALL received an award at the 2019 Thailand Labour Management Excellence Award event, organized by the Department of Labor Protection and Welfare for being a model worksite with respect to occupational health, safety, and the environment



14

CP ALL was given the Best Social Media Campaign Award at the 2019 Thailand Zocial Awards event, for its "Reduce a Bag a Day, You Can Do It" communications campaign through social and digital media across multiple platforms, which successfully generated waves of social interest and garnered wide cooperation among customers and citizens



17

Panyapiwat Technological College's (PAT) was the only vocational institution that received an "Excellent" ranking for its quality of education based on the Self Assessment Report (SAR) conducted in academic year 2017



11

CP ALL received a score B for Climate change performance



18

According to the research of BrandAge Magazine, CP ALL received first prize in the modern retailing group category for two consecutive years



12

CP ALL secured 2nd place of the Best Investor Relations award, given by Finance Asia, a leading finance and investing magazine in Asia, which ranked companies through surveys with portfolio managers and investment management analysts



15

CP ALL Distribution Center (CDC) Bangbuathong won the first prize at the 2019 ASEAN Energy Awards in the energy conservation category. The award was organized by the Department of Alternative Energy Development and Efficiency, Ministry of Energy



19

Listed as one of 15 Thailand's Top Corporate Brand 2019, compiled by the Faculty of Commerce, Chulalongkorn University



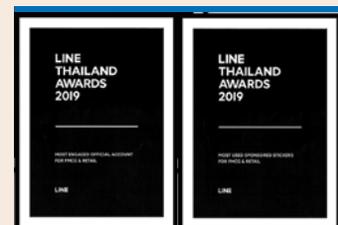
13

CP ALL received an award for being an outstanding organization supporting innovation at 10th anniversary of the Thai Business Incubators and Science Parks Association (Thai-BISPA)



16

CP ALL Distribution Center (CDC) Bangbuathong received an award at the 20 Years Thailand Energy Awards 2019, for its use of renewable energy and energy conservation—which yielded efficiency in business management and effectiveness in putting energy conservation to practice



20

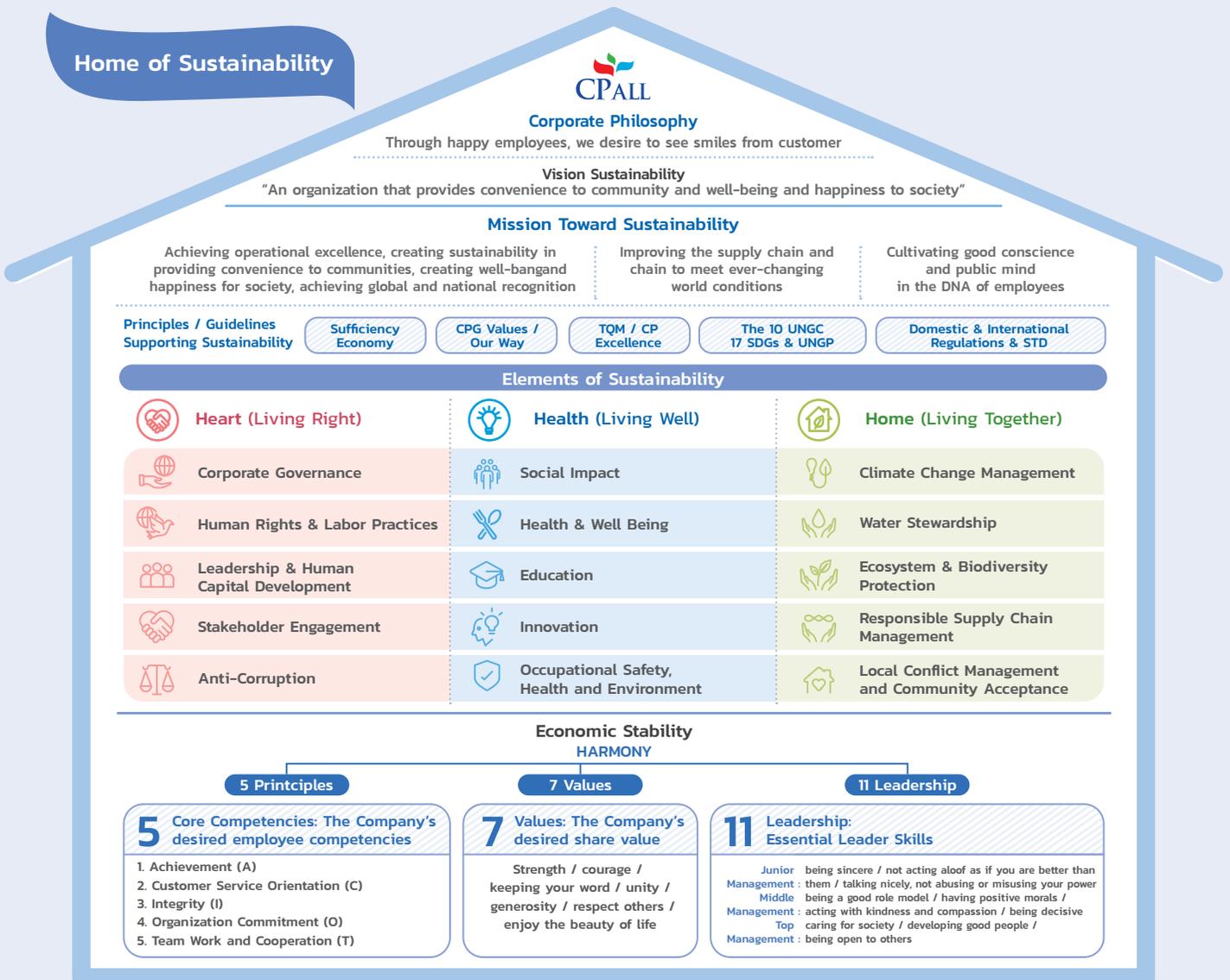
CP ALL received 2 awards from the Line Thailand Awards 2019

Building on Ambition, Strategy for Sustainability

As the strategy for sustainability of CP ALL Plc. and its subsidiaries (“the Company”) aims toward developing and fulfilling the vision of becoming a corporation that continually provides convenience to community, and well-being and happiness to society, the Company adhered to its 3 Elements and the 15 corporate goals according to the UN’s Sustainable Development Goals (SDGs). The Company consistently reaches out and communicates with its stakeholders via in-depth detailed interviews and various activities; eager to learn their perspectives, expectations, concerns and suggestions. This interaction is an important part in the development projects for community in areas of business operations, focusing on encouraging unique project models, under the Company’s Mission toward Sustainability. Furthermore,

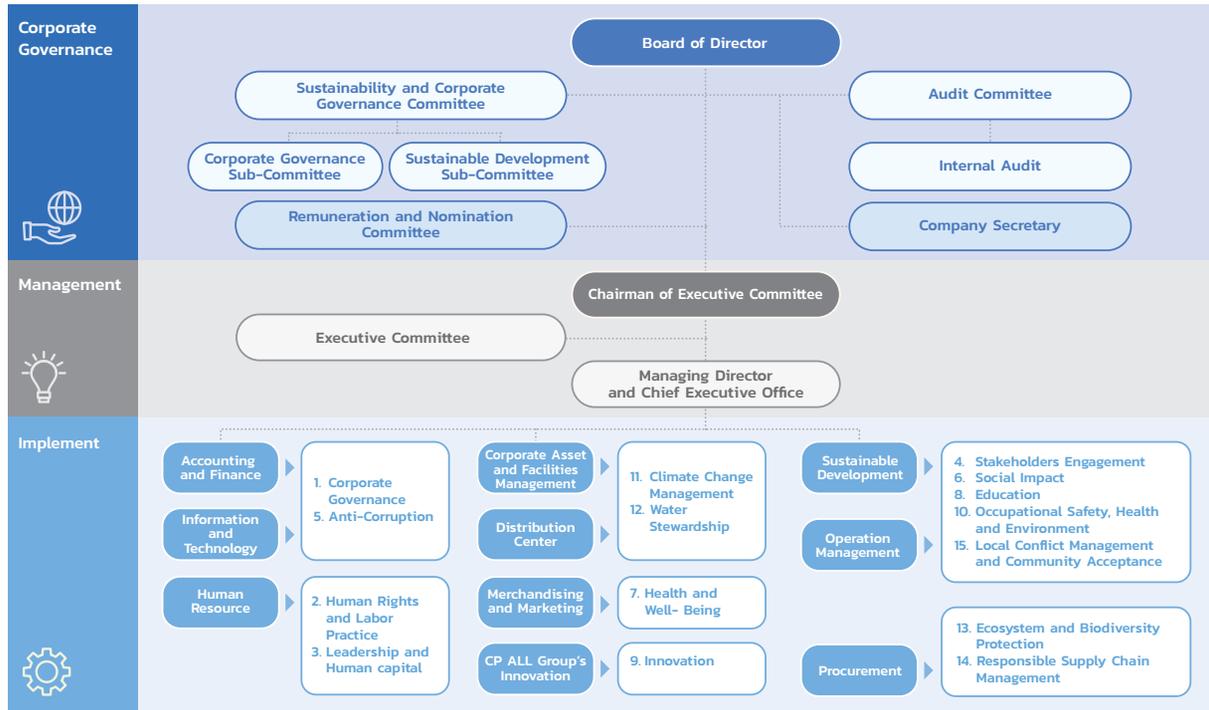
the Company has taken into account the driving force within the country and the global trends in the food industry, prioritizing what can be adopted to improve the corporation towards sustainability.

In 2019, the Company continually its good sustainability performance, through its Sustainable Development Policy and approaches to effectively foster and facilitate performance towards targets. The Policy comprises of 3 Pillars: Heart, Health, and Home. These 3 Pillars have played a significant role in moving the Company towards fulfilling its long term sustainability goals as well as the determination to benefit the society and country as a whole—on the strong foundations of good governance and corporate responsibility adjacent to the UN’s SDGs.



In accordance to above Developmental Framework, the Company continues to prioritize sustainability performance. This was demonstrated by integrating sustainability performance into management structure, as follows.

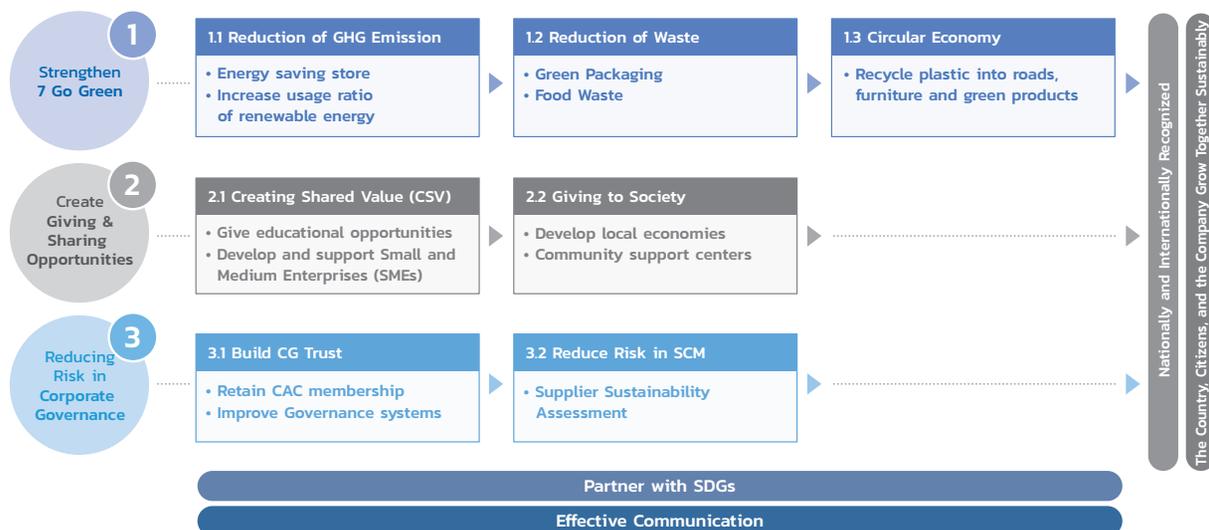
CP ALL's Sustainability Development Structures



Strategy for Sustainable Development Goals

In 2019, the Company initiated many projects that encouraged the achievement of sustainable development goals set by the Company as well as developing and increasing the efficacy of the operations. This led to the Company continuously creating values for society and the environment through strategies as follows:

Objective and Key Initiatives 2020-2024



Strengthen 7 Go Green

The Company is committed to supporting operation based on the 7 Go Green Strategy, comprised of the following 4 approaches: 1. Green Store, 2. Green Logistic, 3. Green Packaging, and 4. Green Living. The Company has achieved its targets, such as in the case of the “One Less Bag a Day” project, which has continued to be an ongoing effort to reduce plastic usage. Company has also strived to improve the efficiency of electrical appliances in 7-Eleven stores—transitioning them into energy-saving equipment—and supporting renewable and alternative energy usage, which helps reduce energy usage and greenhouse gas emissions. Additionally, the Company is steadfast on management rooted in the Circular Economy principle by supporting the recycling of plastic waste in product manufacturing to promote the environment.



Create Giving & Sharing Opportunities

The Company supports and promotes the creation of social values through the development of cognitive skills, career building, and providing distribution channels that can create income for farmers, small distributors, and vulnerable groups. This provides opportunities as well as promoting a better quality of life under the implementation of various projects such as; projects to enhance knowledge and skills for farmers, occupational promotion projects for youth with impaired hearing and special needs children, and projects that promote revenue for the community.

The Company recognizes the importance of farmers and their role in creating stability and sustainability for the society in all aspects—inspiring the project “Glorify Thai rice farmers”, in which the Company aims to promote the role of farmers, who are more or less the foundation of Thailand. The Project focuses on the cultivation of skills and knowledge through “growing organic rice” workshops which in turn facilitates a model community that revolves around rice farmers, giving importance to every step of rice production in Thailand.

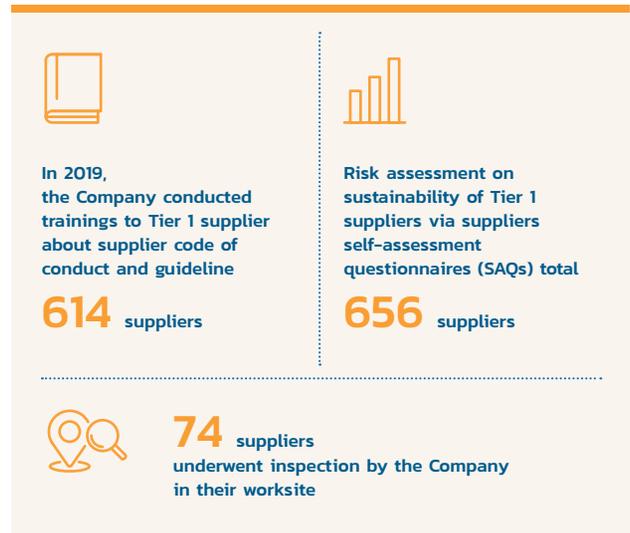


Reducing Risk in Corporate Governance

The Company reviews and improves the corporate governance policy to be appropriately in accordance with the principles of corporate governance under the authority of the law, and in line with accepted international standards. It has also expanded its corporate governance practices to cover more areas such as climate change and the development of organizational structures, primarily the Committee for Sustainability, whose role is to effectively drive the organization to its full potential. The Company carried out various projects to build confidence in the corporate governance process of the organization, through the Legal Knowledge Project and the Company’s Artificial Intelligence (AI)-led law abiding program.

In addition, the Company arranged to assess the sustainability risk for suppliers according to their business industry, completed with follow-ups and strategic risk management in sustainability; aiding in lower risks for suppliers and greater potential in the procurement and responsible supply chain management process.

Determined to be the leader in innovation, product development, and creative service, the Company continually strived to work towards creating an innovative workplace culture and encouraged healthy living for consumers. Through the enhancement of production processes aimed at improving food nutritional value, quality, and product safety, the “Meal for Care” project launched with the aim of enhancing the nutritional value of healthy food, as well as the “Eat Well, Live Well, Contentment” project, which supported the delivery of nutritious products to the public through online sales allowing consumers more access to products.



The Company is committed to taking action to achieve the following 2020 Sustainable Development Goals:

01

Governance

To be an organization that is recognized as a leader in good governance

02

Human Rights and Labor Practices

To be an organization that is recognized for its respect for the human rights of all stakeholder groups

03

Human Resource and Leadership Development

To be a leading organization on human resource development throughout its value chain, giving knowledge and skills in business management while being cognizant of sustainable development

04

Stakeholder Engagements

To be an organization that receives the confidence of all local, national, and global stakeholder groups (as appropriate for the business)

05

Anti-corruption

To be an organization that is trusted by all stakeholder groups to be free from all forms of corruption

06

Social Value

To be an organization that is recognized for its promotion of jobs and income for farmers and smallholders, and the creation of good quality of life for society's vulnerable groups

07

Health and Well-Being

To be an organization that helps improve the community's health and well-being

08

Education

To be an organization that is recognized for its support for access to education, knowledge, and livelihood skills

09

Innovation Management

To be a leading organization on new innovation in the areas of product development, service creation, and the Company's operating processes in order to promote positive impact to wider society and the environment

10

Occupational Health and Safety Management

To be an organization that is recognized as a leader on occupational health and safety management

11

Climate Change Management

To be recognized as an organization that combats climate change through cooperation with business alliances and leading global organizations

12

Water Resource Conservation

To be an organization that is committed to reducing negative impacts associated with water resource usage throughout its supply chain

13

Protection of Ecosystems and Biodiversity

To be an organization that as ecosystems management system to preserve, conserve, and rehabilitate natural resources and biodiversity

14

Responsible Supply Chain Management

To be an organization that works with suppliers and alliances in the responsible sourcing of raw materials to sustainably develop with continuous improvement efforts

15

Community Conflict and Acceptance Management

To be an organization that is accepted by the community in all of the business' operating locations

The Company's success on sustainable development was in being recognized as an industry leader in the Dow Jones Sustainability Indices (DJSI) both in the DJSI World for the 2nd year and in the DJSI Emerging Markets for 3rd year, achieving the highest scores in the Food & Staples Retailing group in 2019. CP ALL is the only Thai company to be recognized in this industry cluster, owing its success to its customer relationship management and action taken on its packaging, nutritional health, and human rights.



In addition, the Company has also been selected as a member of the FTSE4Good Emerging and FTSE4Good ASEAN 5, awarded by FTSE Russell through consideration on its business, environmental, and social, and governance.



The Company has also been selected as a member of the Thailand Sustainability Investment (THSI) Index by the Stocks Exchange of Thailand (SET) for two consecutive years—assessed on the basis of its performance on the economy, society, and environment.



CP ALL received the Highly Commended in Sustainability Awards as part of the 2019 SET Awards in the Sustainability Excellence category. The award is given to registered companies that have conducted their business operations following the sustainable development framework with good governance, considering stakeholders in all dimensions to enable economic growth for the business in tandem with social development and a balance on the environment. The Company is proud of receiving such awards, which continue to motivate the Company and give confidence that its current approach and actions are appropriate and are helping it continuously grow sustainably.



Emphasis on All Material Issues for Sustainability in All Dimensions

CP ALL Plc. and its Subsidiaries (“the Company”) has continuously published its annual sustainability report for four consecutive years. The report for the year 2019 serves as one of the communication channels for all stakeholders, examining the Company’s determination, direction, and performance governed by the organizational sustainability policy and strategic frameworks. The report exhibits the Company’s work on sustainability, capturing the economic, social, environmental, and governance aspects from 1 January to 31 December 2019. The Company’s net profit is disclosed in Annual Report 2019, found on page 2

This report is framed by the organization’s overall operation and other crucial factors affecting the economy, society, and the environment through the lens of internal and external stakeholders. The content is structured and written in accordance with the GRI Sustainability Reporting Standards (GRI Standards) in Core Option and Food Processing Sector Supplement. The report is verified and validated by Lloyd’s Register International (Thailand), a credible third-party auditor.

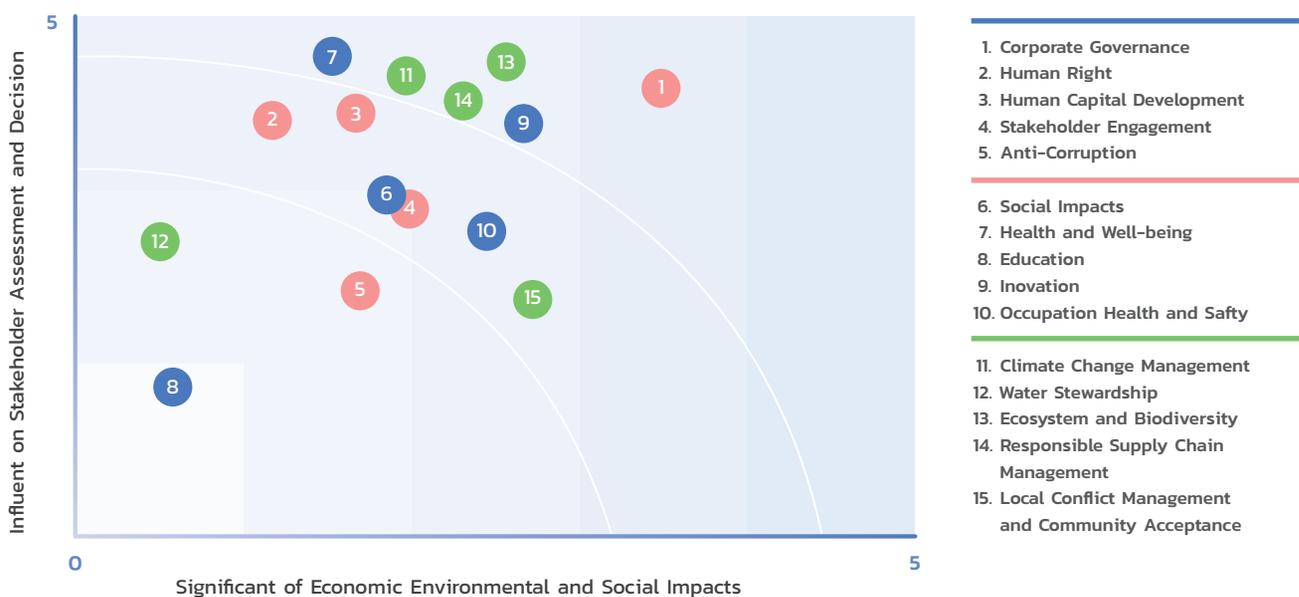


Defining and Structuring Report Content

The Company considered both the internal and external factors relating to the corporate materiality assessment processes, framed by 10 indicators as per the GRI Standards. Such indicators are 1) stakeholder inclusiveness in report writing, 2) sustainability context, 3) materiality, 4) data completeness, 5) data accuracy, 6) balance on positive and negative performance, 7) data clarity, 8) comparability of performance historical data, 9) data reliability, and 10) reporting timeliness for stakeholders’ decision. The aforementioned indicators were assessed using the following process.

 <p>Identification</p>	<p>Corporate Sustainable Development Committee identified key sustainability issues affecting the Company's business operation and stakeholders. Such issues include:</p> <ul style="list-style-type: none"> • Global Reporting Initiative (GRI) Standards • Dow Jones Sustainability Indices: DJSI • Global Trends • UN Sustainable Development Goals (SDGs) • Sustainability Accounting Standards Board: SASB <p>Other issues identified as important by fellow industry players and other parties in the value chain (e.g., retailers, food manufacturers, e-commerce and IT companies, and educational institutions) are also taken into consideration.</p>
 <p>Prioritization</p>	<p>The sustainability issues identified were reviewed by expert consultants to ensure relevancy. The Company then surveyed the opinions and expectations of internal and external stakeholders through questionnaires and research of industry players and others in the value chain to reaffirm the cruciality of each sustainability issue. 5,416 complete interviews were carried out by the Company's stakeholders, executives, and employees. The top executives then approved and prioritized key material issues. The process of prioritization took into account the material issues' influence on stakeholders' evaluation and decision, together with the impact the issues may impose on economic, social, and environmental factors at a highly significant level.</p>
 <p>Verification</p>	<p>The Company verified the accuracy of the identification and prioritization of the material issues—especially internal and external stakeholders' expectations, points of view, and suggestions regarding the Company's sustainability practices. Outputs from external stakeholders were also gathered through in-depth interviews research methodology.</p> <p>Such external parties include non-governmental organizations and thought leaders; suppliers and contractors; and media and bloggers. The information obtained was used to supplement the materiality assessment processes.</p>
 <p>Review and Improve</p>	<p>The Company has reviewed and improvement schemes on materiality assessment and result disclosure on sustainability report have been continuously reinforced by the management committee. Materiality matrix approved for the year 2019 is as follows.</p>

Materiality Assessment Result 2019



Topic Boundaries

Topic	Materiality	GRI Indicator	Boundaries of Impact (103-1)	
			Internal	External
Forge a fair, transparent, and just business	Corporate of good governance, manage transparently	102-30	✓	-
	Stand beside honesty, steer away from corruption	205-2	✓	Supplier, Store Partner
	Respect human rights, committed to international principles, creating peace	412-2	✓	Customer, Supplier, Community Society and Environment
	Embracing differences, building bridges, and forging shared benefits	103-2	✓	Community Society and Environment
	Mix the similar, mend the different, make good and talented individuals, mould to unite a force	404-2, 404-3	✓	-
Build society of strength and strong families with nourished body and soul	Innovation creates intellect, increase business value	203-2	✓	Customer, Supplier, Community Society and Environment
	Elevating occupational safety, creating friendly work environment	403-4	✓	Customer, Supplier
	Selecting hygienic food with the consumer health at heart	FP5-FP7, 417-1	✓	Customer, Community Society and Environment, Government, Non-governmental Organization and Opinions leaders
	Creating educational opportunities, creating jobs, creating the future	103-1, 103-2	✓	Community Society and Environment, Government
	Sharing opportunities and creating value for society	103-1, 103-2	✓	Community Society and Environment, Supplier
Protect the environment, safeguard forests and resources, cherish our world	Climate Change Management, Alternating for Renewable Energy	302-4	✓	Supplier, Non-governmental Organization and Opinions leaders, Government, Community Society and Environment
	Protecting the Ecosystem and Committing to Being Green	304-2	✓	Customer, Supplier, Community Society and Environment, Non-governmental Organization and Opinions leaders, Government
	Water Stewardship	303-3, 303-4, 303-5	303-4, 303-5 CPRAM Only	-
	Cascading Responsibilities Throughout the Value Chain	204-1	-	Supplier, Community Society and Environment
	Spread the love from hearts, fostering community's resilience	103-1, 103-2	✓	Supplier, Community Society and Environment

The Company operates and reports the performance of each indicator based on the assigned weight and relevancy to each business unit.

Business Units	Economic	Social	Environmental
Convenience Store Services			
• CP ALL Public Company Limited	✓	✓	✓
• CP Retaillink Co., Ltd.	✓	✓	
• 24 Shopping Co., Ltd.	✓	✓	
Wholesale Services			
• Siam Makro PCL	✓	✓	✓
Food, Bakery, and Ready-to-eat Meal Services			
• CPRAM Co., Ltd.	✓	✓	✓
Financial Services			
• Counter Service Co., Ltd.	✓		
• Thai Smart Card Co., Ltd.	✓		
Education Services			
• Suksapiwat Co., Ltd.	✓	✓	
• Panyapiwat Technological College	✓	✓	
• The Panyapiwat Institute of Management	✓	✓	
• The Panyapiwat Institute of Management Demonstration School (Satit PIM)	✓	✓	
• Panyatara Co., Ltd.	✓		
• All Training Co., Ltd.	✓		
Information Services			
• Gosoft (Thailand) Co., Ltd.	✓		
Marketing Media Services			
• MAM Heart Co., Ltd.	✓		
Logistics Management Services			
• ALL NOW Management Co., Ltd.	✓		
• ALL NOW Logistics Co., Ltd.	✓		

* Economic information includes that of all subsidiaries as disclosed in the annual report 2019.

All information disclosed in this report has been reviewed by an external verifier, selected by the Management Committee. The Committee has ascertained the agency's independence from the Company as well as its qualifications and capability to verify as per AA1000AS audit standards registered in the appendix.

Heart

*Happiness and smiles of all stakeholders
are at the heart of business operations at CP ALL*

We strive to conduct business that adheres to principles of good governance and anti-corruption in all forms in being a business that is transparent and verifiable. We believe that respecting everyone and giving opportunities to employees to develop their own potential will pave the road towards growing into an organization of sustainability

*Intention, Transparent,
Fair and Equitable Business*



Corporate of Good Governance,
Manage Transparently



Standing Beside Honesty,
Stepping Aside Corruption



Respecting Human Rights,
Committed to International Principles,
Creating Peace



Embracing Differences,
Building Bridges,
and Forging Shared Benefits



Mix The Similar, Mend The Different,
and Make Good
and Talented Individuals,
Mould to Unite a Force

Corporate of Good Governance, Manage Transparently

KEY PERFORMANCE IN 2019



100%

of employees at all levels have been trained and passed assessment tests on governance and anti-corruption



100%

of Critical Tier-1 suppliers have been communicated suppliers' business ethics and code of conduct



97.51%

of Tier-1 suppliers have provided written acknowledgement



The Company was listed in 5-star Excellent for Corporate Governance Report (CGR) of Thai Listed Companies, ranked by Thai Institute of Directors (IOD)



2020 GOAL



100%

of the Company discloses governance performance according to OECD (The Organization for Economic Co-operation and Development) Framework and sustainability performance through the Company's report by 2020.

Supporting the SDGs



SDG12 Responsible Consumption and Production

12.6 Deploy approach for sustainable operations and communicates sustainability performance through reporting process

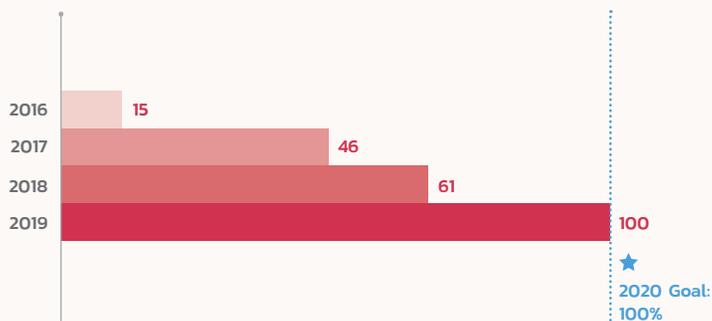


SDG17 Partnerships to achieve the Goal

17.16 Promote international-scale collaboration for sustainable development, through partnerships between stakeholders, to gather and share knowledge, expertise, technology, and financial resource. It serves to facilitate every countries in achieving SDGs, particularly developing countries.

PERFORMANCE AGAINST GOAL

Companies Disclosing Corporate Governance and Sustainability Performance (% of coverage)



Challenges

CP ALL Plc. and its subsidiaries (“the Company”) believes that good corporate governance guideline helps create the foundation of corporate sustainability, enabling the Company’s growth and enhancing competitiveness. This may be in the form of drawing increased interests from investors, and enhancing operational plan for greater efficiency. Effective management systems’ results also provided a clear reflection of the Company’s quality management system. Good systems build long-term trusts for stakeholders. In tandem, governance is another key global trend and challenge that the Company monitors and prioritize. Specific components the Company prioritizes comprise board composition and qualification, per investor groups’ expectation on the Board’s effectiveness assessment. Similarly, the Board’s diversity is another issue that investors around the world pay attention to, along with deeper focus on oversight of corporate culture, the Company’s image and reputation. These factors can directly affect business operations, employees’ attraction and retention. Furthermore, ESG (Economic, Social and Governance) integration with governance is another point investors are interested in, as part of the Board’s duty to integrate sustainability issues with key business strategy. The Company therefore established a governance structure that is efficient, transparent and traceable, within the framework of business ethics and laws. This optimizes benefits to the Company, as well as ensure communication and understanding among employees regarding corporate governance and sustainable development; which was challenging for any given business operations.

PROGRESS IN 2019

-  Deploy governance policy and guideline on conflicts of interests, data privacy and trade competitiveness
-  Conduct governance and anti-corruption training programs in animated form, delivered via E-Learning for employees at officer level to study and take assessment tests
-  Lay out internal control system for risk regulation in work process
-  Develop projects to handle crisis from online, and cyber simulation program
-  Approve charter and appoint sustainable development sub-committee
-  Develop sustainability guideline

CORPORATE GOVERNANCE DASHBOARD

Number and Percentage of Employees Trained and Assessed for Governance and Anti-corruption Training Program; Categorize by Level



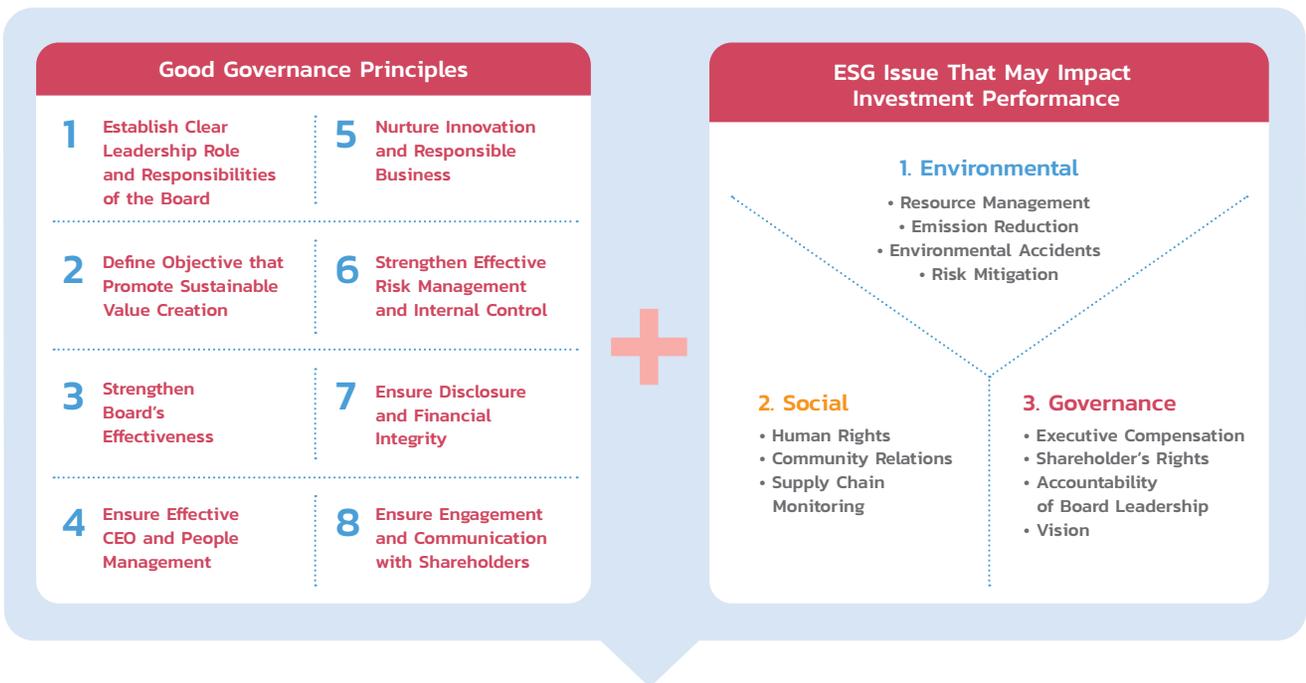
Risk Management



Management Approach

The Board of Directors has set up a corporate governance structure, and appointed Sustainability and Governance Committee to be in charge. The Committee is tasked with setting up corporate governance policy, anti-corruption policy, sustainability policy and guideline, including business ethics and code of conduct. The Committee also reviews and revises corporate governance policy to ensure suitability and alignment with governing principles

established by relevant governmental authority and international standards. As of 2019, the Company has revised corporate standards and regulations to address climate change more. The Company has also modified the structure of Sustainability and Governance Committee, and set up Governance Sub-Committee and Sustainable Development Sub-Committee. Operations will be within the Company’s governance guideline and policy, as follows.



Corporate Governance Policy

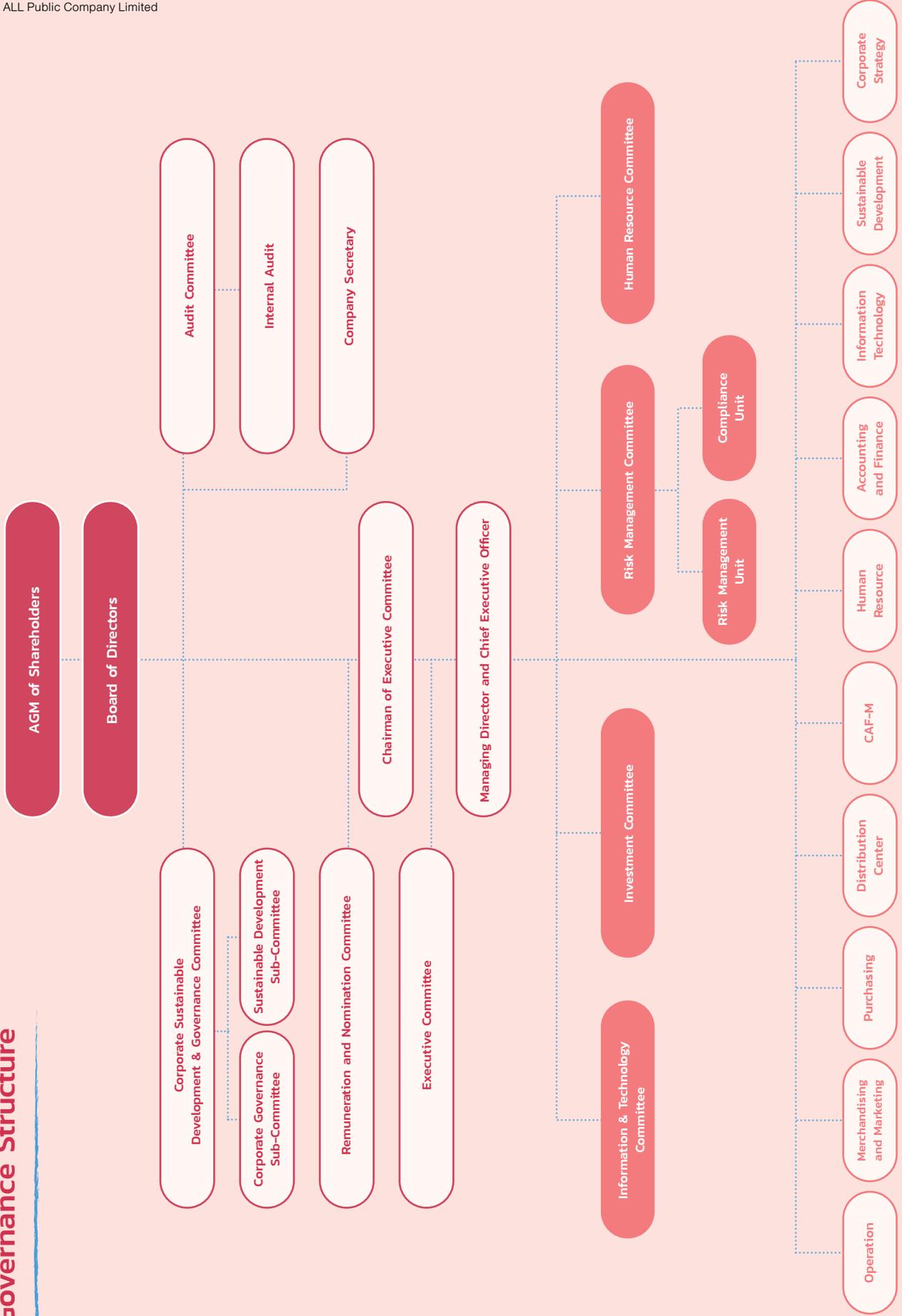


In parallel, the Board has appointed 3 sub-committees to work under the Board. All of which are independent. The sub-committees comprise 1) Audit Committee 2) Sustainability and Governance Committee 3) Remuneration and Nomination Committee. Their roles and responsibilities are as follows.

 Roles and Responsibilities of Audit Committee	 Roles and Responsibilities of Sustainability and Governance Committee	 Roles and Responsibilities of Remuneration and Nomination Committee
<ul style="list-style-type: none"> • Conduct financial audits • Review the Company's performance to ensure alignment with policies, regulations, laws and requirements of governing authority • Review internal control system and internal audits, as well as ensuring thorough risk management • Consult with financial auditors for feedback regarding financial statements and internal control • Report summary of operation performance and recommendations to the Board 4 times a year 	<ul style="list-style-type: none"> • Develop policies on governance, anti-corruption, sustainability and relevant practices, as well as business ethics and code of conduct • Review policies to ensure its relevance and consistency at least once annually • Report summary of operational performance, and provide recommendations to the Board on the topics of corporate governance, anti-corruption, social responsibility and sustainability management, twice a year • Ensure compliance of managers' and employees' work according to governance policy and relevant authority's regulation • Review and assess operation results in collaboration with the Board and Management, according to policy, and provide recommendations to ensure operations remain aligned to relevant policy 	<ul style="list-style-type: none"> • Consider criteria determining the Board's and high-level Management's remuneration, which will be propose for the Board's feedback • Assess high-level Management's remuneration to ensure alignment with operation results • Consider nomination criteria and process to ensure appropriate nominees for Board • Select nominees from nomination process, and those nominated by shareholders; both groups meeting criteria set by the Company • Provide comments to the Board's assembly, prior to proposing to the General Assembly for Board appointment



Corporate Governance Structure



Risk Management

The Company is committed in risk management, which is a crucial mechanism in identifying risks and any future challenges that may affect the Company. Simultaneously, effective risk management and risk mitigation measure are important factors that will facilitate the Company to achieve its goals. Both factors also create values for all stakeholder groups. The Company therefore stipulate risk management framework to ensure the Company can work according to its risk management approach, and is able to identify and forecast risks with potential negative

impacts to the Company’s operation and goals in every aspects. Similarly, the Company has develop plans to continuously control, monitor, and improve risks through management, control and review mechanisms. These components ensures risk level is within risk appetite, as well as embedding corporate-wide risk management culture. Such arrangement promotes understanding, raises awareness and engagement for all level of employees on the topic of corporate-wide risk management.

Risk and Incident Management Framework for Sustainable Business Operations



Incident Sequence

Objective for overall restoration: restore to normal state as soon as possible



Occident Occurrence

Timeline		
Incident Response	Business Continuity	Recovery / Resumption Back to Normal
Minutes to hours : <ul style="list-style-type: none"> • Staff and visitors accounted for • Casualty addressed • Limitscale of damage • Assessment of damage • Invocation of BCP 	Minutes to days : <ul style="list-style-type: none"> • Contact staff, customers, suppliers etc. • Recovery of critical business processes • Rebuild lost work-in-progress 	Weeks to months : <ul style="list-style-type: none"> • Damage repair / replacement • Relocation to permanent place of work • Recover of costs from insurers

BS 25999-1 : 2006 Part 1 : Code of Practice

The Company established Risk Management Unit and Compliance Unit, operating under Risk Management Committee. The Company appoints representatives in each function to jointly work in the Unit. They are also tasked with summarizing and reporting performance to Management, the audit committee and the Board, twice a year. This routine reviews efficiency and effectiveness of

risk management process, such as financial risks, tax risks, strategic risks, compliance risks, operational risks, social risks, environmental risks, climate change risks, economic risks, corruption risks, and reputation risks. Additionally, risk management process is reviewed and assessed according to COSO Framework annually.



In 2019, Risk Management Unit divides risk management structures into 3 categories, which are

- 1 Operational risk
- 2 Sustainability risk, and
- 3 Emerging risk

Functions collaborate in annual risk assessment, trainings and seminars. Representatives from different functions, or risk champions, who drive for development of risk mitigation measures and processes, will participate on a quarterly basis. Data Protection Officer has also been appointed to provide knowledge. Similarly, there are clear process for internal control and risk monitoring, which requires close collaboration with risk champions. The process and performance are as follows.

Emerging Risks

The Company reviews risks and analyzes emerging risks which may affect the Company's business operations continuously. This ensures immediate measures and responses to address them. In 2019, there are two types of emerging risks, as follows: digital transformation and cyber security.



Digital Transformation Risks

Business operations and internal processes are quickly becoming more digitized. This increases business competitiveness, changes consumers' demands and behaviours; thus creating business risks. The Company sets forth appropriate digital strategy and business plans through

1 Expansion of channels for consumers, such as Omni Channel, which serves as an accessible and convenient distribution channel through both online and offline system; allowing a seamless transitioning experience



2 Development of a large variety of payment methods, such as Alipay Wallet and TrueMoney Wallet



3 Development of ALL Member program to accumulate points for purchases at 7-Eleven, which also offers privileges with subsidiaries; along with promotional activities offered via online application and digital marketing to support entrepreneurs and increase customer engagement



4 Explore novel forms of service solutions to address customers of digital era

5 development of distribution system

6 Adjust operational structure and format to facilitate digital era's work; this includes deploying prevention measures against digital risks, such as privacy violation, and cybersecurity

7 Human resource development, preparing for transition to a digital era



Cyber Security Risks

The Company's internal operations are becoming more digitized. This exposes the business to more information security and cyber security risks, which may directly impact the Company's image, reputation and reliability. The Company therefore established Information Technology Security Management and Online Security Strategic Management System, which comprises 3 components, as follows.

1 **Units and employees;** Cyber Security Officer's duties are stipulated to be in alignment and address aforementioned risks. They work to ensure that any risks occur is within risk appetite. Information and Network Security Unit was established, trainings and assessments were regularly carried out to ensure employees stay current – as well as enhancing their cyber security awareness. Communication were made through internal channels and assessments were carried out through cyber simulation programs

2 **Measures and operational processes** in addition to the Company's network and information security policy, the Company also established for relevant measures to be reviewed at least once annually. The reviews are conducted by Go Soft (Thailand) Co. Ltd, under international framework of ISO 20000 and ISO27001. The Company has also developed a cyber security incident response plan.

3 **Technology** the Company prioritizes the use of defensive technology system, per international safety standard or NIST Framework; as well as development of computer hubs and information system's accessibility to meet the monitoring standards. The Company is also committed in exchange knowledge with service users and invest in novel defense system – ensuring the technology remains relevant and effective against new risks.

People



- Cyber Security Officer (CSO), reporting directly to high level management
- Security system unit and employees certified with security certificates
- Training and testing employees at all levels, using phishing simulation test, cyber awareness, and war game

Process



- The Company's Information and network security policy
- Process and standards certified by ISO20000 and ISO27001
- Cyber security incident response plan

Technology



- Defensive technological system in alignment with NIST
- Computers hubs, monitoring and information system's accessibility meeting international standards required
- Knowledge exchange with service users and investing in new defensive systems

Furthermore, the Company remains committed in raising awareness of internal risk identification through “Participatory Corporate Risk Identification Program” with employees to Management, facilitating “Black Swan” identification. Black Swan incident may obstruct the Company from achieving its goal, create insecurity or instability to the Company. The 6 related risk issues comprise

- 1 **Business Continuity**
- 4 **Outsourcing**
- 2 **Work Process**
- 5 **Corporate Sustainability**
- 3 **Product and Service**
- 6 **Other Activities Related to Companies in The Group Management**

Via employees participated in the Risk Identification program through various channels, such as Electronic Platform, QR Code; which provides convenience and enhances employees’ engagement further. The program’s key concept is “to identify and address potential Black Swan incidents, facilitating control and management”

Black Swan Award



In 2019, employees have submitted
1,169
issues of risks in total



5 risks being awarded the Black Swan Award, which are:

- 1) Compliance Risk
- 2) Data Security
- 3) Human Right Risk
- 4) Environmental Risk
- 5) Product and Service Liability

Risk issues receiving awards will be presented to Management for development of response measures. This can lead to effective real-life application.

Cyber Resilience Preparation Project



Risks of Cyber Threats

The Company recognizes the importance of protecting customers’ data. Online transactions are exposed to the risks of cyber threats. In the previous year, the Company has reviewed and developed measures ensuring readiness against cyber threats. Efforts include putting in place a governance framework, management of human capital risk, process risks, as well as equipment or technological risks. To ensure minimization of impacts against customers and the overall system, the Company has developed Cyber Resilience Readiness Assessment Framework. In 2019, there are trainings and seminars organized to proactively raise Management and employees’ awareness and understanding of cybersecurity. The Company also conducted phishing simulation tests to increase readiness in managing cybersecurity incidents.

Performance

Reviewed different function’s process to manage cybersecurity threats. Develop a guideline for minimization of risk severity

100%

of relevant Management received trainings and participated in the workshop.



Cyber Threat Crisis Management

In 2019, the Company conducted a simulation, ‘Cyber War Game,’ for high-level Management to try their hands resolving possible cyber threats in the Company’s system. Relevant high-level Management comprises CEO, CIO, CSO, CFO, COO, and those in communication and laws. This simulation is organized once a year.

Performance

- **100%** of high-level Management participated in the project
- Ensuring readiness to promptly address mentioned crisis
- Minimize damage and corporate negative image

Business Ethics and Code of Conduct

The Company has continuously prioritized business ethics, as demonstrates through publication of Business Ethics and Code of Conduct. The Code of Conduct serves as a guideline for Management, employees, suppliers and contactors in a tangible way, adhering to the rule of laws, transparency, virtue, and social responsibility. Corporate Legal & Compliance Units governs different functions and subsidiaries to ensure compliance to relevant laws and regulation. The Unit monitors legal notice in the Government’s daily gazette, in order to develop guidelines and communicate to relevant functions for correct practice. Communication is done via meetings, seminars, policies, or announcements, the latter for topics of special significance. Furthermore, the Unit also organizes training on new laws relevant to business operations, such as Personal Data Protection Act B.E 2562 (2019). The effort makes certain that all functions understand and are able to operate in accordance to the legal requirements. Additionally, the Unit advices functions with high non-compliance risks. In 2019, the Company announces guidelines on trainers, participation with external bodies, corruption and legal misconduct. The Company has also developed policies and guidelines on conflicts of interests, a data privacy policy, and a policy to make certain business operations are within the rule of laws. The list of guidelines developed also includes guidelines on governing trade competitiveness, and adjust authority for pilot projects or initiatives’ operations. Such extensive efforts demonstrates the Company’s commitment in prioritizing business ethics. Similarly, the Company has also organized trainings and assessments for E-Learning curriculums on governance and anti-corruption, as well as digital mindset through the use of animation. This grants all level of employees accessibility and ease in understanding.

The Company analyzed values generated from aforementioned projects, as follows.



Employees are knowledgeable and fully aware of business ethics and code of conduct; which facilitates monitoring within the Company’s operation, ensures prevention against corruption, or violation of business ethics and code of conduct.



Employees acknowledges that the Company is serious in operating business with ethics; accordingly, the employees come to have positive feelings and engagement with the Company.

87.9%



Mister & Miss Good Governances



Mister & Miss Good Governance was a space for new generations to demonstrate their talents and their opinions on current governance. There were over 124 youth representatives from over 62 offices/functions within CP ALL’s business groups. The representatives were thoroughly trained by experts, and they were able to responses to questions that assess their attitude, perspective and practice on governance. Beyond identifying the sole winner, the contest elevates the visibility of governance’s importance and ensures all functions recognize it. The contest has also become a framework for the Company’s Management and employees to abide to, while remain responsible of the community, society, and nation. It ascertains that business operations are fair to all groups of stakeholders. Mister & Miss Good Governance winners are tasked with the following:

- | | | |
|---|---|---|
| <p>1 To lead by example and share obtained with colleagues for good governance principle’s greater understanding and adherence</p> | <p>2 To participate in visits for development of approach to sustainably foster the Company’s governance</p> | <p>3 To drive forth activities and disseminate knowledge in governance</p> |
|---|---|---|



Mr. Korsak Chairasmisak
Chairman of Executive Committee CP ALL Plc.

The heart of CP ALL’s 30-years success in business lies in the recognition and prioritization of good corporate governance. It serves as the beacon for the Company’s Management and employees to adhere their practice to; to be cognizant of their responsibilities to the community, society and the nation; to operate business equitably with all groups of stakeholders. This is another crucial step forward to instill governance into all levels of employees.



Standing Beside Honesty, Stepping Aside Corruption

KEY PERFORMANCE IN 2019



100%

of the Governance Committee members have undergone training on anti-corruption policy and procedures are

31 persons



100%

of employee have undergone training on anti-corruption policy and procedures are

99,334 persons



2020 GOAL

Supporting the SDGs



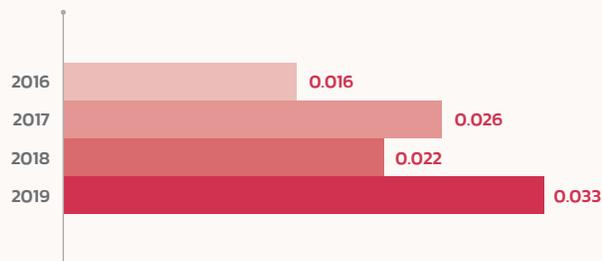
SDG16 Promote Peaceful Societies and Justice
16.5 Reduce corruption and bribery in all their forms.



The Company is determined to prevent corruption from occurring in all its forms, both within its own organization and Critical Tier 1 Suppliers

PERFORMANCE AGAINST GOAL

Ratio of Ethical Violation Cases per Branch (%)



Challenges

CP ALL Plc. and its Subsidiaries (“the Company”) implemented an anti-corruption policy and related procedures in its subsidiaries, with the aim to inculcate good practices, raise awareness on all forms of corruption, and create an organizational culture under good governance and ethical business practices. This is in order to create confidence and meet the expectations of all stakeholders. Nevertheless, there challenges in anti-corruption efforts, particularly in achieving coverage of a diversity of subsidiary business and in communicating to 99,334 employerees or 100% which also included the governance body members to ensure the comprehensive implementation of the anti-corruption policy and procedures.

PROGRESS IN 2019



Collaboration with the Public Sector’s Network, “Joining Forces, Combatting Corruption” Project



Internal Control Systems Project for Risk Prevention



CCTV Improvement Project

ANTI-CORRUPTION DASHBOARD



100% of employees have received communication on the anti-corruption policy through the Business Ethics and Code of Conduct



100% Tier 1 Suppliers have received communication on the anti-corruption policy through the Supplier Code of Conduct and Guideline



Total number of reports
443 cases



Confirmed corruption
388 cases



Corrective action taken
388 cases or **100%**

Management Approach

The Company has continuously performed business activities within the organization and throughout the supply chain following the anti-corruption policy framework, in addition to making improvements that have adapted to changes in regulatory requirements and specific industry characteristics. The Company has also communicating related policies and guidelines to various committees at all levels in the organization and suppliers. This includes guidelines on anti-corruption, charitable contributions, gift-giving and accommodation, and measures to prevent corruption, among others. The Company has also defined, and continually improve

procedures and regulations in alignment with company policies. The Company has defined roles in following its anti-corruption measures, and communicated, through orientations and refresher trainings, to all committee members and employees at all levels to increase understanding and awareness on the strict adhering to its anti-corruption ambitions. In 2019, the Company expanded its anti-corruption training to employees and staff at the operational level, in addition to adding training content on governance and anti-corruption to the Company’s e-learning standard training modules.



In 2019, **100%** of the company’s supervisor management have completed an anti-corruption training



In 2019, **100%** of new employees and store partners have completed an on-boarding training



In 2019, **100%** of Tier 1 Suppliers have received communication on the anti-corruption policy through the Supplier Code of Conduct Guideline



In 2019, **100%** of staff and employees have completed an anti-corruption training

Grievance and Ethical Management

The Company supports employees to report evidence or information related to activities that are not in line with guidelines on business operations and corruption through various channels, such as email, digital platforms, letters, and telephone. The Company places importance on keeping reported information and evidence confidential and not disclosing the identity of those that report. Additionally, the Company has a whistleblower protection procedure, including compensation procedures in cases wherein whistleblowers experience reprisal. In 2019,



Breach Cases can be Classified as Follows:

	2016	2017	2018	2019
Bribery (cases)	0	0	0	1
Reporting Violations (cases)	-	-	-	4
Misappropriations (cases)	-	-	-	383

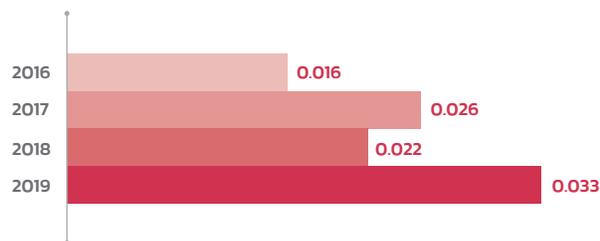
	2016	2017	2018	2019
Privacy Violations (cases)	-	-	-	0
Human Rights Abuses (cases)	0	0	0	0

*The data has collected in 2019

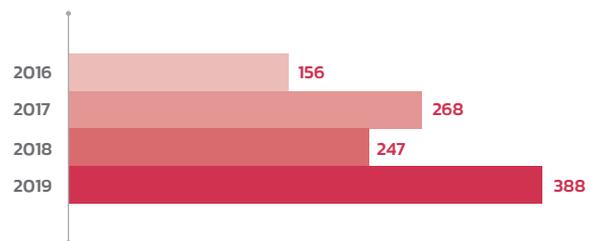
which have been investigated and addressed. Additionally, the Company has assessed and conducted appropriate disciplinary action on offending employees. In order that, the company has established measures to prevent appropriate corruption and continuous development. These include 1) monitoring that employees follow defined procedures, such as in the case of store managers whose task to verify cash amounts received in every shift is cross-checked by “FC”;

2) shop property verification team conducts physical count of received cash at stores in addition to cross-checks inventory with records; 3) the QSSI team performs inspections on product and service quality and standards conformance; 4) the Loss Prevention team tracks information related to missing products without notifications to stores; 5) communication and awareness raising with store employees.

Ratio of Ethical Violation Cases per Branch



Grievance (cases)



Whistleblowing Channels for Code of Conduct and Ethical Violations

Whistleblowing Channels		The Bell Ringing (Koh Rakang) Project Tel: 02-071-1717	Receiver: HR Operations
		Telephone Numbers 02-071-2770, 02-071-7744, 02-071-8623	Receiver: Call Service
		Postal Address: Audit Committee, CP ALL Plc. 119, 16 th floor, Thara Sathorn Bldg., Sathorn 5, South Sathorn Rd., Mahamek, Sathorn, Bangkok 10120	Receiver: Audit Committee
		Email AuditCommittee@cpall.co.th CGcommittee@cpall.co.th BOD@cpall.co.th	Receiver: 1. Investigation Committee 2. Corporate Governance Committee 3. Board of Directors
		Company's Online Media www.cpall.co.th/whistleblowing www.facebook.com/CPALL7 (Inbox)	Receiver: Corporate Communication

Collaboration with the Public Sector’s Network, “Joining Forces, Combatting Corruption” Project

Collaboration with the Public Sector’s Network, “Joining Forces, Combatting Corruption” Project In 2019, CP ALL Plc. has marshalled forces of goodwill and the determination on the national anti-corruption day in order to announce the organization’s stand and commitment in operating its business with transparency and in opposition to all forms of corruption. The National Anti-Corruption Day was organized by the Anti-Corruption Organization (Thailand) with an alliance network under the thrust, “Joining Forces, Combatting Corruption”. Over 5,000 representatives from the private and public sectors, civil society, students, and the media participated. In addition, the event also featured proposals and new approaches in addressing corruption. These include empowering advancements among Thais in all sectors, identifying advocacy goals in order to align collective actions, and using new tools and mechanisms, among others.

Internal Control Systems Project for Risk Prevention

Following the discussion on risk management in the Governance chapter, risk assessments identified corruption within the organization as one of the risks. The Company has management systems for various issues which have been classified as high-risk, with primary work procedures, outlined in the Governance chapter.

Certification Project for Thailand’s Private Sector CAC

Certification Project for Thailand’s Private Sector Collective Action Coalition against Corruption (CAC) is a lecture project that raises awareness on the problem of corruption among the Small and Medium Enterprise (SME) business sector, and creates an understanding of readiness approaches within the project, which includes a discussion on readiness in setting up internal control mechanisms to prevent risks. Lecture topics include a discussion on the problem of corruption, history of the CAC, certification process and the 17-item assessment questionnaire for SME, and preparations to enter the program, at no cost.

CCTV Improvement Project

The CCTV Improvement Project was developed to reduce time spent by employees at convenient stores and lower corruption risks. This is because such CCTVs can store high-quality images, and have complete visibility of all areas. This has resulted to reducing the frequency of cash balance verification and inventory oversight procedures.

Respecting Human Rights, Committed to International Principles, Creating Peace

KEY PERFORMANCE IN 2019

 **100%** of business activities have undergone risk assessments

 **100%** of all activities assessed to have risks have mitigation measures

 **100%** of all Tier 1 Suppliers have undergone risk assessments

 **100%** of all Tier 1 Suppliers assessed to have risks have mitigation measures

 Awarded for being an outstanding organization that supports the work of people with disabilities

Supporting the SDGs

5 GENDER EQUALITY

SDG5 Gender Equality
 5.1 Eliminate all forms of discrimination against women and girls

8 DECENT WORK AND ECONOMIC GROWTH

SDG8 Decent Work and Economic Growth
 8.5 Promote employment and equal pay for work of equal value
 8.8 Protect labor rights and promote safe and secure working environments

10 REDUCED INEQUALITIES

SDG10 Reduce Inequality
 10.3 Ensure equal opportunity and promote anti-discrimination legislation and policies

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

SDG16 Promote Peaceful Societies and Justice
 16.3 Support regulations and laws to ensure equal access to justice for all



2020 GOAL



100% of all business activities and in all operating locations has performed Human Rights Due Diligence (HRDD) based on the UNGPBHR Standards

PERFORMANCE AGAINST GOAL

Percentage of Business Activities and Operating Locations that have Undergone Human Rights Due Diligence (HRDD) Based on the UNGPBHR Standards



Risks & Opportunities

The global communities’ expectations on responsible business operations, anchored on international human rights frameworks, have been an increasingly important issue in recent times. This is especially so when the Company’s business direction tilts towards expansion into various geographies—both within and outside the country. These local contexts present a diversity of legal practices and stakeholder groups, creating an operational challenge in protecting the human rights of all concerned parties. Equally important are the changing global contexts that present new concerns and forms of human rights violations, such as violations privacy rights violations of personal information, restrictions in the freedom of expression and communication, among others. These trends require the Company to adapt and place importance on examining its own business operations to prevent the human rights violations of concern groups throughout its business chain.

Nevertheless, these challenges can be viewed as opportunities for the Company to prepare for other pressures from public and private agencies. These may include expectations on the human rights work plan and responsibilities as a member country of the United Nations. In 2017, the Company committed to be being a driving force behind the Thai government’s national human rights agenda—which was drafted into the 4th national human rights plan and the national action plan on business and human rights. The Company’s adaptation and preparation reduce the risks that its performance will fall short of the expectations demanded by such trends—which may be codified as legal requirements in the future.

PROGRESS IN 2019



Conduct of Human Rights Impact Assessments among 7-Eleven customer groups



Review of business activities with risks and impact mitigation measures



Defined maternity leave benefits for female employees as 120 days

HUMAN RIGHTS DASHBOARD

Risk Assessments Business Activities

100%
of all operating locations and business activities have undergone risk assessments

84.6%
of all business activities in the Company’s value chain have been assessed to have Human Rights risks

100%
of the Company’s operating locations and business activities have impact mitigation measures

Risk Assessments Tier 1 Suppliers

100%
of Tier 1 Suppliers have undergone risk assessments

0.32%
of Tier 1 Suppliers have been assessed to have Human Rights risks

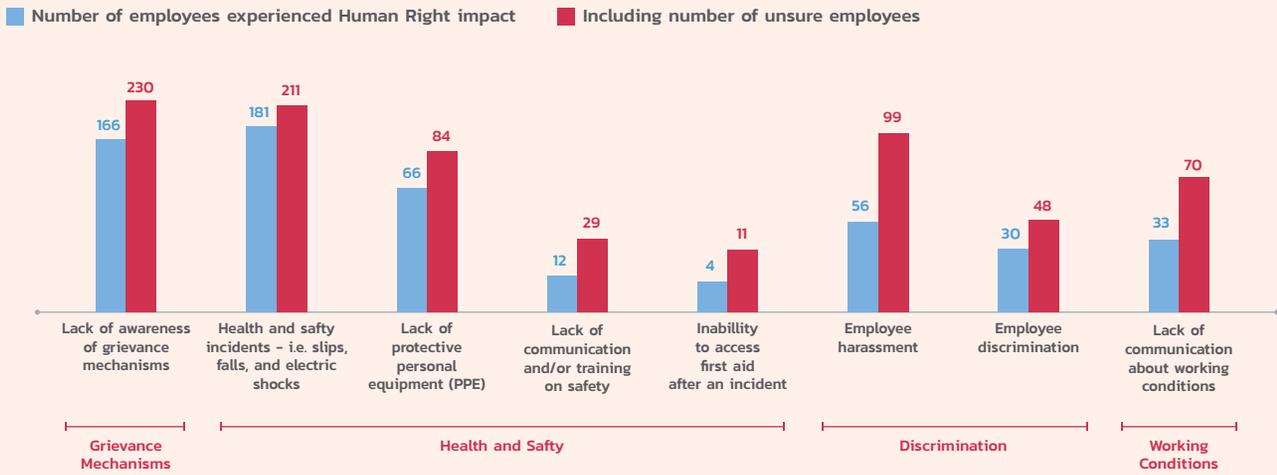
100%
of Tier 1 Suppliers have mitigation measures

Grievance

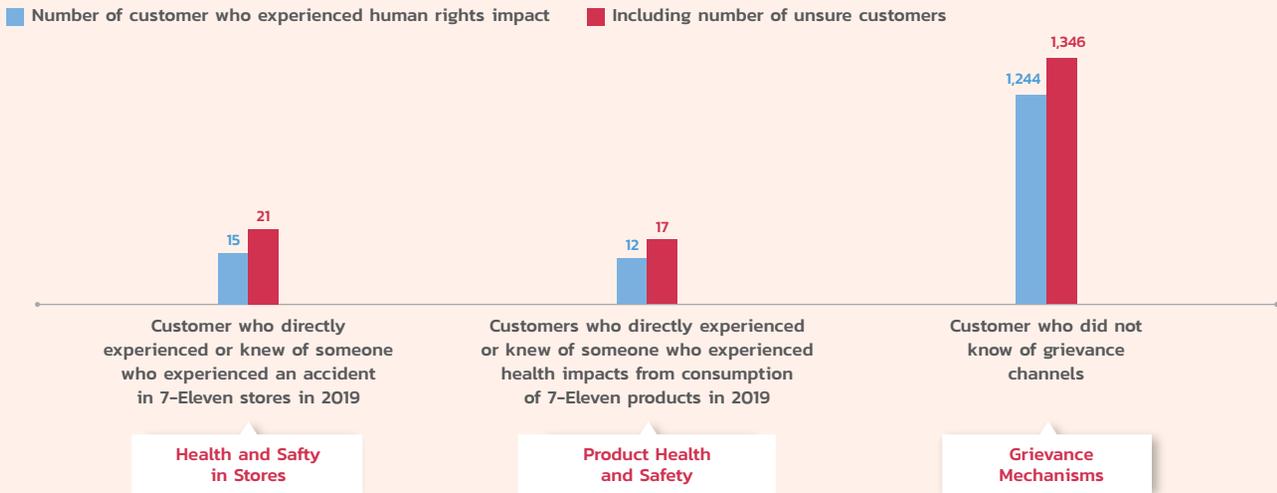


0 cases
of Human Rights violations

Human Rights Impact Assessment of Employee Groups (N = 1,134 employees)



Human Rights Impact Assessment of Customer Groups (N = 1,800 customers)

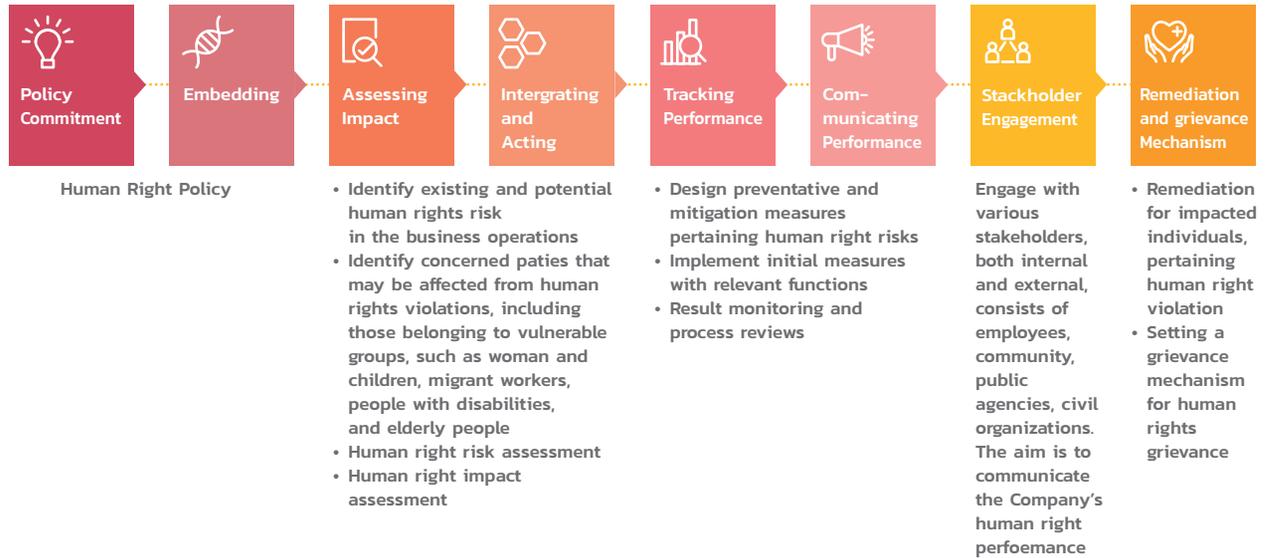


Management Approach

CP ALL Plc. and its Subsidiaries (“the Company”) is determined to respect human rights and maintain its performance standards of the Company’s human rights policy in order to prevent human rights violations of its employees, business partners, contractors, customers, and local communities from its business operations throughout the supply chain. The Company has not only enforced its human rights policy formally since 2017,

it has also determined implementing guidelines that are in line with provisions in Thai law, relevant foreign laws in countries wherein the Company operates, and the UN Guiding Principles on Business and Human Rights (UNGPs). The Company also uses Human Rights Due Diligence as Human Rights management framework, which is outlined in the UNGP and consists of the following 8 steps.

Human Right Due Dilligence Process



Human Rights Risk Assessment (HRRA)

The Company has continuously conducted Human Rights Assessments (HRRA) since 2017, with coverage of all 8 business units or 100% of its operating locations and 100% of all business units’ activities, including its value chain which is composed of 4 main activities

In 2019, the Company reviewed its risk assessment results—incorporating 2017-2018 results. It discovered that all human rights issues related to labor rights of employees, suppliers, contractors; community and environmental rights, and customer rights are Salient Human Rights Issues with high “Residual Risk” level in the activities of some of the Company’s main business units. All business units with high risks of salient human rights issues have implemented risk controls on all issues, with 100% coverage.



Salient Human Rights Issues in 2017-2018 and Examples of Current Risk Controls

1	2	3	4
<p>Suppliers' Labor Practices, Safety, and Wellbeing</p> <p>Development and communication a Supply Code of Conduct</p> <p>Conduct of supplier trainings on Sustainable Development</p> <p>Requiring all new suppliers to conduct sustainability self-assessment, and improved their performance based on risk issues</p> <p>Improvement of the Supplier ESG Self-Assessment Form</p> <p>Conduct of Site Visit Audits among supplier groups classified with high risk</p>	<p>Water Management of Suppliers Producing the Company's Finished Products</p> <p>Conduct of water risk assessments with Critical Tier 1 Suppliers</p> <p>Monitoring of water source management plan concluded medium to high risks. If risks are found in water source management plan of beverage supplier groups, site visit audits will be conducted.</p>	<p>Health and Safety of Production and Transportation Business Units</p> <p>Policy on occupational health and safety</p> <p>Occupational health and safety standards</p> <p>Training on Behavior-based Safety by invited Chevron expert on safety coaching</p> <p>Guidelines on Safety Switch, Guard, Limit switch machinery inspection before and after operation by onsite employees</p> <p>Safety Patrol Inspections</p> <p>Conduct of Job Safety Analysis</p> <p>Requiring rest and reporting by drivers every 4 and 8 hours</p> <p>Vehicle speed monitoring per legal limits for long-haul driving to reduce driver fatigue and sleeping at the wheel</p> <p>Driving training provided to employees and suppliers, including conducting workshops wherein law enforcement officials test drivers' blood alcohol levels</p>	<p>Health and Safety of 7-Eleven Customers</p> <p>Posting communication material on potential accidents increase customers' alertness</p> <p>Conduct of monthly standard inspections</p> <p>Monitoring every 4 hours to ensure that entrance and exists are free of any obstruction and that they are clean</p> <p>Placement of cloth mat at the entrance, allowing customers to dry their shoes before entering and preventing accidents</p> <p>Conduct of monthly safety inspections in all locations</p> <p>Quarterly review of safety measures by a senior committee and management team</p> <p>Monthly verification of practices against safety standards set up by QSSI agency</p> <p>Show Guideline Daily Amount (GDA) information on food and bakery products with CPRAM</p> <p>Selection of safe food products for consumers through projects such as "Meal for Care", "Product Development from Trans Fat-free Raw Materials", and "Healthy Fresh Food"</p>

5

Health and Safety of Employees in the Wholesale Business Unit and of 7-Eleven

Provision of Personal Protective Equipment (PPE) and labor-reducing equipment to all employees

Training and assessment of forklift operators, resulting in 20% reduction in accidents

Continuation of Safety Culture project, creating internal trainers to increase organizational awareness

Conduct of Occupational health and safety assessments and risk management

Investigation process of work-related incidents with safety risks

6

Water management of 7-Eleven

Water risk assessments around operating vicinities

Environmental impact assessment before construction

Monthly monitoring of performance (e.g. grease traps)

7

Health and Safety of Customers from Use and Products of Online Distribution Business Unit

Customer grievance mechanism

Direct communication with customer to immediately resolve problems upon receipt

Immediate coordination with suppliers for product quality assessment

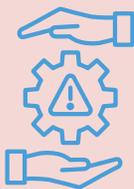
Emergency product replacement and immediate product recall and reimbursements within 24 hours

8

Community Safety from Student Commotion and Conflict

"White School" initiative to eliminate drug and substances use

Conduct of CSR projects to survey community recommendations on student behaviors and build strong relationships with nearby communities



In addition, the Company has conducted sustainability risk assessments in 2019 with 100% cover of its 6,942 Tier 1 Suppliers. The assessments also included human rights risks, such as worker treatment, forced labor and human trafficking, and environmental impact of suppliers' activities, among others. For more information, see chapter on Cascading Responsibilities Throughout the Value Chains.



of the Company's suppliers have undergone assessments, with coverage of those of CP All and Subsidiaries



of the Company's suppliers have been assessed to have human rights risks



of the Company's suppliers assessed to have human rights risks have impact mitigation and remediation plans

Human Rights Impact Assessment (HRIA)

In 2019, the Company conducted Human Rights Impact Assessments (HRIA) in order to study the impact level of residual risks of salient human rights issues by gathering information through surveys and interviews with rights holders. In the first year of the assessment, the Company classified two groups of rights holders: employees and customers of 7-Eleven, as they are at risk of human rights impact from the Company's main business activities. Information was gathered from over 2,900 people in Bangkok and other provinces. Additional details and assessment results can be found on the Company website.

The 1st progress report meeting on the protecting and remediating human rights risks, conducted on 13 May 2019



The 2nd progress report meeting on the protecting and remediating human rights risks, conducted on 13 September 2019

The Company is continuously committed to its human rights management by monitoring and reviewing its human rights performance with relevant units of all main business units every quarter. This also includes creating awareness on human rights with employees through sustainability trainings—which incorporate issues on human rights and labor rights—and human rights risks assessments workshops. From interviews conducted with workshop participants and those who took part in human rights activities, employees and management staff had low awareness and understanding of various principles and their own rights **before** joining the workshop. **After** their participation, however, their awareness and understanding increased—particularly on their basic rights entitlements, including the right to equality, gender equality, education, speech, non-discrimination, and labor rights, among others. In addition, they also learned internal principles and guidelines, helping them to identify ways to prevent rights violations, identify guidelines, put in place measures to prevent human rights violations, and incorporate these guidelines into work for which they are responsible—increasing the importance of human rights. In 2019, the Company initiated a plan to conduct dedicated human rights trainings to enable employees to better understand their own rights and those of others who are connected to their operations. This awareness serves as a preventive measure against the occurrence of human rights violations in the Company's operations. The Company has collaborated with the Rights and Liberties Department of the Ministry of Justice in conducting 2 batches of human rights training with the Company's employees, divided into 150 people per cohort. Additionally, the Company has plans to send more employees to take part in a Training of Trainers with the Rights and Liberties Protection Department to continue to expand the knowledge of employees at all levels. Following the conduct of human rights trainings in the past year, the Company has not discovered any human rights violation incident resulting from the Company's operation; the Company has not remediated anyone as a consequence. Nevertheless, the Company remains cognizant of the possibility and risk of future occurrence, and has determined remediation measures for those whose rights may be affected to reduce the impact of rights violations.

Labor Practices

The Company respects the rights of all employees at all levels. The Company has adhered to Thai and international labor standards in its human resource management in order to create fair and appropriate employment conditions—whether it be on working hours, rest periods, wages, working environment, and social welfare benefits. This also includes the freedom to express one’s opinions and concerns through various grievance channels, including the Whistleblowing system, and the Worker Welfare Committees—which have been set up in worksites following requirements in the Labor Protection Act B.E. 2541 to be a platform in receiving opinions and discussing appropriate welfare for employees.

Compensation, Welfare, and Benefits

The Company has managed its compensation, welfare, and benefits entitlements based on its employment policy which awards fair welfare and other benefits entitlements that cover all full-time employees and daily-wage workers. Financial benefits include emergency loan programs administered by financial institutions with special interest rates, financial assistance for rent payments, among others. Life Security Benefits include provision of provident funds, emergency and life insurance, disability financial support, maternity leave, accidents assistance, and Employee Joint Investment Program (EJIP), among others.

Respect for Diversity and Inclusion

Additionally, respect for diversity and inclusion remains the Company’s commitment, emphasizing equal treatment which does not discriminate based on nationality, skin color, religion, gender, sexual preferences, citizenship, age, disability, or other characteristics considered to be a human right. The Company has supported such approach through a number of projects. One such initiative is the “Beverage with Simple Hand Language” project at Muanchon Coffee, wherein people with hearing disability are hired at Muanchon coffee at the Sotesuksa school branch in order to create work and income and develop the skills of people with disabilities to enable them to

later transfer this knowledge either as a business owner or as a professionally skilled employee. Other projects include: cooperation with various schools on student apprenticeship programs at 7-Eleven stores in Petchburi; tracking and caring of past employees with disabilities; and a program that conducts various activities with war veterans with disabilities through collaboration with community leaders, War Veterans Organization of Thailand, and various provincial veteran groups in Songkhla, Yala, Pichit, Pitsanulok, Petchbun, Prachinburi, Srakaew, Chantaburi, Krabi, Pang-Nga, Sakon Nakhon, Buriram, Surin, Sri Saket, Pattani, Chiang Rai, and Lampang.

Supporting the rights and role of disabled person and female employees in the organization

2,741
Employment of disabled persons (accumulated 2018 – 2019)

67.1%
Female Share of Total Employee

56.5%
Females in All Management Positions

33.9%
Females in Top Management Positions

58.7%
Females in Junior Management Positions

57.1%
Female in Management Positions in Revenue-Generating Functions

The Company’s benefit analysis of its human rights performance yielded the following results:

- 01  Zero human rights violation cases
- 02  Employees have an awareness on human rights and approaches to reduce and prevent human rights violations in activities within their responsibility

Currently,
100%
of the Company’s employees are members of the welfare committee.

In 2019, the Company adjusted its maternity leave benefits for its female employees to **120** days from the original **90** days set by the law
there have been **2,654** female employees taking parental leave

Embracing Differences, Building Bridges, and Forging Shared Benefits

KEY PERFORMANCE IN 2019



Awarded **1** Place

Thailand's Most Admired Company for 2 consecutive years, reflecting the Company's credibility and good corporate image among white collar workers



TOP **3**

Company that has credibility and trust from society, and is a Thai company that Thai people are proud of (based on CP ALL brand Health Check survey conducted to understand awareness, sentiments, and attitudes that stakeholders have on CP ALL

Supporting the SDGs



SDG16 Peace and Justice Strong Institutions
 16.7 To ensure inclusive, participatory, responsive, and representative decision-making at all levels



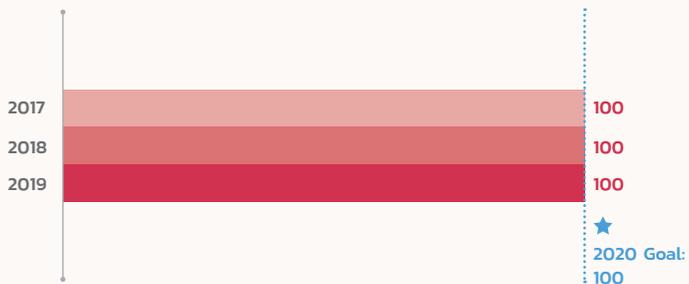
2020 GOAL



The Company has a stakeholder engagement process for all companies within 2020

PERFORMANCE AGAINST GOAL

The Company has Stakeholder Engagement Process for Each of its Companies (%)



Challenges

CP ALL Plc. and its subsidiaries (the “Company”) realize the importance of each and every group of stakeholders, and that they play critical roles in the organization’s business operations. Such importance is given through stakeholder engagement, and aiming to gain good experiences in management, as well as to create value and deliver products that would comprehensively respond to the needs of all stakeholder groups. Therefore, fostering participation and creating goods experiences for the stakeholders must therefore rely on processes that would foster stakeholders’ participation, which are also efficient, and that would respond to the needs of the stakeholders comprehensively, in order to create acceptance and so that it would drive the organization in a sustainable manner.

PROGRESS IN 2019



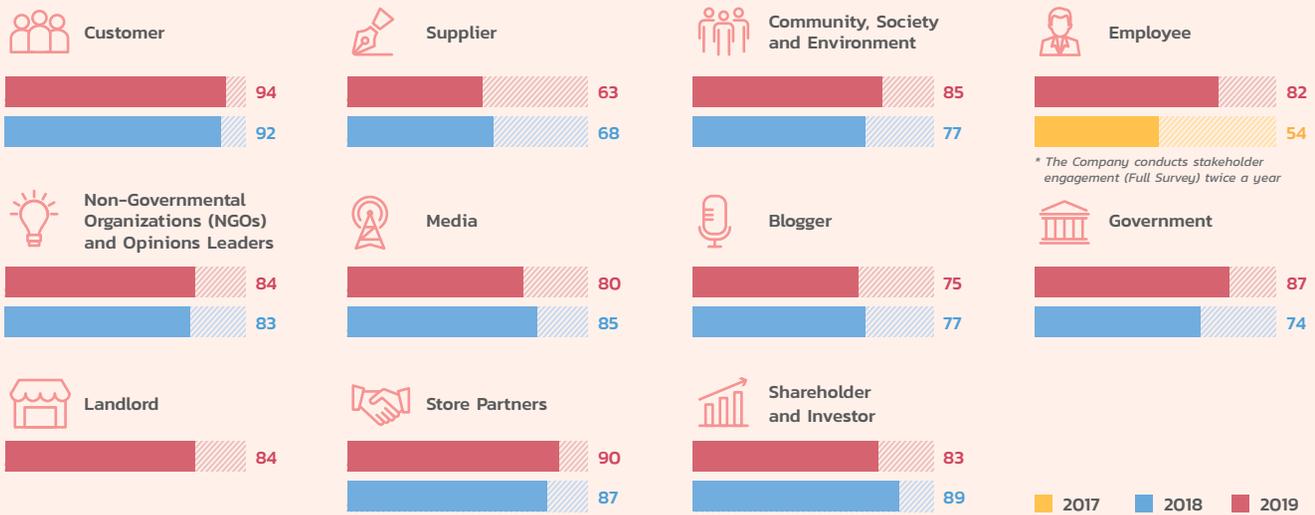
Expanded feedback gathering from the stakeholders, including owners of the leased locations

Management Approach

The Company aims to promote the engagement between each department of the organization and the stakeholders, through communication and various other activities that would be suitable for all 11 stakeholder groups - namely, employees, store partners, customers, suppliers, shareholders and investors, communities, society and the environment, the government, NGOs and lead think tanks, media and bloggers, creditors and landlords. This is in order to become aware of stakeholder perspectives, expectations and recommendations towards the organization’s operations. It is also an opportunity to communicate the organization’s sustainability approach to all stakeholders. In 2019, the Company carried out a survey to collect stakeholders’ comments to compile important issues with regards to sustainability, together with comments and recommendations covering the economic, social and environmental aspects, including, the issues listed in order of importance which was used to particularize the contents and approach in preparing this report.



STAKEHOLDER ENGAGEMENT DASHBOARD



Customers

Approach to Stakeholder Engagement	Examples of Stakeholder Expectation	Examples of Companies' Responses
<ul style="list-style-type: none"> Gathering feedback from various channels, such as <ul style="list-style-type: none"> Call Center for customer complaints: 58,536 times Websites and other online social media 23,379 times Opinion survey and customer interviews 	<ul style="list-style-type: none"> Detailed and accurate promotional campaigns 	<ul style="list-style-type: none"> Communication with the customers and consumers for a better understanding of the promotional campaigns Increase communication channels of the promotional campaigns
	<ul style="list-style-type: none"> Quality and safety 	<ul style="list-style-type: none"> Improving the standards of products and services in both terms of quality and safety
	<ul style="list-style-type: none"> Health and wellness 	<ul style="list-style-type: none"> Select and offer healthier choice products
	<ul style="list-style-type: none"> Product labels provide comprehensive information on the product and service 	<ul style="list-style-type: none"> Communicate and provide more information on nutrition, usage of the products and services on the product labels
	<ul style="list-style-type: none"> Service period 	<ul style="list-style-type: none"> Improve the payment methods for goods and products Cultivate a good environment in stores
	<ul style="list-style-type: none"> Local economy impact 	<ul style="list-style-type: none"> Selling of local products
	<ul style="list-style-type: none"> Safekeeping of customers' personal information 	<ul style="list-style-type: none"> Data Privacy Policy that covers the various group of customers of different membership types that require personal information

The Company has carried out stringent work on data privacy, with coverage of all business units and customer groups who have shared personal information with the Company. Protection responsibility is assigned to the Data Protection Officer within the Corporate Legal & Compliance unit. In 2019, the Company found no grievances related to data privacy from stakeholders.



Suppliers

Approach to Stakeholder Engagement	Examples of Stakeholder Expectation	Examples of Companies' Responses
<ul style="list-style-type: none"> • Conduct Suppliers Satisfaction Survey for once a year • Setting up seminars and recommending the policy direction of the organization • Supplier visits, as well as gathering feedback and grievances • Co-creating innovation projects • Assess, advise, and build capability • Interviews to identify the needs and expectations of the supplier with regards to sustainability • Meeting and Interview with supplier • Supplier relations center number 0-2711-7771 	<ul style="list-style-type: none"> • Stakeholder engagement 	<ul style="list-style-type: none"> • Regularly implementing the Joint Business Plan annually, as a way to find an approach for the organization's overall business expansion • Collecting feedback from suppliers to be taken into consideration and adapting operational processes
	<ul style="list-style-type: none"> • Managing conflict and creating acceptance with the communities 	<ul style="list-style-type: none"> • Work on promoting job creation, injecting income for the local communities, and opportunities in creating jobs outside store fronts, elevating and improving economic positions in the communities through the support from subsidiary business operators in the communities, including, providing a channel in receiving recommendations and concerns from the communities
	<ul style="list-style-type: none"> • Good corporate governance • Fair business operations under the principles of good governance and business ethics 	<ul style="list-style-type: none"> • Specifying the policies and announcing the use of such policies related to corporate governance, conducting workshops for all employee levels including the Critical Tier 1 Suppliers • Communicating the approach and practices in good governance and business ethics
	<ul style="list-style-type: none"> • Anti-corruption 	<ul style="list-style-type: none"> • Collaboration with the Public Sector's Network, "Joining Forces, Combatting Corruption" project • Certification Project for Thailand's Private Sector CAC
	<ul style="list-style-type: none"> • Innovation management 	<ul style="list-style-type: none"> • Develop projects that promote open innovation, close innovation and improving innovation
	<ul style="list-style-type: none"> • Responsible supply chain management 	<ul style="list-style-type: none"> • Launch Sustainable Sourcing policy and Supplier Code of Conduct, as well as appointing a committee for screening products, promoting the awareness and social, environmental responsibility to the suppliers • Develop supplier audit protocols in accordance with Supply Change Management Policies and Supplier Code of Conduct
	<ul style="list-style-type: none"> • Climate change management 	<ul style="list-style-type: none"> • Project to develop more eco-friendly packaging, developing products with the partners



Community, Society and Environment

Approach to Stakeholder Engagement	Examples of Stakeholder Expectation	Examples of Companies' Responses
<ul style="list-style-type: none"> • Gathering feedback and concerns through various channels for instance: <ul style="list-style-type: none"> - 7-Eleven store's Call Centers - online venues and social media - feedback collector in front of Sub district Administrative Organization and distribution centers • Annual surveys on credibility and trust from each group of stakeholders • Site visits to the communities every trimester • Community activities related to the area, communities around the factories, 7-Eleven stores, during the festivities and annual community events • Announcement boards, public relations media 	<ul style="list-style-type: none"> • Creates impact to the local economy • Community development, collectively creating value between the communities, society and the corporate sector • Supporting agriculture, small and medium entrepreneurs (SMEs) in creating quality goods, and promoting market reach and other sales channels of the communities • Promoting and conserving local culture • Good environmental management • Providing educational opportunities, promoting vocational skills with sustainable 	<ul style="list-style-type: none"> • Project on promoting jobs and improving the quality of life with the communities, as well as finding solutions to distribute community goods, including the community support center project • Project promoting health of the locals in the communities, such as, basic health checks, doctor consultations, and recommendations on use of meds from a pharmacist • Caffee' Muanchon projects • Educate through workshops and observing the cultivation process, including good agricultural practices • Increase distribution channels from the local suppliers such as the Golden Banana Project and the ALL Fresh Project, project supporting farmers who grow organic salads and fruits, projects supporting farmers who farm giant freshwater prawns and My Farmer, My Life Partner Project • CP ALL Honoring Rice Farmers – the Cultivators of the Thai Essence Project • Shaping landscapes, and surrounding environment of the stores to blend in with the local cultures • Implementing energy management projects and expanding the results to the stores in their efforts to save energy and model innovation stores • Implementing waste management projects such as, 7 Go Green Recycled Plastic Road Project, Magic Box Recycling for Sharing Project, Greenroof Project, New Gen Without Food Waste Project • Implementing projects to support educational and job opportunities, namely, 1 store 1 scholarship, accepting students for internships, project to increase job related skills to students from low income families who will not be continuing studies beyond mandatory education, Business for Young Project



Employees

Approach to Stakeholder Engagement	Examples of Stakeholder Expectation	Examples of Companies' Responses
<ul style="list-style-type: none"> • Annual satisfaction and engagement survey • Channels to receive feedback and complaints such as <ul style="list-style-type: none"> - Via Koh-Rakang Project: 244 times - Site visits at store branches, offices and distribution centers: 5 times • Creating an Intranet system, internal newsletters, and digitally broadcasting the daily news • Meeting to share innovation results, and competitions, identifying and risk assessment • The Worker Welfare Committee operational coverage in 100% of all employee 	<ul style="list-style-type: none"> • Long term compensation and welfare 	<ul style="list-style-type: none"> • Running the Employee Joint Investment Program, EJIP Phase III (2017 – 2022) • Post-retirement project for the employees • Activities addressing Childcare Facilities or Contributions
	<ul style="list-style-type: none"> • Developing personal capacity, advancement and confidence 	<ul style="list-style-type: none"> • Preparing and cultivating leaders • Knowledge and skill transfer workshops that are appropriate and based on interests • Developing potential and continually valuing employees with potential and good morals, such as, Career Path Development Programs, Development Program for Food and Beverage Strategy, CP ALL Young Challenger Programs for new employees, development for employees with high potential • Improvement of the performance management process (ALL Perform)
	<ul style="list-style-type: none"> • Health and well-being program and work-related stress management 	<ul style="list-style-type: none"> • Providing consultations and carrying out projects that promote health and spiritual practices • Flexible Time activities • Ergonomic risk reduction program and stress management • Apply the principles in human rights to guidelines towards the employees
	<ul style="list-style-type: none"> • A good working environment 	<ul style="list-style-type: none"> • Improve the occupational health and safety management system and the working environment, including safety culture projects and behavior-based safety projects • Improving the work place per the labor standards, as well as driving work performance pursuant to good labor practices



NGOs and Opinions Leaders

Approach to Stakeholder Engagement	Examples of Stakeholder Expectation	Examples of Companies' Responses
<ul style="list-style-type: none"> Gather feedback and share different views on a collaboration network, and other collective work Support activities/projects of the organization on the issues that align with sharing and giving opportunities 	<ul style="list-style-type: none"> Establish good relationships with the communities 	<ul style="list-style-type: none"> Gathering feedback from and problems faced by the communities, including providing job opportunities to the people in the communities
	<ul style="list-style-type: none"> Collectively creating and repurposing preexisting objects to create value throughout the supply chain 	<ul style="list-style-type: none"> Create knowledge transfer projects to create products in the communities that would improve the livelihood of the communities and farmers
	<ul style="list-style-type: none"> Communicating and incorporating into the daily life routine of the new generation, so that it is deeply pervasive 	



Media and Bloggers

Approach to Stakeholder Engagement	Examples of Stakeholder Expectation	Examples of Companies' Responses
<ul style="list-style-type: none"> Annual Media Producer Supporting Program, such as, Thailand Best Blog Awards by CP ALL, Digital News Excellence Awards, and Thailand's Goodness Award in Media Supporting Morality and Ethics Supporting and participating in activities from mass media, such as anniversaries, CSR activities Giving interviews and sharing information with mass media Co Projects With Media such as, getting together with mass media helping out the communities and society during various periods of floods, project to bring a mass media group to participate in activities to raising the public spirit, morality workshops Knowledge transfer via social media In-depth interviews, and group communications 	<ul style="list-style-type: none"> Create an understanding and reduce local conflict through the use of social media, to disclose reliable information and news 	<ul style="list-style-type: none"> Communicating reliable information through social media, or other online channels of the organization or its employees
	<ul style="list-style-type: none"> Product Quality 	<ul style="list-style-type: none"> Establishing criteria for health products, and health products development
	<ul style="list-style-type: none"> Innovation to facilitate the payment of goods 	<ul style="list-style-type: none"> Growing online commerce, with various methods of delivery, various payment methods and more readily accessible products to the consumers
	<ul style="list-style-type: none"> Enhance and redeem the branding of the organization 	<ul style="list-style-type: none"> Communication through social media and building positive relationships with each of the stakeholders
	<ul style="list-style-type: none"> Improve the work systems of the organization 	<ul style="list-style-type: none"> Change in the organization's culture Usage of digital technologies to improve work process, including O2O IT Platform, and AI
	<ul style="list-style-type: none"> Green Packaging 	<ul style="list-style-type: none"> Policy announcement on packaging, which covers the design consideration stage, and the selection of packaging for use, including, considering the processes in the Product Life Cycle pursuant to the "Green Packaging" strategy



Government

Approach to Stakeholder Engagement	Examples of Stakeholder Expectation	Examples of Companies' Responses
<ul style="list-style-type: none"> Supporting joint projects and various assistance provided 77 times as a governmental agency responsible for public relations work. Support and assistance was provided to Department of Internal Trade, the Food and Drug Administration, the Health Department, the Environment Department, and the District Offices covering 50 districts in the Bangkok Metropolis Collectively sharing views and openly building relationships with the governmental agencies, 34 times Coordination to leverage government services and receive assessment visits Participating in the development and use of plastic waste, together with the national environment committee as part of the "Circular Economy" project 	<ul style="list-style-type: none"> Strict compliance with the laws and the relevant regulations 	<ul style="list-style-type: none"> Study, establish an understanding in relation to the laws and related regulations with area specificity or local laws as well as applying the same to so that it aligns with the business operations Compliance with the laws and the relevant regulations
	<ul style="list-style-type: none"> To serve as an example to the business sector in demonstrating social and environmental responsibility 	<ul style="list-style-type: none"> Share perspectives through associations, and various trade unions Support initial assessments by the public sector and other sectors and groups related to sustainable development
	<ul style="list-style-type: none"> Carry out fair business practices with partners 	<ul style="list-style-type: none"> Determine policies on creating programs and clearly prevent any conflicts to the interests

The Company worked as an ally with every sector in order to increase awareness on the trends and needs, and to participate in sharing its views and advice, where, budgetary support was provided, which included supporting qualified persons of the Companies to provide their assistance to the associations as per the table below.

No.	Association	2019 Budget (Baht)
1	The Thai Chamber of Commerce and Board of Trade of Thailand	2,301,639
2	The United Nations	607,860
3	The Development of Thai Capital Retailers Association	388,815

In 2019, CP ALL Plc. :

1

Participated in the working group for the development and usage of plastic waste “Circular Economy Project” under the subcommittee on managing plastic waste, national environment committee, of the Ministry of Natural Resources and Environment, tasked with jointly submitting proposed amendments to the (draft) roadmap in managing plastic waste for the years 2018-2030 for Thailand, and jointly worked on formulating a plan to drive the “Circular Economy”, managing waste products from manufacturing and consumerism to enter new manufacturing processes, or to be reused, in order to solve the problem of and manage the plastic waste in Thailand to earnestly achieve results.

2

In addition, CP ALL Plc. and Siam Makro PCL participated and supported the Thai Retailers Association’s implementation of the national plastic program in an effort to drive policies and economic mechanisms in reducing the cost of alternative plastic goods, which is an application of economies of scale on bio-based plastics. Actual implementation of the aforementioned policy would result in significant net positives. The Companies support qualified persons from the Companies to participate as the board of the Thai Chamber of Commerce and Board of Trade of Thailand in order to gain an awareness of the tendencies, needs and provide their views together with advice, support the joint participation between the retail partners and governmental agencies in order to support the retail business in Thailand.



Landlord

Approach to Stakeholder Engagement	Examples of Stakeholder Expectation	Examples of Companies’ Responses
<ul style="list-style-type: none"> • Annual Engagement survey • Channels to receive feedback and complaints such as <ul style="list-style-type: none"> - Submitting information and complaints through a Call Center - Public relations news through SMS 	<ul style="list-style-type: none"> • Continuous joint operations pursuant to principles of good governance • Public relations and sharing news regarding the Companies’ policies 	<ul style="list-style-type: none"> • Establish a system to oversee, follow up and resolve the issues complained thereof • Site visits to establish relationships with the landlord, once every trimester at a minimum • Activities to create a sense of pride and joint accomplishment with the Companies for the landlord



Store Partners

Approach to Stakeholder Engagement	Examples of Stakeholder Expectation	Examples of Companies' Responses
<ul style="list-style-type: none"> Annual Commitment Survey Channels to receive feedback and complaints such as <ul style="list-style-type: none"> Submitting information and complaints through a Call Center Conducting a satisfaction survey through the website every trimester Monthly newsletters and publications Meetings, seminars, and activities Publishing the policies and direction of the companies of the store partners 	<ul style="list-style-type: none"> Fair business operations under the principles of good governance and business ethics Promoting capability in competition and business management Public relations and notifying the news and policies of the Companies Business stability, expansion and continual joint operations 	<ul style="list-style-type: none"> Communicating the approach and practices in good governance and business ethics Promoting, valuing and training business operators to improve the management capabilities Managing cost of goods and operations Improving the variety of goods to align with market demands Sharing information and public relation news on the market Supporting the store partners to cultivate successors to the business for longevity in their joint business operations



Shareholders and Investors

Approach to Stakeholder Engagement	Examples of Stakeholder Expectation	Examples of Companies' Responses
<ul style="list-style-type: none"> Summary of the operational results to the analysts (Analysis Meeting) every trimester Annual meeting of the shareholders Financial statements Annual registration statement (Form 56-1) Annual reports Sustainability development reports Invitation letters, documents, information Communicating information through various channels such as websites, telecommunications, emails, fax, and letters Roadshows nationally and abroad Site visits to the stores, factories and storage facilities of the Companies Independent third party assessment to demonstrate that the Companies are securities with quality, are valuable and are stable both at the national and international level, such as, IOD, Thai Investors Association, SET, DJSI and FTSE Russell 	<ul style="list-style-type: none"> Operational results and business expansion Good corporate governance Operational transparency, information disclosure, branding, and social acceptance Impact to the economy of the communities Received a governance assessment, by the IOD and Thai Investors Association Selected as the tier 1 member nationally and internationally, such as, Thailand Sustainability Investment, DJSI and FTSE4Good Index 	<ul style="list-style-type: none"> Managing the business to grow, reduce risks and increase transparency Specifying governance policies and ensuring strict adherence to the policies Providing equal treatment to the shareholders, and to maintain shareholder and investor interests Collect feedback from shareholders and investors to be taken under consideration when determining strategic operational approach of the Companies Determine policies on creating programs and clearly prevent any conflicts to the interests Carrying out work promoting job creation injecting salaries for the local communities through promoting subsidiary business operators in the community Advance and increase the efficiency in operations per principles of good governance Amendments to the charter, various compliance policies on corporate governance, combating corruption, sustainability, environment, and society to align with the international standards



Creditors

Approach to Stakeholder Engagement	Examples of Stakeholder Expectation	Examples of Companies' Responses
<ul style="list-style-type: none"> • Hold meetings to discuss upon request • Documents, letters, and information 	<ul style="list-style-type: none"> • Strict compliance of the agreement and the conditions in relation to the creditors 	<ul style="list-style-type: none"> • Acting in compliance under the agreement and the terms of the agreement where the compliance per the terms of the agreement will be supervised and managed by the originating body. If any issues arise that may risk damages to the overall image of the Companies, their legal department or legal advisors will assist in such supervisory works • When the issue of non-compliance arose between the Companies and its creditors (partners) the Companies had convened meetings to provide the creditors to share their views and past experiences in order to find a way to mutually resolve the issues • Where there were changes in policy, the Companies will directly authorize the relevant bodies to deliver letters and carry out record keeping in order to create an understanding with the creditors in adhering to the Companies' policies
	<ul style="list-style-type: none"> • Performance of obligations per the specifications 	<ul style="list-style-type: none"> • Payments made to the creditors to the designated account following the agreed installment or credit term, and per the conditions that are accurate, transparent, and on time. If there are any instances where the conditions are not being met, it would be notified to the originating body who will communicate with the creditor directly
	<ul style="list-style-type: none"> • To report an accurate, transparent, and auditable financial position • Report on any changes to the financial position of the Companies that are accurate, transparent, and have been audited by a licensed auditor. 	<ul style="list-style-type: none"> • Reports on the financial position of the Companies in respect of the creditors, where accounting will keep a count of creditors whose payment deadlines have been missed each month, together with reasons for such occurrence, specify the amount of payment and deliver a notice confirming the amount owed to the creditor throughout the year, which differs to the recorded amounts, which will be liaised and notified to the creditor for the difference to be cleared, as well as disclosing the results of such process through the annual report every trimester. Apart from this, the creditors to whom outstanding amounts are owed will be audited by the auditor which was subsequently disclosed in its report



Mix the Similar, Mend the Different, and Make Good and Talented Individuals, mould to Unite a Force

KEY PERFORMANCE IN 2019



100%

of all management and office employees participated in and has been assessed on the "Digital Mindset" course



100%

of all employees in the high-potential group are retained within the organization



32%

of all employees in the high-potential group have been designated as successors



2020 GOAL



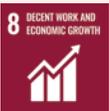
100%

of leaders and employees will pass the sustainability knowledge training by 2020.

Supporting the SDGs



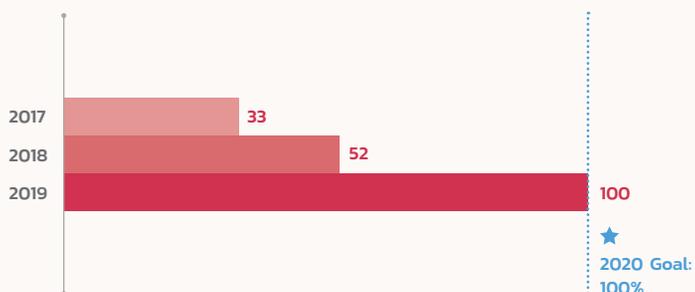
SDG4 Quality Education
4.4 Increase the number of young teenagers and adults having technical and practical knowledge in order to create valuable work.



SDG8 Decent Work and Economic Growth
8.2 Achieving higher economic productivity through diversity by technology and innovation.
8.5 Support fair hiring and equal pay in compensation for equal workloads.

PERFORMANCE AGAINST GOAL

Number of Leaders and Employees who Passed the Sustainability Knowledge Training (% accumulated)



Challenges

Technological changes play an increasingly important role in today's business operations, resulting in more factors that influence business competitiveness. For example, using digital technology in lieu of human resources for services, as well as responding to consumers' needs. Such trend directly affects business operations, which primarily depend on human resources. CP ALL Plc. and its subsidiaries ("The Company") have therefore established a strategic framework for capacity development and personnel talent through the development of understanding skills. Technological deployment is the highest priority of capacity development and elevating personnel's competence to ensure sustainable and mutual growth in tandem with the organization.

PROGRESS IN 2019



Organized training "Next Digital Leader" for leaders



Organized online training on the "Digital Mindset" of all levels of office's employees



Expanded training on "Developing the organization for sustainability for leaders" to lower-level management



Improved Talent Management Process in order to improve Succession Planning

HUMAN CAPITAL DEVELOPMENT DASHBOARD

Human Capital Return on Investment (times)



Average Amount Spent of Training (baht per person)



Average Hours of Training By Gender

Male Female



20.51

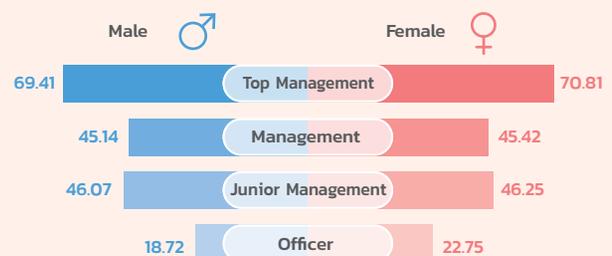
hours per person per year



23.84

hours per person per year

Average Hours of Training By Level



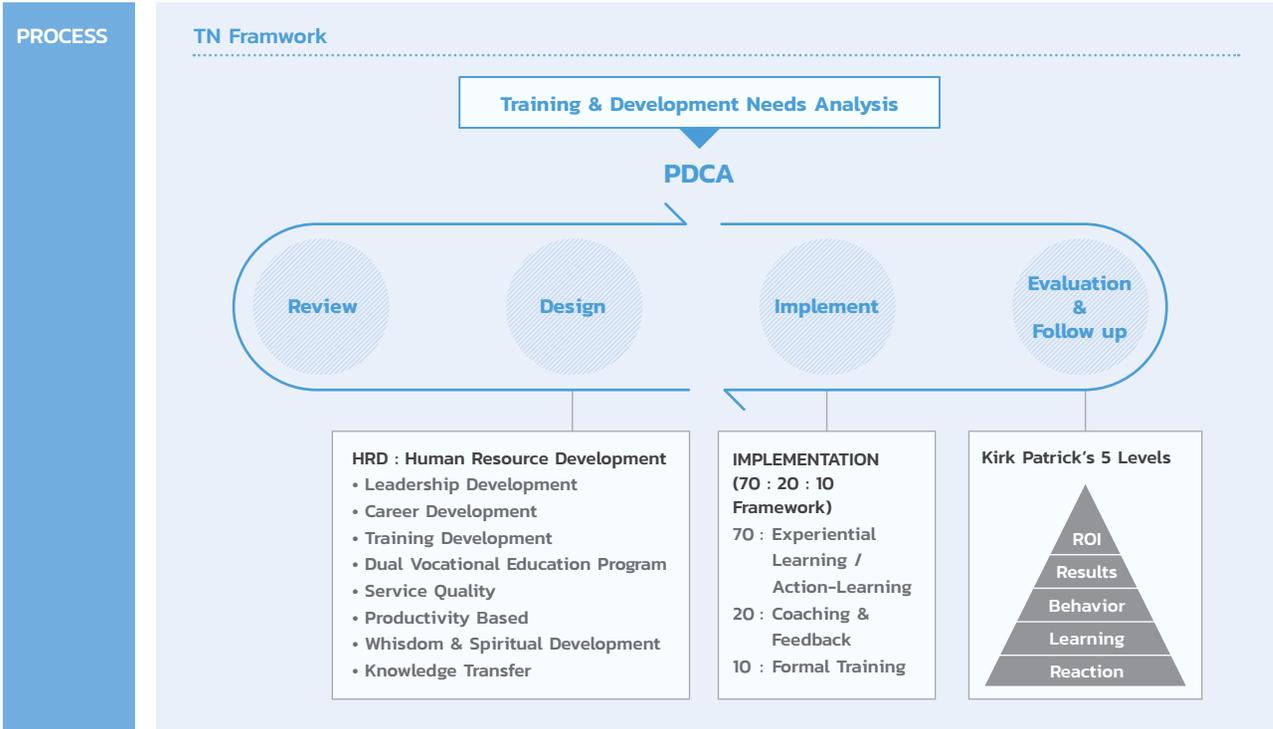
Management Approach

The Company is invested in the value of employees, as it is the main driving force of the organization’s successes in achieving target goals to sustain business growth. The Company therefore focuses on elevating the skills and knowledge of employees covering and relating to the business goals, starting with establishing focus in the hiring process, talent development and retention, and including caring for and creating opportunities for retired employees

which passes value to the Organization. To increase the ability and skills in the present and future workplace effectively, opportunities must be given for the future growth of employees at all work levels. Furthermore, the Company supports the policy regarding labor and adapts them to the organization, underneath the thinking framework and system of human development as follows

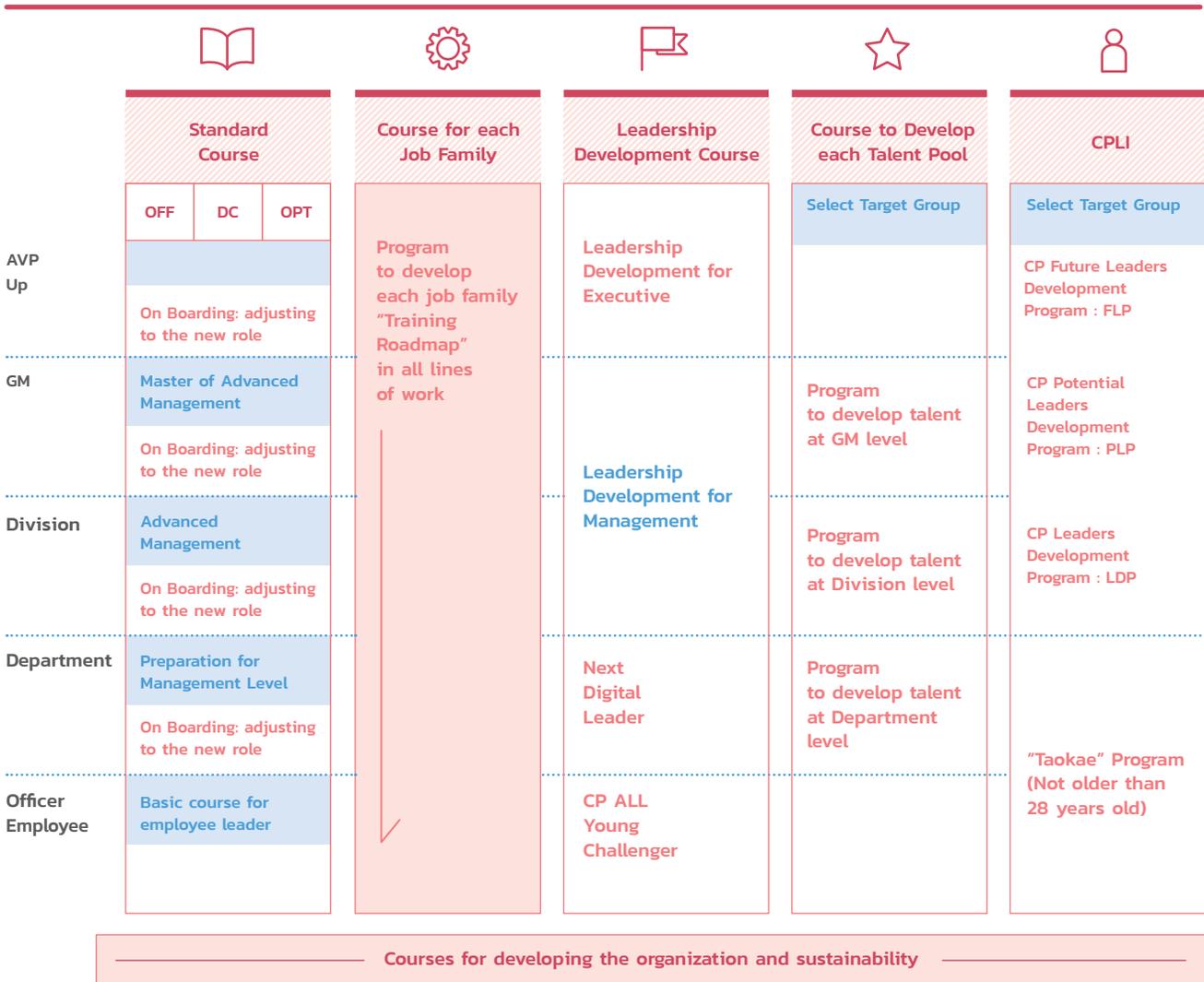
Thinking Framework in Human Development for CP ALL

Challenges	Changes in the Digital Age	Requirements	Choices	Evaluation
<ul style="list-style-type: none"> • Creating sustainable learning towards a learning organization creating good people and smart people (People 4.0) • Developing talent for future leaders 	<ul style="list-style-type: none"> • Developing people to cater to the digital age • Changing the leaning system • Experiences in learning • Professional Certification 	<ul style="list-style-type: none"> • Quality of Training • Professional Certification • Effective learning process • Human Capital Return of Investment (HCROI) 	<p>Learning by Blending Working 70:20:10 Framework</p> <p>70% Experiences</p> <ul style="list-style-type: none"> • On the job training • Assigning challenging work • Communal working without gaps <p>20% Interactions</p> <ul style="list-style-type: none"> • Giving consultations from trusted leaders (solutions) • Coaching by team leaders (feedback) • Communication linking within the same group (reflecting) • Learning from experts (shadowing, tracking) <p>10% Formal Learning</p> <ul style="list-style-type: none"> • Training syllabus • Modelling problem solving situations • Learning by mobile • Learning and teaching through electronic media • Standardization 	<p>Visible Aspects</p> <ul style="list-style-type: none"> • Knowledge • Ability • Behavior <p>↓ Evaluation Tool</p> <ul style="list-style-type: none"> • Measuring ability of employees • Evaluation Center • Comprehensive Examination <p>Invisible Aspects</p> <ul style="list-style-type: none"> • Attitude • Values • Personality <p>↓ Evaluation Tool</p> <ul style="list-style-type: none"> • Quiz • Executive Potential • Evaluation Form • Personality Test



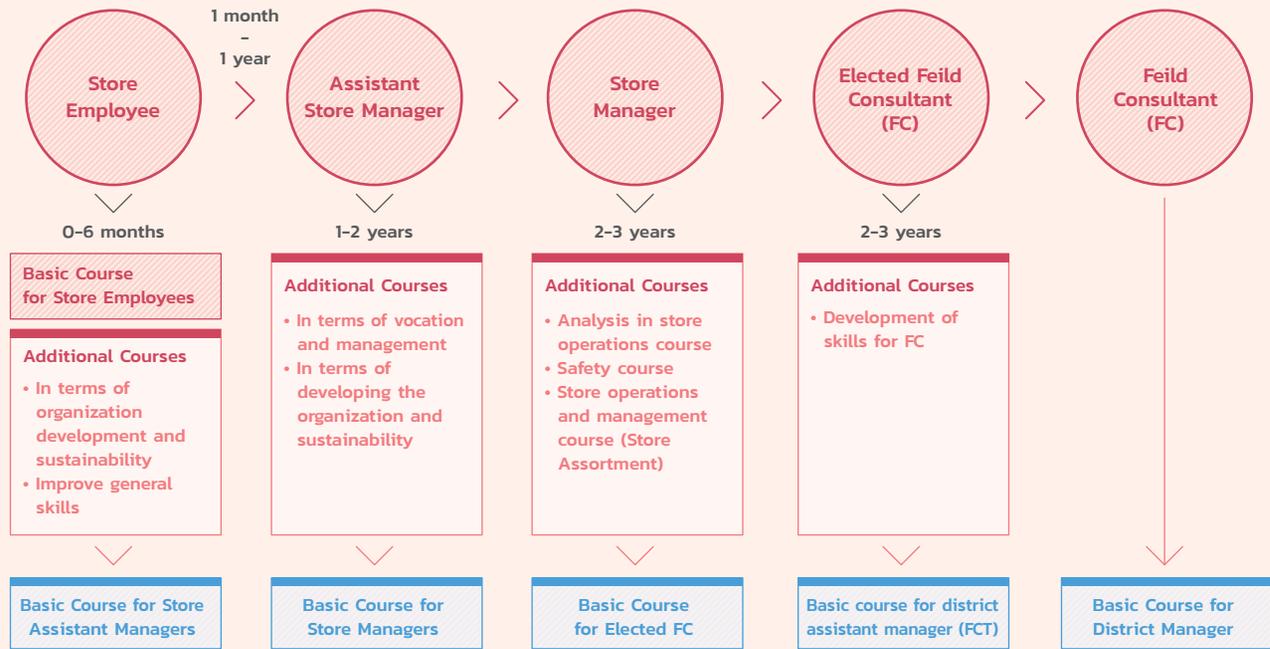
The Company assesses training and development needs by considering from the following factors: vision, mission, organization goals, business strategy, human resources policy of the Charoen Pokphand (C.P.) Group. Other factors include necessary and future skills, satisfaction survey results, customer and employee loyalty and analysis results for human resources development for designing a suitable program and content for all employee levels. The standard programs are divided by the nature of the work which consists of office-based, operation-based and distributions divisions. Additionally, the Company capacitates employees based on professional groups, such as in the case of construction management group, following its Development Roadmap, and certified 19 employees as “CM Champion” in the real estate cluster. The Company also conducted trainings and seminars to develop skills, such as the “Creative Communication Skills to Promote Corporate Image”, including having organized “Location” professional knowledge assessment at the supervisory level to improve their professional knowledge.

Development Path of Office



- Standard Course for preparation for employees in each level, to help adjust employees in their new roles
- Professional Courses aimed for developing from each Work Function or Job Family
- Leadership Development Course aimed to develop leaders required by the organization and crucial transformations
- Talent Course developing talented individuals by screened selections
- CPLI Course is a program aimed to develop leaders assigned by C.P. Group
- Corporate Sustainable Development Course, a program following the policy in which employees must be aware of and understand

Development Path of Operation



Development Path of Distribution Center



Sustainable Skill Development, Granting Opportunity and Professional Advancement

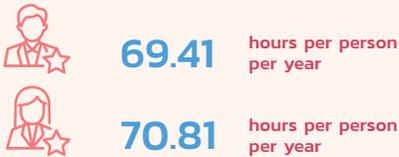
 Preparation Prior to Employment	 Talent Development and Evaluation	 Maintaining Knowledge and Experience Accumulation for the Benefit of the Company
<ul style="list-style-type: none"> • Provide scholarships in the relevant curriculum that meets needs • Develop curriculum and modern learning paths, focusing on human development 4.0 by which can be accessed anywhere, anytime and giving importance to learning through real experiences and cross-functional learning • Provide trainings on work skills, career, culture and workplace culture 	<ul style="list-style-type: none"> • CP ALL our way, long-term planning for the Company towards sustainability in 30 years • Respect differences and diversity, endorse working collectively underneath the principle of "Mixing the similar, merging the different, creating harmony like a musical band" (Harmony) • Give importance to all job positions, appreciate accomplishments and successes, and opinions from all channels • Give the opportunity to grow through work and have a platform to showcase work accomplishments • Evaluate and advise clear directions at work as well as help develop skills • Programs building and developing new generation such as the "CP ALL Young Challenger" and "Next Digital Leader" program 	<ul style="list-style-type: none"> • Benefits, health and good quality of life • Promote talent and good employees to stay long-term with the organization • Create working environments encouraging teamwork and communication between departments • Give opportunities and encourage employees to invest and do business with the company



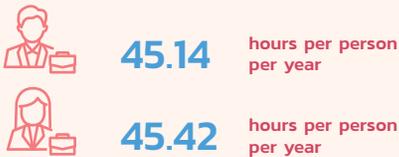
For 2019, the Company's human capital development performance is as follows

Average Training Hours of Employees

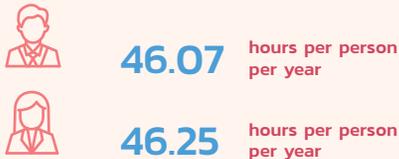
Top Management



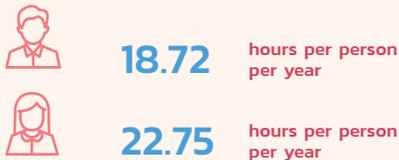
Management



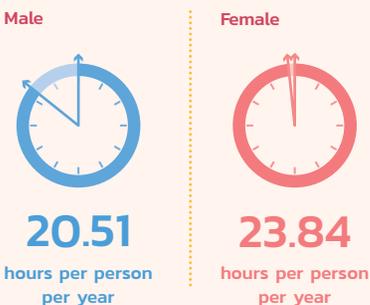
Junior Management



Officer



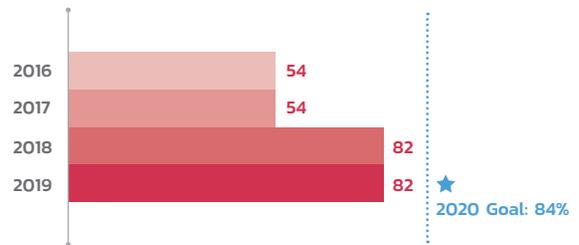
Average Training Hour by Gender



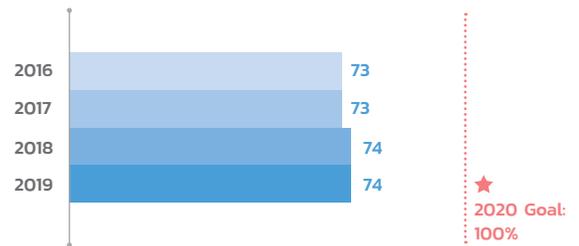
The Company strongly believes that the development of skills and potential of personnel at all levels including increasing opportunities and giving future advancement to personnel in every working period as part of creating relationships between employees and the organization. This reflects from the continuous increase in scores from the survey results on engagement and satisfaction of employees. In 2019, employees' engagement score was at 82 % which exceeds the expected target the organization set at 62 %. The overall trend is clearly increasing as follows

Overall Employee Engagement Survey Results

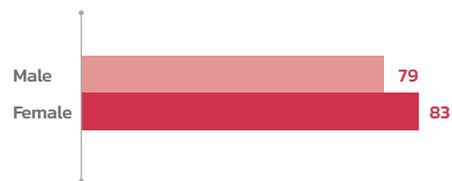
Employee Engagement (%)



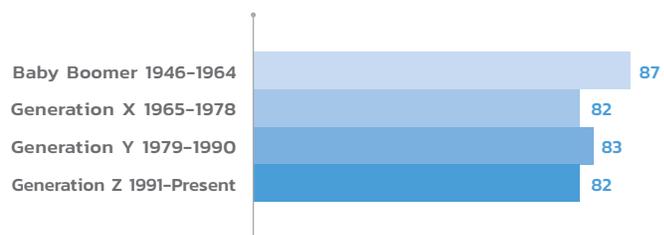
Coverage (% of Total Participating Employees)



Engagement Score by Gender (2018-2019)

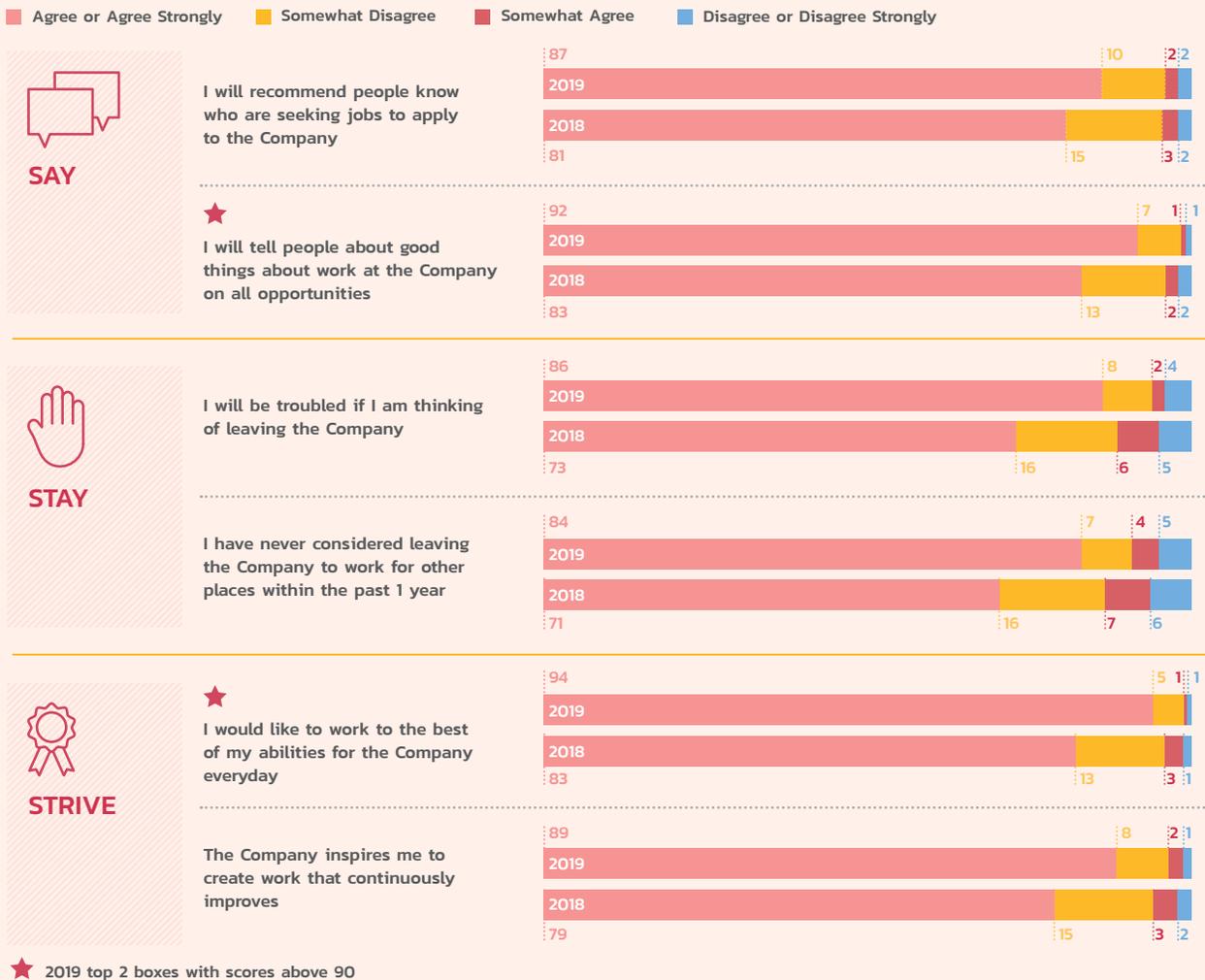


Engagement Score by Generation (2018-2019)



The Company recognizes that employee engagement with the organization is a feeling that occurs with each individual employee, which they may have a feeling of attachment on some days and feel no attachment on the next day. Therefore, the evaluation of employee engagement once a year in the same format may not be enough to bring the results to improve engagement in order to improve employee engagement in helping the organization reach its target goals. Therefore, the Company established surveys on engagement and satisfaction of employees who have been in the organization into two categories, which are 1) Full surveys (Employee Engagement Full Surveys) which are set to be given at a frequency of every

2 years 2) Partial surveys (Employee Engagement Pulse Surveys) given twice a year (every March and November in that year) with 6 questions to explore the satisfaction and aims of the organization’s employees. The results could be compared to the different times and act as a warning to aid the organization’s information to be up-to-date and situation status. This could lead to analysis and countermeasure preparation which are on-time, which supports decision-making regarding improving talent. The results of the survey in 2019 (partial surveys) scored better in all topics which the proportion of employees who responded to the engagement survey (Response Rate) was 98%.



The results from the surveys will be analyzed in case of adjusting the methods for engagement improvement. The process resulted from the teamwork between the Human Resources committee and the head of each line of work in order to facilitate building relationships and employee satisfaction in the organization through the 3 projects as follows

1 Improving of Performance Management System Project

The program enables team leaders to change the form of management to overall management through communicating with team leaders and team members to create a new working environment and culture. The evaluation results could be measured quantitatively and qualitatively within the system called “ALL Perform Success Factor” where in 2019, starting with junior level executives and above, with plans to expand the results to all employees in 2020. Employees are evaluated annually in different ways as follows



2 Improvement of Career Path Project

The project will enable team leaders with opportunities to communicate to team members to plan career paths including ways and both vertical and horizontal future growth underneath the “Career Policy” turning over knowledge by the Career Matrix in 4 colors as illustrated;

Career Matrix

Color	Meaning	Competency	Other evaluation criteria such as interviews	Experience	Certifying Qualifications
Green	Movable within the direct Job Family/Sub Job Family	▲			
Yellow	Possible to Move Across Job Family/Sub Job Family	▲	▲		
Orange	Difficult to Move Across Job Family/Sub Job Family	▲	▲	▲	
Red	Difficult to Move / Rare to Move across Job Family/Sub Job Family	▲	▲	▲	▲

3 Awards and Recognition Project

The project creates good work environment and culture between team leaders and team members by various activities to ameliorate employee engagement, create good relationships between units, colleagues, and team leaders during working hours and outside working hours for greater closeness. The project will open opportunities for relaxation after dedicating much to work such as the “Our Way Idol” project and the “Work Life Quality” project aids immunity, gives knowledge, methodology, and way of taking care of health. The Newcomers Meeting Executives (Seniors Meeting Juniors) project, “Full Gang Thank Group” project, “Happy Survey” project, where the survey on workplace happiness from QR Code is possible for employees to scan and insert opinions about their daily work lives as a start. Furthermore,

the Company continuously focuses on the compensation and welfare management of employees by designing, reviewing, and developing the compensation policies. It also focuses in annually participating in a Salary Survey with external and global consultants to be able to compare the competitive compensations in the general industry, suitable for business operations to attract and retain quality personnel to the organization. Furthermore, the Company established an annual salary adjustment policy for personnel, considering the individual performance evaluation results, which results in improved work performance of the employees as well as being able to create more employee engagement with the organization, based on the results of previous employee engagement assessments.

At the same time, the company focuses on creating good people and talented people continuously through various programs under the organization’s operations to enable employees to adapt and learn about the corporate culture, creating the work environment that can make the operation more efficient through the following programs

Productivity Improvement Program

he program aims to create an understanding of how to increase work efficiency, enhance the working atmosphere to increase productivity, reduce cost and expenses in management through the cultivation of ideas, attitudes, skills and techniques to the application and create the development of innovations that could be the tools to solve problems. This creates value for the organization. The program was designed for employees at all levels in the Company and creates a working environment that facilitates Cross Functional Teams to improve the quality of work in 5 aspects, which are through learning methods by implementing real work practice from the project and with senior management acting as a mentor to give advice closely. Progress measured checked and results are reported periodically. Collaborative learning is fostered during the project and could be applied to different divisions of the organization.

In 2019, the Company had performed a valuation on the business operations of the organization by considering the reduction in capital costs and the increasingly higher cumulative revenue of greater than 53 million baht from a total of 15,220 participants.

Development Program for Food and Beverage Strategy

The program develops a variety of skills, knowledge, and abilities of employees regarding food and beverage product management, such as

- 1 Product recommendations and how to make products from ALL Café to standardize the product, increase service skills, and in-store revenue management
- 2 Development of product selection methods to reduce costs and improve sales

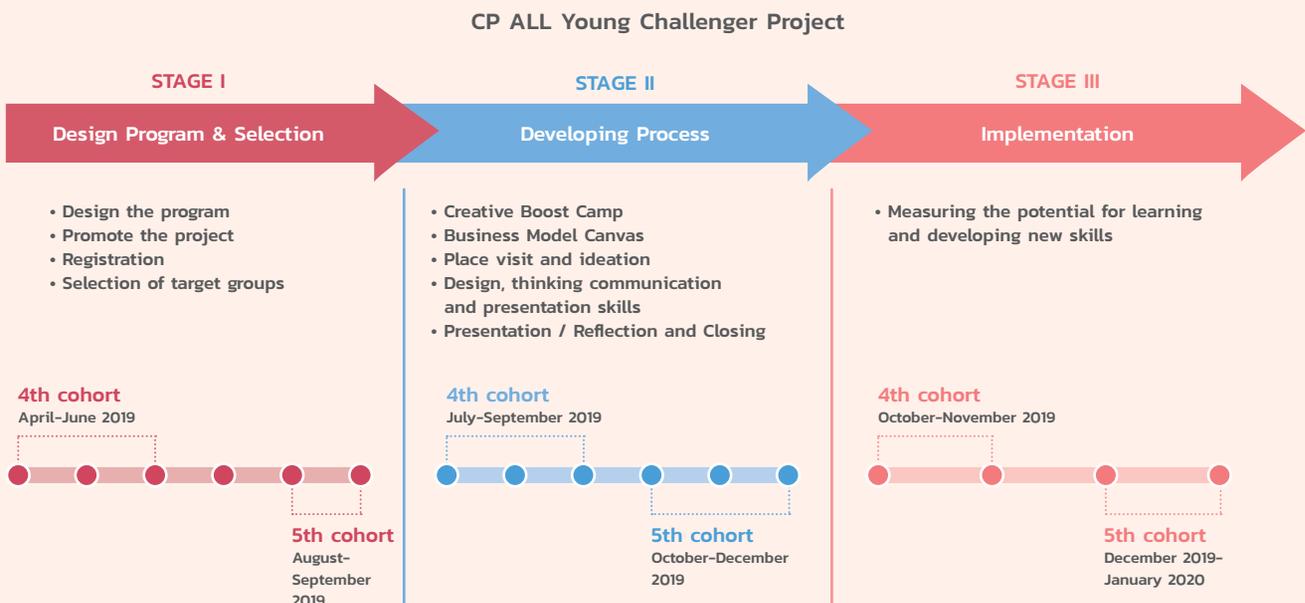
In 2019, the Company aims to support this program which is valued more than

6,462 million baht
by a total of
10,425 participants.

CP ALL Young Challenger Project for new employees (Gen Y)

Project Background

Changes in digital technology and present-day innovation increasingly affects the competitiveness of today’s businesses. Therefore, the Company focuses on the development of new generation employees to have various competencies by hands-on work and promotes a culture of employees whom dare to think and do in order to self-develop and showcase their talents and abilities underneath the “CP ALL 4.0” Policy and “Our Way”.



Performance

The 2019 performance fulfilled its objectives with a total of 61 participants through 2 cohorts. Furthermore, the Company monitored and surveyed the behaviors of employees that took part in the project and found leadership development that are connected to “Leadership Competency” and “Future Competency”. From a project perspective, the survey also discovered 12 projects conceived as a manifestation.

Pre-Retirement Preparation and Post-Retirement Age of Employees Programs



Project Background

The program to develop human resources of the organization aims to continuously elevate the abilities of all employee levels. This contributes to employees and staffs in different work areas to obtain knowledge, ability and expertise with various skills. The Company values the importance of hardworking employees who have grown for a long time alongside the organization until retirement age, endorsing and giving importance to employees upon retirement by the Pre-Retirement Preparation Program for all employee levels and ages. The program focuses on building awareness and various key knowledge in different stages of aging such as personal finance management and retirement planning from distinguished guest speakers. Furthermore, the Company provides opportunities for retired employees to share their knowledge to different target groups allocated by the Company. The content of this knowledge sharing activity contains information on given benefits, post-retirement care and will include

creating and giving opportunities through organizing communities. Retirees of the organization underneath this policy gives great value to the organization. Moreover, the Company offers opportunities to become consultants for the organization and opportunities to be owners of Seven Eleven stores. In order to have a better quality of life for retired employees at all levels, group health insurance is available. An optional Annual Medical Checkup Program is given with the same existing benefits and employees will receive hospital treatment payments in case of inpatient admittance, death benefit payments, store ownership of Seven Eleven stores as store partners on certain terms and conditions, the right to utilize the organization’s medical room and participation in activities hosted by the organization. In addition to preparing employees for retirement, the Company gives both skills and knowledge for the job for successors of the retired employees by the following ways as shown in the image:

Performance



In 2019, the number of retirees given opportunities to own a 7-Eleven store were

2 persons



while some were given opportunities to become the organization’s consultants were

45 persons.



The "Next Digital Leaders" Program

-  **Strategic Visioning**

-  **Inspiring and Motivating Others**

-  **Change Leadership**

-  **Building Talent**

-  **Drive Results**

-  **Collaboration**

-  **Resilience**

-  **Creativity and Innovation**

-  **Digital Technology**

-  **Digital Security**

-  **Digital Communication**

-  **Data and Analytics**

-  **Design Thinking**

The program inspires employees in the organization to comprehend and be aware of changes in digital transformation within the organization towards an increasingly digital technology-based system. The program’s purpose is to develop department-level leaders to obtain skills to become digital leaders, through learning on the job. This is to create knowledge and understanding the effects of digitization for the organization’s operations, way of thinking, and working culture to be able to coincide with the challenges of global change underneath the following guidelines:



In 2019, the supervisor pass development with a total **2** cohorts sum **61** participants



There are **12** digital prototype projects.



Each part is evaluated and all employees at all levels must pass at

100%

Furthermore, the Company requires online learning on the topic of “Digital Mindset”, including having knowledge assessments and understanding to ensure that employees are ready to become digital citizens. The content is divided into 3 parts which are Part 1: Opening the Digital World, Part 2: Digital Citizen, and Part 3: Digital Security, with post-test in the end of each parts.

Leader Training Program on Corporate Sustainable Development

The training program for leaders to develop the organization on sustainability is one of the sustainable development goals of the organization consisting of necessary knowledge and skills development for employees, development of leaders to have management vision to support sustainable businesses, development of knowledge and necessary skills for partners and relationships in the business supporting sustainable

businesses underneath the organization’s goals. For leaders in human resources development throughout the value chain to be ready, knowledgeable, skilled in operations with the concept of sustainable businesses in mind. In 2020, the Company extended the training results to junior management, where the total persons trained are 518 persons.

Talent Management

The Company is aware of how prepare people. Developing talent for future successors who are ready to lead the organization in the future, ready to lead the organization towards growth, create innovations and create sustainability in the organization is important. The employees with high talent require challenging work, continuous development, continuous learning, learning new skills, and skills for self-improvement consistently for their career growth. So, continuous importance is placed on developing selection and high talent management. This is to make sure that the talent obtained are high quality for development, which the organization sets up

a selection process for employees with talent which considers the various selection criteria as follows 1) qualifications and performance 2) skills evaluation by lead assessors and presenting the evaluation for consideration 3) Evaluation by “360 Degree Feedback” where the evaluations are sent to the supervisor simultaneously to compare the performance underneath different requirements and criteria of the organization. Those selected from the high talent pool will enter process of talent development of the organization with the course in development for the talent pool group and the content from the CP Leadership Institute (CPLI)

Example of Selection Criteria for Talented Employees



In 2019, the Company reviewed and selected high-potential employees (talent), which it normally does every 2 years. Last year, the Company identified a total of 487 high “talents”, 157 of whom (32%) have been designated as “successors”. In 2017 and 2018, there have been 81 persons or 106% of all employees with high talents with successor potential. The Company has been successful in retaining a total of 487 employees in the high potential cluster, or 100% of those classified in this category.

Talent Management Process



Succession Planning

The Company continuously has selected and improve workers with high potential (Talent Management) in order to prepare them for top management positions in the future (Succession Planning) through the following Succession Planning Process.

Succession Planning Process



In 2017-2018, the Company has 521 employees with high potential (talent), with 76 of whom (71%) were identified for management succession, where 13 of whom (25%) have been promoted to top management. The Company has also been able to retain 481 employees (92%) of all those in this category. With respect to developing those with high potential (Talent)

and those identified as “Successors”, they will receive their own-assessment results and develop an Individual Development Plan (IDP) in order to build on their Strength and improve their Weakness—increasing their professional growth. The Company has also designed a Talent and Successor Development Roadmap, through the following 3 development processes:

- 1 Development through Structured Course: a combination of internal and external courses through an e-learning platform, which delivered the following course in the past year:

1	<p style="text-align: center;">Grow Your Strength Course</p> <hr/> <p>The objective of the course is for participants to reflect on outstanding and potential strength behaviors that will enable greater effectiveness and self-development by using a Self-Finder assessment tool, and connecting their results to their Individual Development Plan (IDP) and their role as future leaders of the organization</p>	2	<p style="text-align: center;">Business Executive's Image for Success Course</p> <hr/> <p>The objective of the course is to promote the creation of a good Corporate Image, increase capacity in professional communication in order to grow the business and foster acceptance from those within and outside the organization</p>	3	<p style="text-align: center;">Leader as Coach Course</p> <hr/> <p>The course aims to create an understanding of leaders in building team capacities and in retaining high potential group employees of the organization; increase leadership potential and management skills through Coaching techniques and methods; and develop the communication skills to effectively use coaching techniques learned in real situations</p>
	Conducted with 6 cohorts and with 224 participants		Conducted with 2 cohorts and with 60 participants		Conducted with 1 cohort and with 30 participants

2 Development through Others through learning from Managers Executive Coaching, or from One-on-One Coaching

3 Development through Experience in the following forms:

3.1 Project Assignment/Agile Project in internal projects within the project and also projects involving multiple units

3.2 Participation in the CP Group Leadership Development, a program in which high-potential employees have take work leave for 6 months to take part in business operations is divided into following 4 groups for “Talent” and “Successor” groups

3.2.1 CP Senior Leaders Program (SLP)

3.2.2 CP Leaders Development Program (LDP)

3.2.3 CP Potential Leaders Development Program (PLP)

3.2.4 CP Future Leaders Development Program (FLP)

Total participation included 32 employees or 9.6% of all employees classified in the high-potential cluster.

3.3 Job Shadowing, in preparation for holding the actual positions

3.4 Job Rotation both within and outside the work scope

On-Boarding Program

The New Employee Retention Program aims to enable new employees to learn and quickly adapt into the organizational culture and the culture within each unit by assigning each responsible unit to supervise the employee. This also includes setting policies for new employees to receive training in 7-Eleven stores in order foster an understanding of the operational context of the organization and awareness on the importance of branch stores, which are a major income source for the organization. The New Employee Retention Program results demonstrated that it is able to help new employees adapt quickly and reduce turnover rates of workers within their first 6 months.



In 2019, the New Employee Retention Program received a

96.36%

satisfaction rating from new employees.



Health

*Good Health is Happiness
of the Body and the Heart*

CP ALL strives to create a society that eats well and lives well by creating professional, business, and educational opportunities to give everyone smiles of pride, creating strong communities and good health that are foundations of stability for the country

*Aspiration with Action,
Weaving Society with
Strength Strong Families
and Nourished Hearts*



Innovation Creates Intellect,
Increases Business Value



Elevating Occupational Safety,
Creating Friendly Work Environment



Selecting Hygienic Food
with The Consumer
Health at Heart



Creating Educational
Opportunities, Creating Jobs,
Creating The Future



Sharing Opportunities
and Creating Value for Society

Innovation Creates Intellect, Increases Business Value

KEY PERFORMANCE IN 2019



The total value of Innovation of products, services and process improvement was

6,788 million baht



The total number of innovative products submitted to Innovation contest was

1,286 products



The total number of researches, innovation development, and products was

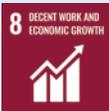
521 products



The total budget for research and development of technologies, as well as innovation was

297 million baht

Supporting the SDGs



SDG8 Valuable Employment and Economic Growth
8.2 Achieve higher economic productivity through diversity, technological advancement and innovation.



SDG9 Promotes Industry, Innovation and Infrastructure
9.5 Increase scientific researches and enhance the technological capacity of the industrial sector.



SDG17 Participation in Sustainable Development Framework
17.8 Establish mechanisms for science, technology and innovations as well as improve technological readiness.



2020 GOAL



To increase in products, services and process innovation value by

50% by 2020, compared to 2016 baseline.

PERFORMANCE AGAINST GOAL

■ Innovation Value* (million baht per year)

■ Accumulated Innovation Value* Accumulated from 2016 Baseline (million baht)



*Innovation value for products and procedures

Challenges

The rapid changes of digital technology has played an important role in influencing consumers' lifestyles. As a result, new approaches and means of consumption are created to meet the increasing expectations for the products and services' values. This is a global challenge. Moreover, technological changes also have effects on the business formats and operational contexts. For example, innovation is used in business operations to deliver fast and convenient services to consumers. It is also used in the business operations whose priority is on both society, environment, and business growth. Readiness to withstand digital technology changes is therefore a matter that every organization should emphasize and adapt to, simultaneously.

PROGRESS IN 2019



Launch of the pilot 'Digital Store' including "7-Eleven Store, True Digital Park Branch" and "Makro Food Service, Lat Krabang Branch"

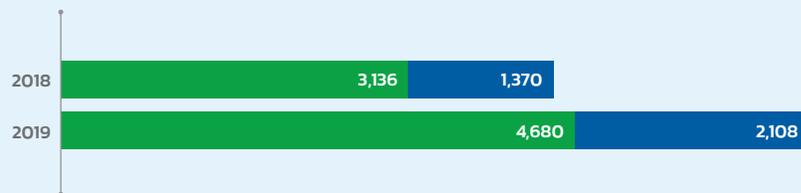


Launch of Innovative services for Banking agent, parcel delivery, automatic vending machine, and '7-Eleven Delivery', an online ordering application delivering to home

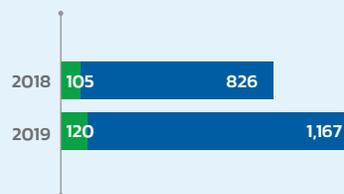
INNOVATION DASHBOARD

■ Open Innovative ■ Close Innovative

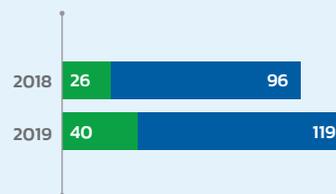
Value of Innovative (million baht)



Submitted to Innovation Contest (products)



Awarded – Winning (products)



Innovator (persons)



521 projects of Research and Development



8 patents



1 petty patent



254 personnel for Research and Development

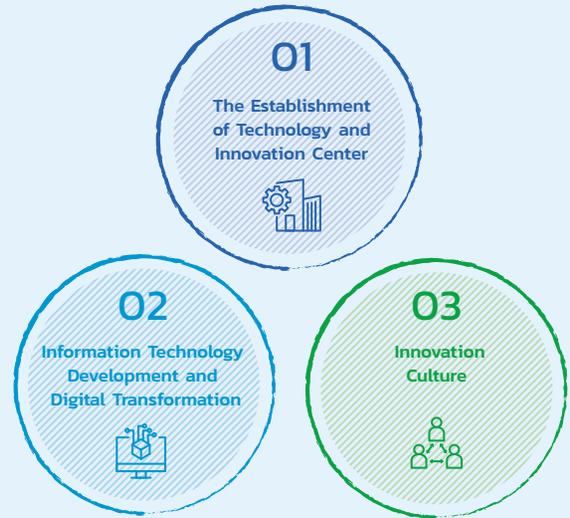


297 million baht for total Research and Development Budget

Management Approach

CP ALL Plc. and its subsidiaries (“the Company”) aim to manage innovation continuously. The Company aspires to become a corporate leader in innovation development, comprising development of new products and creative services, as well as the development in operational procedures of the organization. The Company aims to create positive impacts on society and the environment through the value-added innovation applied in new products and product development. For the Company and its subsidiaries, innovation development is welcomed from both within the organization and from its external stakeholders. Additionally, the Company promotes technological progress and innovations management through its management approach, as follows: 1) the establishment of Technology and Innovation Center; 2) Information Technology development and Digital Transformation; and 3) Innovation Culture.

Management Approach to Technology and Innovation Management



1) The Establishment of Technology and Innovation Center

The Company focuses on innovation development with the hope to foster business growth, along with society and the environment. In tandem, the Company has set up a research department on technological development and innovation, which can enable economical, social, and environmental values as follows.

Science Technology and Innovation Development Office (STIDO)

is responsible for consecutively driving the Company’s capacity and its role towards innovation and technology. Through research and development works, innovation and dissemination of new technology, STIDO is expanding the capacity into business operations in accordance with the Company’s strategy. The Science Technology and Innovation Development Office operates of 7 centers as illustrated below:

-  **Biological Technology Center**
-  **Management of Technology Center**
-  **Commercial Technology Center**
-  **Logistical Technology Center**
-  **Construction Technology Center**
-  **Robotics Technology Center**
-  **Digital Technology Center**

Results and Benefits



The total number of researches and technology developed was **8** projects



The total budget for research and development was over **30** million baht

Per past research and development projects, the Company has applied the technological knowledge into new products’ development, enabling nutritional values to be well preserved. The Company has expanded this product innovation into 7-Eleven stores, which is its commercial space. Product examples include Jumbo Big Pao Vegetarian with vitamin B, and Chicken Brown Sticky Rice Burger with Thai Spicy sauce with vitamin B.

CP Food Lab Co., Ltd

is a research development information hub. It was formed to support food research and development for CP ALL Plc., C.P. Groups, and other subsidiaries, both domestic and international. The Lab serves as the center of research and development collaboration efforts between public sector and private sector.



Results and Benefits



The total number of researches and technological development was **29** projects



The budget for research and development totaled to over **70** million baht



The total number of research and development personnel was **9** persons

The Office of Rock-Quality Designation (RQD) of CP ALL Plc. is tasked with

1 Establishment of Standards

on Food and Beverage Products such as meals, snacks, bakeries, vegetables, fruits and beverages. RQD’s actions start from concept outline for products responsive to consumers’ needs, such as healthy food and food nutrition. Therefore, the Company sets the concept of products for healthy food and nutrition values. The office of RQD conducts food and nutritional value analysis, recipe development, and production process innovation, packaging process, preservation process and logistics. This ensures products reach consumers are of consistently high quality. As for the preservation of vegetables and fruits, the Company has conducted researches from agricultural process all the way to packaging, identifying methods to ensure the products’ freshness upon reaching consumers.

2 Development of Packaging that is Eco-Friendly

Results and Benefits



The total number of product development was **484** projects



The total budget for development totaled to over **7,087,656** baht

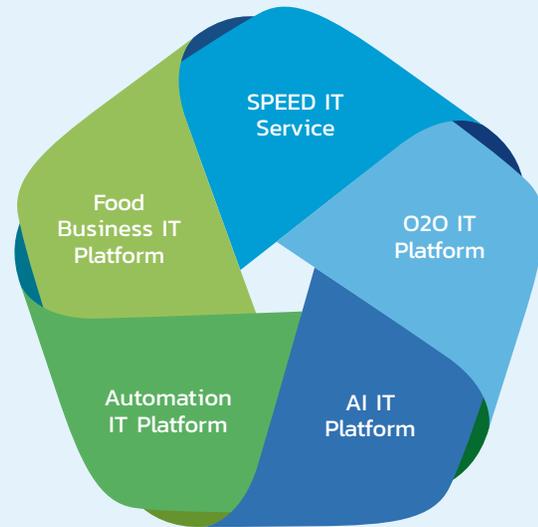


The total number of research and development personnel was **66** persons



2) Informational Technology Development and Digital Technology

The Company established the information and digital technology department under the guidance of high-level executives. With a purpose of reviewing information technology and cyber security strategies, the department is responsible for the security of information system of the company. It is also tasked with raising awareness regarding technological risks to employees of the organization. The information technology and digital technology department works on the system improvement to detect any abnormal activity within the information system. This results in reduced investigation time and issue-resolving time. Additionally, the department serves as a data collection hub for data analysis. Data on information technology and other novel technology is used to elevate the Company's operations, products and services. The 5 strategies promoting informational technology and innovations are illustrated in 5 parts as follows.



In tandem, the Company determines to consistently work on information technology security. Through IT Cyber Security Strategy, the Company aims to enhance capacity of security system, data network protection, and raise users' awareness on cyber threats. The Company is also determine to increase the efficiency in detecting

and preventing against cyber threats via internet. It has conducted risk analyses, while ensuring the security policy is in alignment to the laws. As for the information technology and security personnel, the Company builds capacity and expertise to security personnel, ascertain they are aware of imminent changes or possible threats.

Innovation and Business Development Towards the 4.0 era (Digital Transformation)

Nowadays, changes in economy are competitively increasing at both local and international levels. To respond to the changes, the company has planned on the developmental procedures of technological innovation. Under the determination to level up the competition and prepare to keep up with the world, the company has provided knowledge and encouraged the engagement of creativity. All of which are used in technological development for new type of projects that can remain up to date at all times. In addition, the company encourages thinking out of the box, while integrating such ideas into project management for further business expansion. This practice can create a sustainable competitive advantages. The examples of projects are as follow.



INNOVATION STORES

1 7-Eleven Stores, True Digital Park Branch

This is a pilot 'Digital Store'. By installing Face Recognition technology, 7-Eleven stores can procure or present the products that customers want easier. The Face Recognition system works by remembering and storing consumers' behavior data. Moreover, it can increase the security measures inside the stores as the connection between CCTV and face recognition system can help distinguish between the employees and strangers.

2 Siam Makro, Digital Store Branch

The 129th branch is now the latest branch in service under the concept of Makro Food Service in Lat Krabang. This is the first pilot digital store branch of Siam Makro, as well as the first pilot digital store in the wholesale and food service business in Thailand. As a prototype for a smart wholesale department store, it took over 1 year for development and construction. For this digital branch, Artificial Intelligence (AI) technology, including 32 types of digital devices and technology, are applied with the purpose of connecting employees, partners and customers.

Operation

25 AI smart cameras have been installed in 20% of the sales area. This is to increase the ability to monitor out of stock products and supply the products to be sufficient for customers' demand at all times. In terms of sales, there is a genius price tag, which takes only 40 seconds to update new information into the system of the store with more than 8,000 items. The Q-Busters system helps the assistant team to take payments with higher speed. There is also an automatic cooling system and heat detection system, which can maintain the temperature and quality of the products better. In terms of electricity generation, the Company has installed solar panels to help with the generation of electricity at the branches. The installation of these helps reduce energy and save electricity bills by more than 35 percent. In addition, the Company has also increased an installation of an electric screen, which reports the reduction in energy consumption and greenhouse gas emission produced. For customers who opt for electric cars, the Company has also provided electric vehicle charging service, respectively.

Results and Benefits

It increases work efficiency and staff services to be more accurate

Customers can make purchases as conveniently and quickly as possible

The ability to reduce energy and save electricity bills is at **35%**



SERVICE INNOVATION

CP ALL 4.0 concept has been adapted to business operations to respond to all lifestyles. By providing a 'Banking agent', a service for deposit money at all 7-Eleven stores nationwide; 'Speedy', a delivery service throughout Thailand; 'counter services', a service for all payments, including purchasing concert tickets through counter services; and 'vending machines services', a distribution of automatic vending machines to various communities such as residences, office buildings, universities, schools, airports, bus stations, factories, exhibition centers, including a large hospital with over 200 beds. The minimum sales of each vending machine is approximately 1,600 baht per machine per day. In 2019, the total number of automatic vending machine was 761. In addition to the mentioned service, '7-Eleven Delivery', or an application of an online delivery service platform was developed with a concept of 'delivery service to the front of the customer's house'. For orders with the minimum purchase at 100 baht, there is no delivery service fee. Also, staff at 7-Eleven stores will be the direct messenger to deliver the order to the customers. In 2019, the company has provided this pilot service in 100 residential areas and communities only.



3) Innovation Culture

CP ALL Plc. recognizes the importance of the organization driven by an innovation culture. Therefore, the company has promoted knowledge and understanding and created the atmosphere for employees to be creative through the CP ALL Plc. Closed innovations competition. To honor the projects that result in economic, social, and the environment, the Company encourages knowledge management within the organization. It aims to deploy new approaches to scale-up results and share best practices. Moreover, the Company promotes the application of knowledge retrieved from outside of the organization into business operations. By this, the company has cooperated with external stakeholders to create new approaches to the business. To encourage the improvement of work processes, the company has reduced unnecessary tasks for the organization to be more flexible. As a result, the employees are able to create valuable work and innovations for the company. They can keep up with the changing competitive conditions. Also, an innovation culture in which the executives and employees are involved is created. All of which delivers values to the nation, the people and the organization, consecutively.

Close Innovation



President Awards

is a project focusing on the innovation development within the company in order to search for products and services and new approaches. The project is based on a variety of businesses, which can meet the customers' needs and those of consumers, including communities, society and the nation.



Big Fish Project

is a project that focuses on the development of innovation derived from 7-Eleven stores that are distributed throughout the country and have provided services for a large number of customers each day. The project focuses on the cooperation among various departments within CP ALL Plc. In order to increase work process efficiency.



Approval Process Excellence Awards

is a project that focuses on improving the efficiency of the approval and decision making processes. To increase Speed and Quality for operations, IT system has been applied for more work efficiency. The end result of this project is to meet requirements of all relevant departments and helps employees become satisfied.

The rapid and sudden change of technology have caused fierce competition. As there are a lot of new startups businesses and entrepreneurs with a lot of innovations, this situation may affect the Company's business. Therefore, in order to keep up with the changes, the company has seek and identified strategic opportunities by joining partnerships with external stakeholders for new business approaches. Through Open Innovation in economy, society and the environment, the Company has delivered sustainable value to the nation, the citizens and the Company itself.

Open Innovation

CP ALL Plc., together with 11 national organizations, jointly organized the “Thailand Synergy to Propel Thai SMEs (for economic, society and the country)”. This Thailand Synergy Forum aims to support organizational researches from both public and private sectors, as well as support small and medium-sized entrepreneurs (SMEs) with channels and increasing market opportunities. It also honors the researchers and entrepreneurs who create innovative projects, which help develop and enhance the market competitiveness of the country. The ‘7 Innovation Awards project’ is also regarded as the channel to support cooperation between public and private sectors.



CP ALL Innovation Calendar

In 2019, a total of 1,287 projects were submitted to innovation contest. Outstanding project works are as follows

Close Innovation

Examples of President Awards

1 Souvenirs Across Thailand, Just a Click Away (24 Shopping)

BEING INNOVATIVE

In accordance with the demand of bestselling provincial products among people who reside in different regions, 24 shopping Co. Ltd. has selected most famous food products of each province to be distributed via online channel. It supports products for Thailand’s FDA certification standards, and to develop a delivery system that can preserve the food’s freshness until reaching customers. The distribution channel can be either via 7-Eleven stores nationwide or house delivery for customers’ convenience.

Results and Benefits



Support to entrepreneurs applied for this project participation was

76 persons



The estimated number of total sales in 2019 was

2.1 million baht



The project is an alternative for consumers to access the bestselling product of each province

2 Transforming the “Sealing Film for Pork Basil with Rice Packaging” Being Innovative

Being Innovative

With the total sale of pork basil with rice over 14 million boxes per year, the team and its manufacturer have developed a laminated film for packaging sealing. The laminated film allows more heat resistance and more basil’s fragrance to be stored. Also, as the film is more visible, the food inside is portrayed as more appetizing. The product design can also be printed on the film directly, enabling products to become more aesthetically pleasing than using previous counterparts with stickers. As a result, the basil rice menu looks more appetizing, leading to increases in sales.

Results and Benefits



Profits derived from the pork basil with rice was over

4 million baht per year



Amount of sticker wastes was reduced up to

16 million pieces per year



The packaging process had been improved for mass production manufacture

3 Fresh Cream Bun Development

Being Innovative

CPRAM Co. Ltd. (Lat Krabang) has invented fresh, creamy bun that is delicious and soft, and has light texture. The bun is filled with generous amount of light cream filling that melts in the mouth. A special recipe of flour, the proportion of fat and sugar, as well as the method of forming and baking, are used for the creation of fresh cream bun. Meanwhile, a technology is used for cream fillings insertion, which can maintain the appetizing look of the product. Fresh cream bun has received great feedbacks from customers. Moreover, the company is the only manufacturer of fresh cream bun at the industrial level in Thailand. The fresh cream bun products are only available at 7-Eleven stores nationwide.

Results and Benefits



The target income for 2019 Fresh Cream Bun sales was **100** million baht



Fresh cream bun product is an alternative in the category of chilled bread in 7-Eleven stores for bakery customers



Develop Fresh Cream Bun into other products in the similar category

4 Happiness Delivery to Thailand's Axe Handle Province

Being Innovative

Based on the education expansion opportunities provided by CP ALL Plc., it was discovered that the 5 provinces in the southern part of Thailand has needs for education format that allows income-generation in-between, and a job to secure upon graduation. This results in a cooperative project between the Company and local government agencies, which provide guidance and co-developed a system to care for students with different religious and cultural practices. There continues to be an influx of interested prospects in the program. This project creates revenue into the area, fosters life quality, and improves local economy

Results and Benefits



The total number of current students in undergraduate level in this program is **285** persons



The total number of graduates who are already employed is **80** persons



The project benefits the development of economic and social stability of the nation

Close Innovation

Examples of Approval Process Excellence Awards

1 Smart CDC from Platform to Learning Center by Bang Bua Thong Temperature-Controlled Distribution Center (CDC)

Being Innovative

As the workload at temperature-controlled distribution centers increases, there is a tendency for working hours to spike. Therefore, the team has adjusted the work process to become a Digital Platform, starting from human capital development – elevate them to become change-leaders.

The platform reduces work procedures to be more concise and improves data connectivity; this includes selecting the most suitable technology for the business, starting from product delivery, arrangement, delivery and logistics. The approval process has also been streamlined.

Results and Benefits



The work processes was cut from

40 steps to
21 steps



The approval processes was streamlined from

16 steps to
4 steps



A total wage from reduced working hours was

4.29 million baht per year



The number of resigned employees was reduced from

231 persons to
111 persons



Employees' engagement score has increased from

75% to
84%

2 Smart Process Automation by Accounting and Finance department

Being Innovative

The projects uses Robotic Process Automation (RPA) to help with repetitive work processes of no-value workload. The team chose to use freeware via self-studying. The results have been expanded by developing employees' knowledge on the use of RPA system in order that they can apply it to any tasks. The collaboration between human and machine results in a reduced workload, as well as building foundation for the employees to skillfully cope with any future tasks. In addition, the reduced work load means employees can work on increasing analytical works and other new tasks. Consequently, the arrangement has brought happiness, career advancement and work motivation for employees.

Results and Benefits



Reduction in work process and working hours after the use of RPA system is

24.76 million baht



Employees can increase skills in system learning, which can be applied to other tasks to prepare for the competition in the digital era.

3 Effective Planning for Supply Chain Project by CPRAM Co., Ltd (Lat Lum Kaeo)

Being Innovative

Nowadays, purchase demands of 7-Eleven customers continuously increase. It results in more orders of tray packaging. The planning department has to reduce or increase the order of the tray package in accordance with the actual usage required per each day, due to a limited warehouse space. However, it leads to repetitive work in planning department, procurement department, and suppliers. Due to frequent changes in the Chilled Food

Production, suppliers were often unable to deliver the products or met the urgent orders, resulting in delayed release of new products later than the original plan. To cope with this situation, the team had adjusted work processes in 3 areas, including creating Workflow Online for quick data management, improving order processing and creating Visual Stock to instantly connect with suppliers.

Results and Benefits



Business partners can deliver products to the company
100%
 on time



Approval steps was reduced by
 ▼ **9** steps



Operational procedures was cut from
20 steps to
 ▼ **4** steps



A new domestic product can be processed within
38 days from the
45 days goal



A storage costs and products moving was reduced to
 ▼ **2.04**
 million baht per year



Open Innovation

Examples of Social Projects

1 Activated Charcoal from Cassava Rhizomes

A project from Tom Cassava Company Limited

Being Innovative

A high quality, chemical-free, Activated Carbon, is produced from cassava rhizome. By developing a closed kiln system that does not require using external energy, the kiln can heat up to more than 1,000 degrees Celsius chemical-free. The system can be further developed into a product for improved life quality in safe food management and for vegetables' and fruits' preservation. This kiln system is environmental friendly. Also, the system can help cassava farmers to earn higher incomes.

Results and Benefits in Business, Social and/or Environmental



The buying price value for cassava rhizomes farmers has been increased to

700 baht per tonne



Relocating expenses for burning cassava rhizomes for farmers was reduced to

150 baht per tonne



More than 3,000 farmer households received higher income. The total number of income was

240,000 baht per year.



The import expense of Activated Carbon was reduced for more than

600 million baht



The cost for "fruits and vegetables" preservation in the business sector was reduced, resulted in longer preservation



The greenhouse gas emission was reduced as a result from the discontinuation of burning cassavas



The public health burden was reduced as a result from safe food management, and toxic air and water pollution management

2 New types of Probiotics to Prevent Tooth Decay

The project of the Faculty of Dentistry, Prince of Songkla University

Being Innovative

A research has found that the selection among a good, and safe microorganisms in Thailand can stimulate immunity in saliva and control the amount of Streptococcus mutans, which is the source of cavities or tooth decays. The said microorganisms can remain inside mouth and eliminate the source of cavity for a long time. Therefore, it is more effective to prevent cavity and it is cheaper than importing probiotic products from foreign countries. Moreover, the research team can further expand on this knowledge and apply it on a variety of products, such as curd milk, granulated milk, candy and powder form. All of which can help prevent tooth decay among children and helps reduce prematurely avulsion (losing tooth) among the elderly.

Results and Benefits in Business, Social and/or Environmental



It saves the cost of cavity treatment, according to the approximate evaluation of filling cavities for

1,500 children, total to **607,500** baht per year



It reduces the government's budget expenditures in addressing cavities and respective consequences



The result can be applied to a variety of other products, allowing the opportunity to expand and create a lot more value. Currently, the use of probiotic products for health is approximately

7,000 million baht per year

Examples of Economic Projects

3 137 Degrees, a Healthy Dairy Alternative
A project of Simple Foods Company Limited

Being Innovative

is a healthy dairy alternative, is a UHT almond drink product. It is an alternative for consumers aspires for good health and needing calcium, but are allergic to traditional cow’s milk. By choosing nuts, almonds and whole grains that are beneficial to the body, this product provides good fat through the quick extraction process at high temperature. This process allows preserving on nutrition. Also, this product contains sugar from coconut pollen that has low glycemic index (low GI). It helps to burn and degrade fat. This product contains 70 percent of folic acid that the body needs per day. In addition, it strengthens nerve cells and contains a nutrient that pregnant women need most. It is rich in vitamin B, E and Antioxidants to help strengthen the brain and reduces the risk of Alzheimer’s disease. The product is suitable for people who want to control sugar levels, heart disease patients and those with high cholesterol level. It does not use carrageenan to keep the milk texture as the carrageenan may be dangerous for health.

Results and Benefits in Business, Social and/or Environmental

 This product generates sales in both domestically and internationally for over **350** million baht per year, exporting to **30** countries

 Add value and affirms a positive reputation for Thailand’s produce, such as pollen and coconut flowers, so the products are world-renown.

 The first to create almond milk market in Thailand and has driven the growth of market continuously

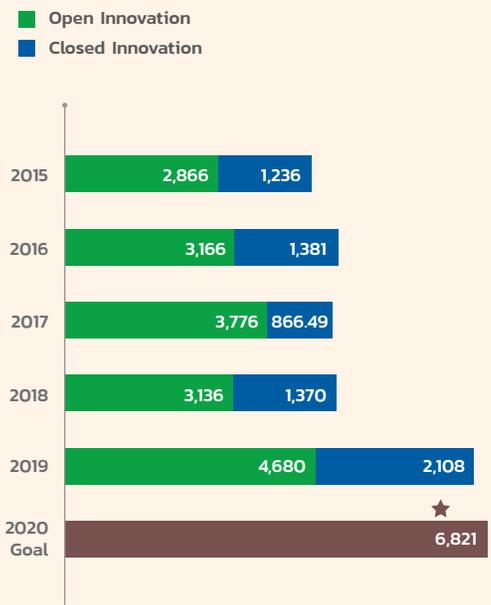
 Increases options for people with health problems, who wants to control sugar and fat and those who are allergic to cow’s milk

 Promotes employment in the country

 Consumers can access healthy dairy products at accessible prices through more convenient distribution channels

Performance on Innovation

Innovation operation can be calculated as values to monitor their performances. The performance of innovations in 2019 is illustrated in economic values below:



Elevating the Occupational Safety and Creating a Friendly Work Environment

KEY PERFORMANCE IN 2019



24% (10 from 42)

of target areas were certified to meet international standards for management regarding Occupational Health and Safety ISO45001



Zero of fatalities as results of work-related injury for employee and contractor



40 National Awards regarding safety



Supporting the SDGs



SDG3 Good Health and Well-being
 3.4 Reduce premature death from non-communicable diseases through prevention, treatment, and support for mental health and well-being.

3.6 Reduce deaths and injuries due to road accidents



SDG8 Decent Work and Economic Growth
 8.8 Promoting a safe and stable working environment

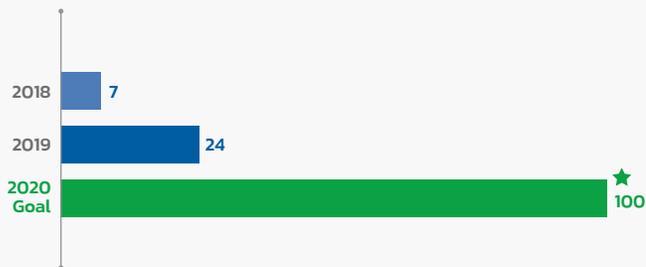
2020 GOAL



All personnel of the Company must be protected by an international standard of occupational safety and work environment within 2020.

PERFORMANCE AGAINST GOAL

Percentage of Implemented Areas were Meet the ISO45001:2018



Note: Target areas including the distribution centers and factories of CP ALL Plc., CPRAM Co., Ltd. and CP Retailink Co., Ltd.

Challenges

Employees are an important business driver of many and diverse business activities and towards creating a good customer experience. The Company thus has a need for measures to ensure safety and promote good quality of life that have complete coverage of all its employees and sub-contractors that are under the supervision of the organization. This is because any unforeseen incidents may have a direct impact to their lives, and an impact to society and the environment particularly on preventing the unnecessary use of natural resources. These measures are also needed to create and promote employee satisfaction, which will continue to support the organization’s operations in the long term.

Management Approach

CP ALL Plc. and its subsidiaries (the “Company”) being a large organization with various businesses, is committed to creating good safety culture, including developing management guidelines and guidelines for occupational health, safety and working environments to be comparable to international standards, as well as treating all personnel and related parties equally. Through its business operations, initiated activities and planning, the Company further sets appropriate indicators based on specific business operations, context and occupancy risk in order to effectively manage occupational health, safety and working environments to achieve success according to the organization’s goals, as well as creating vision, attitudes and awareness about safety and environment management for employees and those involved in the workplace for continuous improvement to quality of life.

PROGRESS IN 2019



Expanded the implementation of occupational health, safety and working environment to meet the standards of ISO 45001 to 10 areas



Approval request of ISO45001 in 10 areas



Activity for Fit & Firm to Slim within the Well-Being program for employee



The “Wellness Program Day” to Eliminate Office Syndrome



Safety Culture Program for Distribution Center and Store Branch Employees

OCCUPATIONAL HEALTH & SAFETY DASHBOARD

	2018				2019				
	Employee Male	Employee Female	Contractor Male	Contractor Female	Employee Male	Employee Female	Contractor Male	Contractor Female	
Injury Rate (IR)	4.99	1.78	1.53	2.05	3.81	1.16	2.43	1.23	The number of fatalities as a result of work-related injury for male/female's employee and contractor 2018-2019 0 case
Rate of High-consequence Work-related Injuries (Excluding Fatalities)	N/A	N/A	N/A	N/A	0.00	0.00	0.00	0.00	
Rate of Recordable Work-related Injuries	N/A	N/A	N/A	N/A	2.27	0.69	2.02	0.93	Occupational Illness Frequency Rate (OIFR) of male/female's employee 2018-2019 0 case per 1,000,000 work hours
Lost-Time Injuries Frequency Rate (LTIFR)	1.93	0.65	0.94	1.15	1.28	0.42	1.28	0.67	

*cases per 1,000,000 work hours



Scopes of the Policies for Safety, Occupational Health and the Working Environment

- + Respect human rights and creating good living conditions for all stakeholders
- + Integrate internal and external cooperation to prevent work-related accidents and illnesses
- + Performance excellence commitment
- + Transparent performance reporting with employees involvement at all levels

Occupational Health & Safety Management System Development

The Company follows the policy of safety, occupational health and environment in the workplace continuously. In 2019, the Company raised the road map for following the standards of safety, occupational health and the environment in the workplace (Safety Health Environment Standard: SHE Standard), which is the main standard addressing safety, occupational health, and working environment, thus, creating more substance and comprehensiveness. By creating a safety culture and implementing a management system for occupational health and working environment, ISO45001 covers employees, contractors, stakeholders, including the local community for better safety and good health. To encourage innovation in safety, The Safety Kaizen is an

additional activity that could suitably adapt to the business diversity of the organization.

In addition, the Company intends to conduct a review of the status of the said management system, improve the occupational health management system and safety to endorse the Initial Assessment Stage I – II, and make revisions based on the recommendations of the Audit Report and Program to comply with the ISO45001 system. Furthermore, the Company has created guidelines and tools for storing health and safety data that is consistent with international standards to use for management and create confidence in the organization’s data verification by external agencies.

Management Approach of Occupational Health Safety and Working Condition for Continuous Development



- **Review & Adjustment for Continuous Improvement**
 - Review and Adjustment by management for continuous improvement
 - Identification of high-priority adjustments
- ▲ **Operationalization and Implementation**

Accident reporting can be done by the staff who experienced the accident themselves or those who have witnessed the incident in order to encourage employees to participate and realize the importance of safety. From accident reporting, a process to investigate the root cause is provided in order to determine the appropriate ways to prevent future accidents.
- **Monitoring, Audit & Improvement**
 - Performance monitoring and evaluation
 - Implementation recommendations
- ◆ **Policy Execution**
 - Setting operational direction
 - Coordination with all relevant parties
- **Planning**
 - Once a year, trained persons in charge and site managers have been certified by risk evaluation according to standards. Safety audits are reviewed by professional safety officers in the area from interviews and observing actual work activities in both routine and non-routine work i.e. renovation work.
 - Bring the risk assessment results to improve the equipment, operation procedures, work areas and staff training programs.

Structure of the Committee on Safety, Occupational Health and Working Environment Policy



1) Well-being Program for Employees and Contractors

Personnel are the heart of business operations. The Company strives to improve employee health so, employees may have good physical and mental health. Not only are there working environment inspections according to the risk and law, there are programs which maintain various tools and equipment to ensure their safe ability for work. The Company additionally arranges annual health check programs and health checks from work-related risk with accredited hospitals. Employees will receive confidential health check results from the Human Resources Department exclusively. Analysis will be done by medical doctors and those involved, according to the confidentiality policy of the Company. The nurse room will have nurses stationed at the workplace. In addition to the previously mentioned health check programs, the Company arranges further fun activities as follows

1 Activity for Exercise for Office Staff

A daily exercise program for employee good health, the physical activities are conducted by trainers and a variety of activity types according to the employee’s interests such as the X-Fighter activity, yoga, Zumba dance, K-POP dance, meditation and yoga ball.

2 Activity for Health Center Program

The Company arranges continuous Health Center Programs, including workshop-style talks and seminars (Workshop & Health Seminar) about caring for health by experts for employee knowledge in caring for health, such as the topic of “Cracking DNA: Nutrition According to Genes” on selecting suitable food and food for health. Moreover, more channels for providing knowledge on health by e-mails and a physical therapy room (Health Center) for employees to have appointments in advance and service without incurring extra cost.

3 Activity for Fit & Firm to Slim

The Company supports weight control programs according to agreed suitable norms for employees to be aware of overweight-related diseases. Care is given to exercising so that weight is within normal range, which in turn, reduces employee illness. Employees who have BMIs greater/lower than standard, receive knowledge training in nutrition by the Company's medical doctor, on topics such as calories in foods different in type, goal-setting, daily lifestyle for weight loss, exercising on workdays, and fitness equipment is arranged for exercising for participating employees.

For all employees that have participated in the programs, another activity available is the BMI reduction program for employees to obtain a BMI value less than 23.0. The participants of the program must take pictures of healthy eating, exercises, and images of own body changes. A follow-up of weight loss change is due every Friday. Every 100 grams of weight loss will be rewarded with 1 Baht, including BMI value checks and fat percentage in order to compare the changes after participating in the activity.

4 Activity for Flexible Time

The Company encourages office employees to select suitable working times from 3 time periods which are from 08:00 –17:30, 09:00 –18:30 and 09:30–19:00.

In 2019, there were
1,108
participating employees

which is
32% of the total
employees.

5 Activity for Childcare Facilities or Contributions

The Company supports and encourages parental childcare activities. Training is provided on maternal care for pregnant employees, nutrition during pregnancy, post-maternal care after giving birth for emotional well-being, and relationship management for pregnant mothers. Under the management policy plan for safety, occupational health and environment in the workplace, there are designated spaces and facilities provided for employee's children with less than 18 years of age to reduce risk and dangers for the children and the youth who are not aware of the working areas of the Company. To

alleviate the worries in child-rearing, during the school holidays, the Company provides Thai Music programs and Thai Dance programs during the summer for employee's and manager's children for normal working hours of the Company from March to May. The 65 children who successfully participated will receive a certificate and a scholarship for education of 4,000 Baht each. For younger children, the Company provides various programs overseen by the first book club of the distribution center which is divided by the child's age as follows



First Book Start Program

Target Group : 0 - 3 years

Parents read to children every day for least 10-15 minutes per day for children to learn to love reading, strengthening the relationship between parents and children in the first 3 years of age.



Reading Fathers Happy Home Program

Target Group : 0 - 3 years

Encourage the father to have the opportunity to raise children through reading to become more involved in raising children.



Early Childhood Competency Program

Target Group : 3 - 6 years

Provide guidelines for observing behavioral competencies of children in order to understand children and ways to raise children better by encouraging and supporting children to do activities and routines habitually until competency occurs according to age.



Life Skills Enhancement Program

Target Group : No child age limit

Enhance the skills for parents to raise children according to the child's age. What kind of knowledge should be given? And how much? And most importantly, how to provide a way for parents to find the personality of their children to "Raise Children the Right Way"

Since 2019, The Total Participating Members are as Follows



First Book Start Program and Reading Fathers Happy Home Program

546 persons



Early Childhood Competency Program

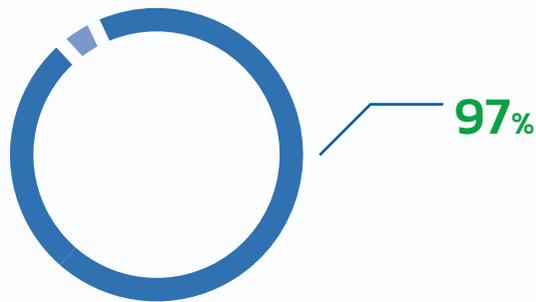
459 persons



Life Skills Enhancement Program

326 persons

The Employee Who Participated in "First Book Start Program" was Satisfied in his Campaign



2) Safety Risk Reduction Project

The Company acts according to the safety, occupational health and working environment policies continuously by letting employees who have a stake in the safety be aware for their own working spaces including coworkers, which the theme is “Accidents are Preventable”. In this regard, the Company promotes knowledge about safety, occupational health and working environment to all levels of employees, including contractors. Training is provided on different safety topics, comprising of work safety in general and process risks such as the campaign for increasing safety standards in Seven Eleven and the campaign for safety culture for the workers employed at the distribution centers and the Behavior Based Safety program (Behavior Based Safety: BBS) for production employees.

1 Campaign to Increase Safety Standards in 7-Eleven Stores

In 2019, the Company continues to expand the installation of the ground anchor, an equipment which reduces the severity of motor vehicle accidents, which in turn, reduces store damage for Seven Eleven, which are located next to the main road. The ground anchor working principle is Hit-Hide-Lock such that the automobiles or moving vehicles will stop.

Ground Anchor Working Principle Hit - Hide - Halt, Brought to a Stop



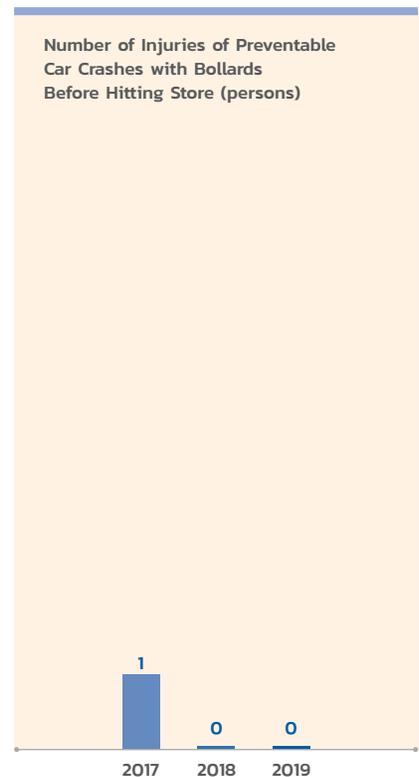
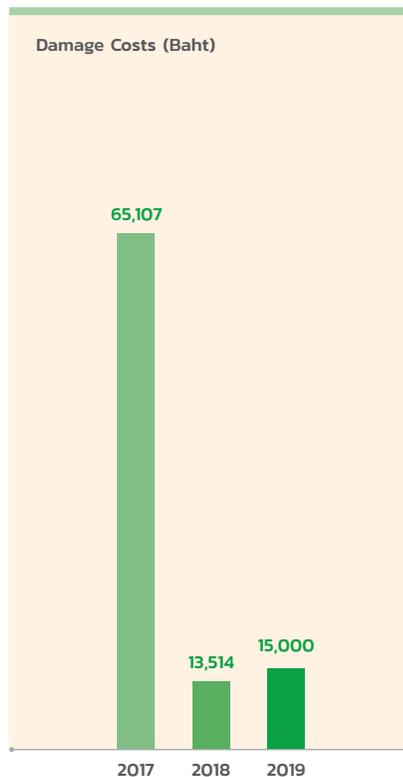
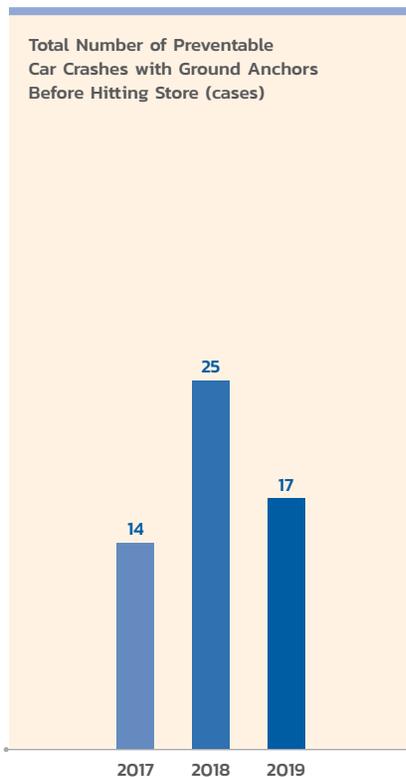
Hit



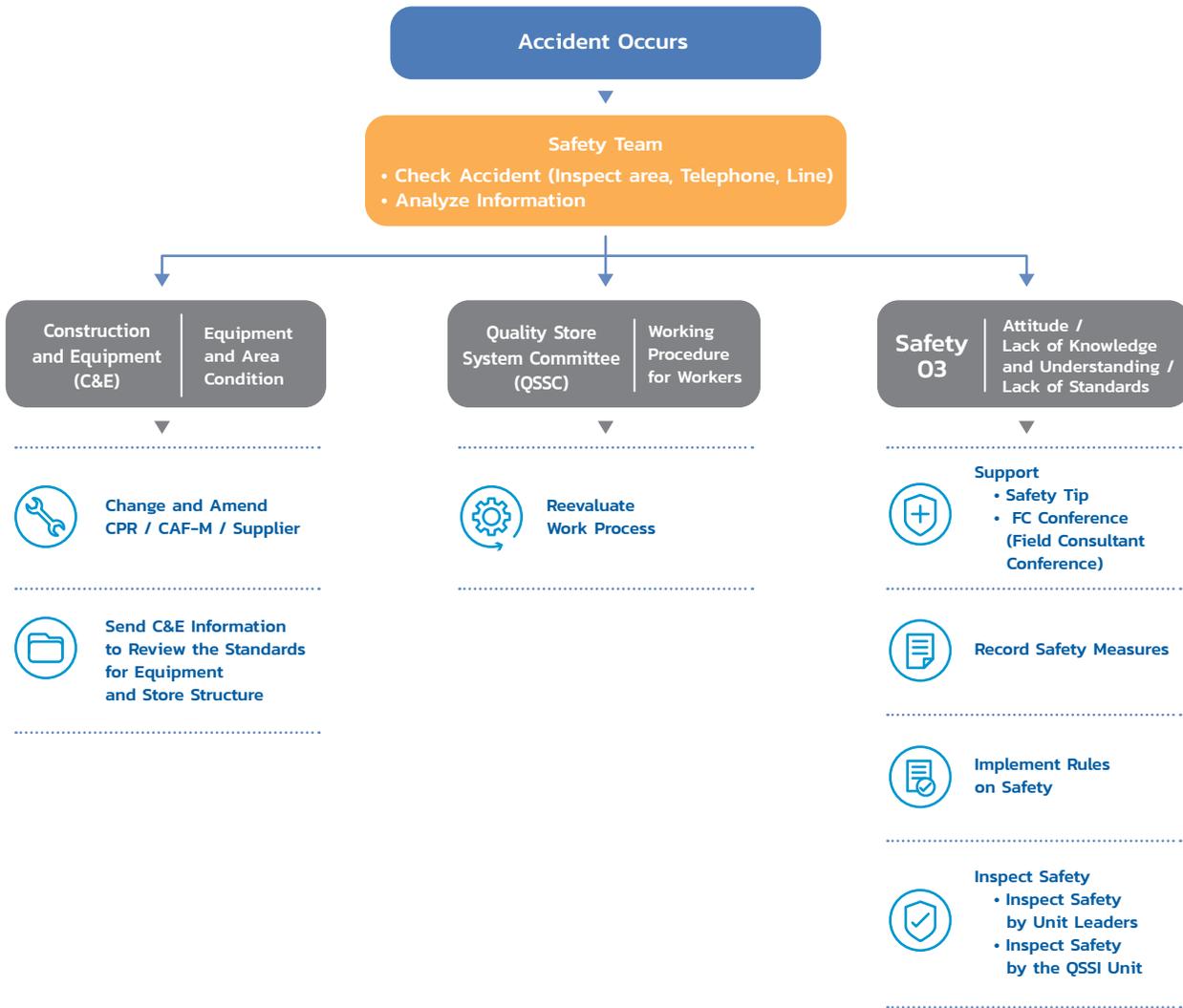
Hide



Lock



Other than employee and contractor safety, the Company cares deeply about customer safety. A process to manage customer safety during accidents as follows



The Company stores statistical data on customer accidents which these data are analyzed for root causes and improvement for work. Selection of the equipment material types and store environment design ensures customer safety. In 2019, the 5 leading accident types were the following; slipping and falling, hot water spilling, tripping on parking barriers, tripping on carpets in front of the store, and media falling on heads.

2 Safety Culture Program for Distribution Center and Store Branch Employees

The Company improves the safety of distribution centers and store branches within the theme of “Reduce, Stop Risky Behavior, Warn and Praise” which consists of these guidelines

1 Systematically managing risk, searching for risk, and existing risk awareness. Finding solutions and preventive action to prevent accidents occurring beforehand.

2 Creation of awareness and increasing abilities in safety for team leaders, in order to aid employees and themselves during work operations. Creation of correct understanding on worker accident causes, by giving operation procedures such as observing, monitoring safety behavior, checking preparedness during and after work safely.



Stop Work Authority

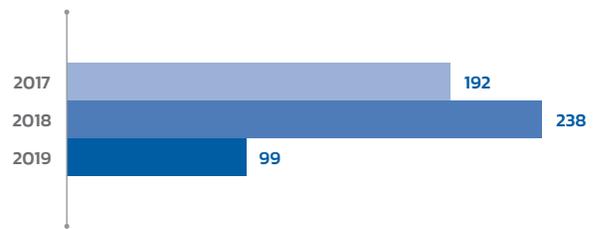
The Company has opened the opportunity for employees to request for a change in work scope should they assess their work to be unsafe—either be due to the employees’ own physical capacity or health, which may lead to accidents, incidents, or other illnesses.

The Company has various processes to prevent such incidents, such as providing onsite equipment, arranging immediate corrective action, and amending employees’ work responsibilities.

In 2019, the overall accidents of the distribution centers and store branches were clearly reduced and this trend continues to decrease. The Company extends the Safety Culture Project to contractors for logistics and construction through activities such as alcohol level tests and raise awareness on the dangers of alcohol in order to reach the designated destination safely without the use of alcohol.

Accident Reduction Trends

Number of Accidents (cases)



Progress in Implementation of the Safety Culture Program

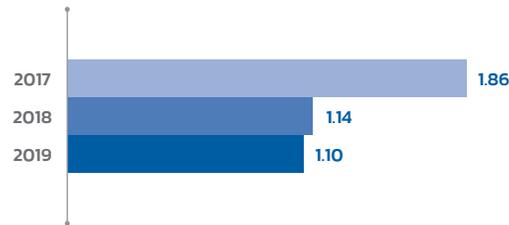


2 Behavior Safety Program (Behavior Based Safety: BBS) for Production Employees

The Company strives to reduce risk which causes accidents to occur continuously through the idea of “reduce, leave, and stop risky behavior to create a sustainable safety culture” under the operation of the CPRAM Company Limited in order to enhance the security of the organization through the framework of the factory’s security policy and focus on raising awareness of the safety behavior of employees in the production sector which is more likely to have risk than other sections. Communication within the organization to create awareness and importance in worker safety in the company is in 3 languages, which is Thai, Kmer, and Burmese. This is to create clarity in understanding and create greater access to information for all employees from diverse nationalities.

Behavior Safety Program (Behavior Based Safety: BBS) for Production Employees

Progress Results of BBS Program for Production Employees Percentage of Injury Frequency Rate (IFR)



In addition to these activities, there are activities to honor those who have created a reputation of safety in the organization, as in the Annual Workshop Heading “Towards Safety Culture in 2019”.



3) Ergonomics Risk Reduction and Stress Management Program

The Company endorses suitable ergonomics for the work of the employees by considering good health and increasing relaxation from work-related stress. To reduce the risk in harming the musculoskeletal system the following programs are available

1 Ergonomics Programs

By creating the One Point Lesson: OPL the Company CPRAM Limited includes learning practices and safe postures. There are plans to extend the results to all areas. Furthermore, automation is utilized for repetitive tasks. Exercising during the working day is provided such as stretches and warm-ups, as an example.





2 The “Wellness Program Day” to Eliminate Office Syndrome

The Wellness Program Day is a health program for those employed in the organization. Many activities such as the medical check with the InBody machine to measure fat mass, protein mass, bone mass, and water mass to be used for continued care for health, muscle mass measurement program, fat percentage. These are evaluated by the fitness expert from Virgin Active Fitness, with consultation given on exercise and caring for health to eliminate the Office Syndrome disease.

The Company is commitment to continuous efforts in safety in the organization, resulted in the Company proudly receiving many awards in 2019. For example, the 2nd runner up award for the Safety Youth Brand Ambassador 2019, which in the 33rd Safety Week, is an award won with pride and is a good model for safety and occupational health development towards sustainability of CP ALL Plc. since the policy places importance on safety and occupational health, endorsing

and encouraging communication through activities. And gives safety officers a part in communicating on safety and occupational health as always. The Company is proud to receive awards on the national level in safety and continues to review the safety and occupational health processes. In addition, the Company received awards for safety on the national level, in total 40 awards as follows



Award for Outstanding Prototype
 Prototype in Safety, Occupational Health and Working Environment
 14 Awards



Award for Outstanding Safety Education
 National level for 2019 8 Awards



Award for Outstanding Annual Occupational Health, Safety and Working Environment Committee 2019
 National level 1 Award



Award for Safety Officers Executive Level
 2019 Outstanding, National level 2 Awards



Award for Safety Officers Professional level
 2019 Outstanding, National level 1 Award



Award for Emergency Response Team
 in the establishment National level 4 Awards



Award for Zero Accident Activity Reducing Work Accidents to Zero
 (Zero Accident campaign) 10 Awards

Selecting Hygienic Food with the Consumer Health at Heart

KEY PERFORMANCE IN 2019



Sales volume of new products released with emphasis on nutrition, good health and well-being up

3,372

Million Baht



Products released with emphasis on nutrition, good health, and well-being up

193 SKUs

Supporting the SDGs



SDG2 Zero Hunger
2.1 Universal access to sufficient amounts of safe and nutritious food



SDG3 Good Health and Well-being
3.8 Access to quality, safe, and efficient healthcare



SDG8 Decent Work and Economic Growth
8.1 Sustain economic growth that aligns with the varying conditions of each country



SDG12 Responsible Consumption and Protection
12.4 Management of waste and chemicals to minimize impacts on human health and the environment.



2020 GOAL

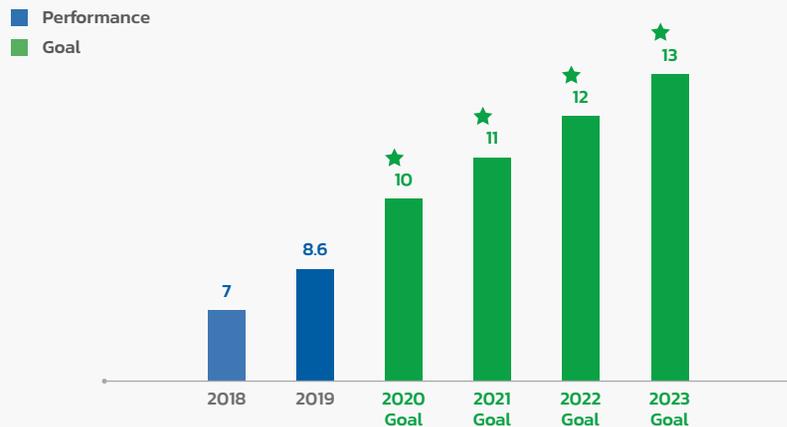


10%

increase in new products and services with emphasis on enhancing nutrition, good health and well-being for the people in society by 2020

PERFORMANCE AGAINST GOAL

Number of New Products Developed with Emphasis on Nutrition, Good Health and Well-being (cumulative percentage)



Challenges

The current healthy food trends continue to become increasingly popular. Consumers increasingly emphasize the importance of nutrition and the source of the food causing an influx of for-health foods into the market. Technology involved in manufacturing rapidly increased and developed, enabling the producers' ability to develop methods in producing food that possesses nutritional value and in forms that are more suitable for consumption for various age groups of the consumers. This is the background of the challenge that the Company had to tackle to resolve in ensuring the promotion of good health of the people through increasing potential and capacity to conduct research, and produce food aimed at increasing its nutritional value, in order to provide healthy options suitable to the different age groups for the consumers, and to increase the consumers' access to quality and safe food for consumption.

Management Approach

The Company aims to provide good opportunities for its consumers, increasing potential and capacity to conduct research focused on enhancing nutritional value for different age groups, enhance the production processes whereby policies and approach on quality and nutrition will include that of products, accessibility of information and communication with the consumers, and promoting access to well-being, specifying criteria for products to fall under the category of health products, including specifying strategy, building an understanding with the customers of 7 Eleven's concepts surrounding vegetable and fresh fruit cultivation, etc. This will also include planning for good health, beauty, and well-being of the customers for the years 2019 – 2023, focused on improving the nutritional value of the group of for-health products, ready-to-eat foods, beverages, snacks, and bakery goods, as well as caring for the quality and safety of the products.

PROGRESS IN 2019



Expand the results from the model stores under the "Eat Well, Live Well, Stay Happy" program



Meal for Care Project



Eat Well Project



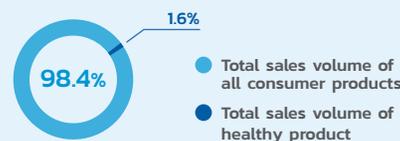
Youth Development Program on professional agricultural management

HEALTH AND WELL-BEING DASHBOARD

Products that Strive for Good Nutrition, Health, and Well-being (items: SKUs)



Percentage of Total Sales Volume of Products Developed with Emphasis on Nutrition, Good Health and Well-being



Products that Strive for Good Nutrition, Health, and Well-being in 2019 by Category



322 Products
Awarded Healthier Choice
Sales volume by 20,281 million baht



25 Products
Lowered in sodium, sugars, saturated fats and trans fats
Sales volume by 20,281 million baht



5 Products
Increased nutritious ingredients
Sales volume by 20,281 million baht

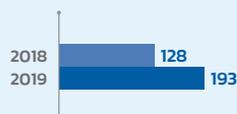


5 Products
Renovated / Reformulated
Sales volume by 20,281 million baht

Products that Strive for Good Nutrition, Health, and Well-being (Existing) (items: SKUs)



Products that Strive for Good Nutrition, Health, and Well-being (New) (items: SKUs)



Criteria for Health Products

<p style="font-size: 24px; font-weight: bold;">01</p>  <p>Consumable goods that have been certified or passed the criteria for the “Thai Healthier Logo” by the Institute of Nutrition, Mahidol University</p>	<p style="font-size: 24px; font-weight: bold;">02</p>  <p>Food that has been infused, reduced or removed of nutrients per the law or approved standards such as, pursuant to the Notification of the Ministry of Public Health (No.182) B.E.2541</p>	<p style="font-size: 24px; font-weight: bold;">03</p>  <p>Vegetables and fresh fruit or preservatives or other beneficial nutrients, natural or otherwise, or food that provides complete nutrition and sufficient energy in one meal</p>	<p style="font-size: 24px; font-weight: bold;">04</p>  <p>Medical Food, Functional Food or Food Supplements per the Notification of the Ministry of Public Health (No.238) B.E.2544 and the Notification of the Ministry of Public Health (No. 293) B.E.2548</p>
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Products with Nutritional Value

The Company focusing on research and development of products to control amount of nutrients for the consumers of different age groups and reduced other types such as sodium. In addition, the nutritional value has been shown in product labels so as to be of assistance in deciding on purchases.

“Eat Well, Live Well, Stay Happy” Program

To help the consumers improve their health, the “Eat Well, Live Well, Stay Happy” project was commenced to support the delivery of good health, beauty and well-being to the customers, by adding continually adding a variety of products in each of the categories, and organizing the categories in a way the health products would be noticeable and stand out. Furthermore, different public relations work were carried out in relation to the benefits of the goods, nutritional value, to create an increased awareness with the customers and the society. In addition to the continual development and new product releases to meet the needs of the different groups of customers, more products were added to the online channels and systems involving payments were improved for convenience, where, in October 2018, the Company tested the same with one of the 7-Eleven store at the Pracha-Utit 7 (Yodthong) branch where the sales volume of for-health foods resulted in 26.98% of total revenue. In 2019, the Company created a model store to implement Eat Well, Live Well, Stay

Happy Program at a 7-Eleven branch in Bangkok Hospital, where studies and behavioral analysis were conducted on the customers’ purchases, on information regarding the store’s top-selling items, including places surrounding the hospital which were residential buildings, condominiums, serviced apartments hotels, dormitories, which aligned with the for-health products of the project which perfectly serviced the customers. For instance, seasoned food, ready-to-eat food, healthy beverages, etc. In addition, improvements were made to the image of the stores, and the alignment of the goods with the concept of health, to create a comprehensive awareness with the customers of the healthy corner that contains many different choices and available services. Additionally, the Company has expanded branches to potential locations, such as the 7-Eleven branch in Prasanmit, an educational location, and also office locations, among others, providing convenience and delivering healthy products to student and officer employee groups.

Due to the positive response from the customers, the Company had expanded the project to 13 branches, resulting in operational results where the sales volume of for-health foods increased by 7,250 Baht per branch, and the average growth rate increase by 16% of the store branches that were included in the project. In 2020, the Company plans to expand the project to more than 1,000 branches in order to deliver goods and services for good health, beauty and well-being to more covering to the customers.

(7-Eleven store Bangkok Hospital Branch)



(7-Eleven store Prasanmit branch)

The Company Conducted Analysis of the Value Received from Implementing the Aforementioned Project, as Follows:



Sales volume of health products was valued at **23,192,131,488** baht with a **15.8%** growth



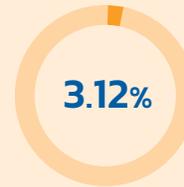
Consumers in the youth and minors groups have an increased awareness of good and health



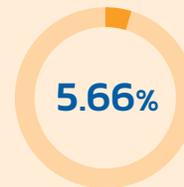
13 Million peoples have sufficient access to food that is nutritious and safe based

Percentage of Total Sales Volume of Own Brand Products that are Improved Consumers' Health and Well-being in 2019

Lowered in added sugars, sodium, saturated fats and trans fats



Renovated / Reformulated



In addition to this, other projects under the Eat Well, Live Well, Stay Happy Program that support nutritional enhancement were implemented, as follows.



Project Meal for Care

To increase the choices of for-health foods for the consumers, the Company worked on the type of goods and the formula of the goods in general to increase the nutritional value, levels of energy, sodium, fat, and sugar to be suitable for meals in the category of health products for jointly developed products and other new types of general goods as follows.

- 1 Refer to the criteria laid out in Notification of the Ministry of Public Health No. 183 on nutritional labels concerning the criteria to reduce sodium, sugar, energy, etc.
- 2 The "Healthier Choice" Criteria from Mahidol University concerning the control of nutrients to stay within a suitable criteria, namely, sodium, energy, sugar, fat, salt, fiber, iron, for a suitable meal for consumption
- 3 Improved goods so that the levels of sodium does not exceed 33% of the body's daily needs in one meal tray
- 4 Developed goods to have less amounts of sodium per meal tray and stayed within the range acceptable to the customers, since such products contained high levels of sodium due to the base raw-materials or foundational foods, where the sodium content was reduced to the minimum that still allows the customers to accept the flavor
- 5 Reference to health claims refers to the display of pictures, inventions, artificial marks, trademarks mark, or any other contents on labels related to food, components of food, or nutrients related to health, directly or otherwise, can be classified into 3 types, as follows.
 1. Nutrient Function claims
 2. Other function claims
 3. Reduction of disease risk claims, developed products that supplement nutrients beneficial to health, and displayed contents of the health claims of the respective food on labels, with the approval of the Food and Drug Administration, pursuant to Section 6 (10), Section 40, Section 41 of the Food Act B.E. 2522

**Meal for Care
Project Performance**

Health products launched in 2019, these health products has developed together with CP FOODLAB, CP ALL, Institute of Nutrition of Mahidol University and CPRAM Co., Ltd., considered criteria 5 of clause 1, the Nutrient Food Claims, as follows :

Sticky Brown Rice Burger with Spicy Chicken



★ **Production Information**

- High levels of vitamin B6 and B12 supplements
- Sufficient amount of vitamins added for the daily needs of the consumer

♥ **Health benefits**

Vitamin B6 helps the normal functions of the nervous system
 Vitamin B12 helps the normal functions of the nervous system

📍 **Release Date**

12 November 2019

🏪 **Number of branches for distribution**

All branches nationwide

Additionally, the following for-health products were released in 2019:

Pork Krapao by EZYGO



★ **Production Information**

- Pork Krapao with 100% jasmine rice from the North-Eastern region. When cooked, the rice is soft and textured.
- Pork meat uses beta agonist-free and antibiotic-free pork with less than 5% fat. Pork Krapao is awarded with Healthier Choice.
- Wild holy basil, which is more aromatic and spicier than ordinary holy basil is used.
- In the production process, a special frying technique is applied, which makes Pork Krapao fused with aromatic smell of holy basil and seasonings, while maintaining spicy taste and fresh-coloured holy basil.

♥ **Health Benefits**

- Awarded Healthier Choice.
- Can be claimed as a protein source
- Can be claimed as nutritious with “proteins that are essential for growth and repair of body cells”.
- 10% increase of Pork Krapao portion from original recipe.

📍 **Release Date**

20 August 2019

🏪 **Number of Branches for Distribution**

All branches nationwide

Hot Americano with Honey
Iced Americano with Honey 16 oz.
Iced Americano with Honey 22 oz.



★ **Production Information**

Intense coffee aroma mixed with honey for better health. Sweetness from honey replaces sugar.

♥ **Health Benefits**

- Honey contains protein and small amount of fat in forms of amino acids and fatty acids that can be immediately absorbed by the body.
- Awarded Healthier Choice brand. Sugar and fat amount passed the health criteria (total sugar less than 6 g./100 mL.; fat less than 6 g./100 mL.)

📍 **Release Date**
 9 May 2019

🏪 **Number of Branches for Distribution**
 6,300 branches

Nescafe Americano
200 ml.



★ **Production Information**

Quality black coffee from Arabica blend. Aromatic, strong coffee, with little added sugar. Awarded Healthier Choice brand

♥ **Health Benefits**

- Awarded Healthier Choice
- Contains low sugar

📍 **Release Date**
 28 March 2019

🏪 **Number of Branches for Distribution**
 All branches nationwide

Examples of Health & Nutrition for lowered

Crab Fried Rice



★ **Production Information**

1. Decrease in saturated fat from 35% to 18%
2. Fried rice uses jasmine rice
3. Crab meat uses lump crab meat

♥ **Health Benefits**

Vitamin B2 helps growth process and improves eyesight

Vitamin A develops respiratory infection immunity and improves eyesight

Iron helps produce red blood cells, prevents anemia and improve muscle strengths

📍 **Release Date**
 4 July 2019

🏪 **Number of Branches for Distribution**
 All branches nationwide

Yen Yen Herbal Cooling Tea
400 ml.



★ **Production Information**

Contains low sugar

♥ **Health Benefits**

Herbal drink with 12 types of cooling herbs: chrysanthemum, sweet tea vine, Solomon’s seal plants, grass jelly, mulberry, monk fruit, lotus root, river spiderwort, honeysuckle flower, safflower, licorice and quince. Refreshing and suppress internal body heat

📍 **Release Date**

7 February 2013

🏪 **Number of Branches for Distribution**

All branches nationwide

Examples of Health & Nutrition products for improved nutritional value

Beauti Drink Collaskin (Pink)



★ **Production Information**

Contains 2000 mg collagen, Snow muchroom extract, Vitamin C, Vitamin E, and low in calories

♥ **Health Benefits**

Collagen keeps skin firm and tight

Vitamin C keeps skin glowing and clear and assists in collagen absorption

Vitamin E is an antioxidant and prevents inflammation

📍 **Release Date**

19 March 2010

🏪 **Number of Branches for Distribution**

All branches nationwide

Ready Pink
Collagen + Vitamin C



★ **Production Information**

Energy drink with 50 mg. caffeine extract, mixed with collagen and Vitamin C. Reduced sugar (40%)

♥ **Health Benefits**

Collagen keeps skin firm and tight

High in Vitamin C which keeps skin glowing and clear, and assists in collagen absorption

📍 **Release Date**

20 July 2017

🏪 **Number of Branches for Distribution**

All branches nationwide

Additionally, the following for-health products were released in 2019:

Example of health products by Bellinee's Bake&Brew "Healthier Choice Coffee"

Sugar-free Caramel Macchiato



★ **Product Information**
0% Sugar and 0% Fat

♥ **Health Benefits**
Reduces risk of diabetes

📍 **Release Date**
At Bellinee's in 2019

🏪 **Number of Branches for Distribution**
40 branches

Iced Americano



★ **Product Information**
low sugar

♥ **Health Benefits**
Reduces risk of diabetes

📍 **Release Date**
At Bellinee's in 2019

🏪 **Number of Branches for Distribution**
40 branches

Hot Americano



★ **Product Information**
0% Sugar and 0% Fat

♥ **Health Benefits**
Reduces risk of diabetes

📍 **Release Date**
At Bellinee's in 2019

🏪 **Number of Branches for Distribution**
40 branches

Examples of Healthy Products Sold at Kudsan "Healthier Choice Coffee"

Sugar-free Caramel Macchiato



★ **Product Information**
Low sugar (11 g) and 0% Fat

♥ **Health Benefits**
Reduced amounts of sugar (11g) and 0% Fat, low levels of energy, 90 kilocalories, reduces risk of diabetes

📍 **Release Date**
At Kudsan's in 2019

🏪 **Number of Branches for Distribution**
700 branches

Iced Americano



★ **Product Information**
Reduced amounts of sugar

♥ **Health benefits**
Reduces risk of diabetes

📍 **Release Date**
At Kudsan's in 2019

🏪 **Number of branches for distribution**
700 branches

Hot Espresso and Hot Americano



★ **Product Information**
0% Sugar and 0% Fat

♥ **Health benefits**
Reduces risk of diabetes

📍 **Release Date**
At Kudsan's in 2019

🏪 **Number of Branches for Distribution**
700 branches

Examples of CP Food Lab's Healthy Products

Pork Porridge for the Elderly



★ **Production Information**
Reduced saltiness, chewed easily, easily absorbed

♥ **Health Benefits**
Possesses nutritional value needed for the elderly

📍 **Release Date**
10 January 2019

🏪 **Number of branches for distribution**
50 branches located in hospitals

Examples of Retailing Co., Ltd.'s Healthy Products

Mixed Vegetables Salad



★ **Production Information**
Delicious and beneficial homemade salad dressing

♥ **Health Benefits**
Possesses nutritional value suitable for weight loss

📍 **Release Date**
At Caffe Muanchon's in 2018

🏪 **Number of branches for distribution**
200 branches of Caffe Muanchon Shops

Chicken Breast Salad



★ **Production Information**
Delicious and beneficial homemade salad dressing

♥ **Health Benefits**
Possesses nutritional value suitable for those needing

📍 **Release Date**
At Caffe Muanchon's in 2018

🏪 **Number of Branches for Distribution**
200 branches of Caffe Muanchon Shops

Spicy Tuna Salad



★ **Production Information**
Delicious and beneficial homemade salad dressing

♥ **Health Benefits**
Possesses nutritional value suitable for weight loss

📍 **Release Date**
At Caffe Muanchon's in 2018

🏪 **Number of Branches for Distribution**
200 branches of Caffe Muanchon Shops



Eat Well Project

The Company wishes to increase convenience for consumers in accessing nutritious food menus that are suitable for every meal, everyday. It has hence developed the Eat Well project, wherein food within it provides caloric information and claims based on the Ministry of Public Health announcements on the product labels.



Chicken Rice Berry & Seafood Sauce



Grilled Pork Vermicelli



Chicken Kaprao



Jasmine Rice Berry and Chicken Breast Yum

The Company supports suppliers in developing nutrition labels, displaying caloric information such as fat, sugar, and sodium per Guideline Daily Amounts (GDA) in order to provide helpful information to consumers. 53.66% of the information provided are above the Ministry of Public Health announcements in the ready-to-eat food product category, such as in the case of the coconut and black bean sago and pork saté sandwich.

Product Quality and Safety

Since CP ALL Plc. maintains subsidiaries with different operational activities in the value chain, the company therefore needs vary its approach in performance in the areas concerning the quality and safety of products in order to manage its operations to obtain products with the highest quality and level of safety for consumers

1 Management Approach of Siam Makro PCL

The management approach of Makro, as a raw material supplier and a distributor, remains focused on safety, quality and value of food as the most important matters whereby the company works together with partners, primary producers, stakeholders, throughout the supply chain in selecting and developing Super Food, other products that have been certified for safe food manufacturing standards, such as, GMP, CODEX, HACCP, FSSC from internationally renowned agencies that provide certification, and premium quality products marked with the Quality Pro logo in order to provide assurance with

the customers that Makro products are fresh, clean, safe and healthy. In addition, each and every employee of Makro must pass training programs and examinations to advance their potential, knowledge, and expertise concerning quality and safety of foods, including the process of verification and evaluation of quality, safety and temperature controls, sorting, and delivery time to ensure maximum customer satisfaction. In 2019, the company planned to request certification for food safety management systems or ISO 22000 for certain pilot areas in order to remain leaders in food safety.

A 4-step Approach to Food Quality and Safety Throughout the Supply Chain



Super Food refers to foods that rich with various beneficial substances comprised of nutritional substances such as proteins, vitamins, minerals, and antioxidants, etc.

2 Management approach of CPRAM Co., Ltd.

CPRAM Co., Ltd. is both a raw material supplier and a producer within the value chain. The Company employs strict selection methods for its raw materials and products from other suppliers for its production, in order to build consumer confidence in food safety. In addition to complying with the relevant laws, CPRAM Co., Ltd. has developed a production system that is efficient and has been certified by HACCP and GMP standards, the specifications of which, also applies to relevant partners.

3 Management Approach of CP ALL Plc.

Since 7-Eleven stores are a marketplace for goods and services where consumers are able to directly interact with such products, it is necessary to maintain a department that inspects the quality standards of the products and the 7-Eleven stores, as follows:

The Quality Store System Inspection (QSSI) department is responsible for inspecting the management of 7 -Eleven stores, both in terms of the service and the management of product quality at the respective branches in order to provide customers with products as required by the standards. Each branch is inspected every month as part of the process of work of the aforementioned department

The Quality Assurance (QA) Department, which is under the Research and Quality assurance Department (RQD), is responsible for establishing standards for product quality improvement and development, quality management of the branches, whereby 7 Eleven stores are chosen at random to inspect standards of product quality, to consider factors being complained of, conduct random inspections of legal compliance, in order to improve the standards for related parties, and their continuous implementation.

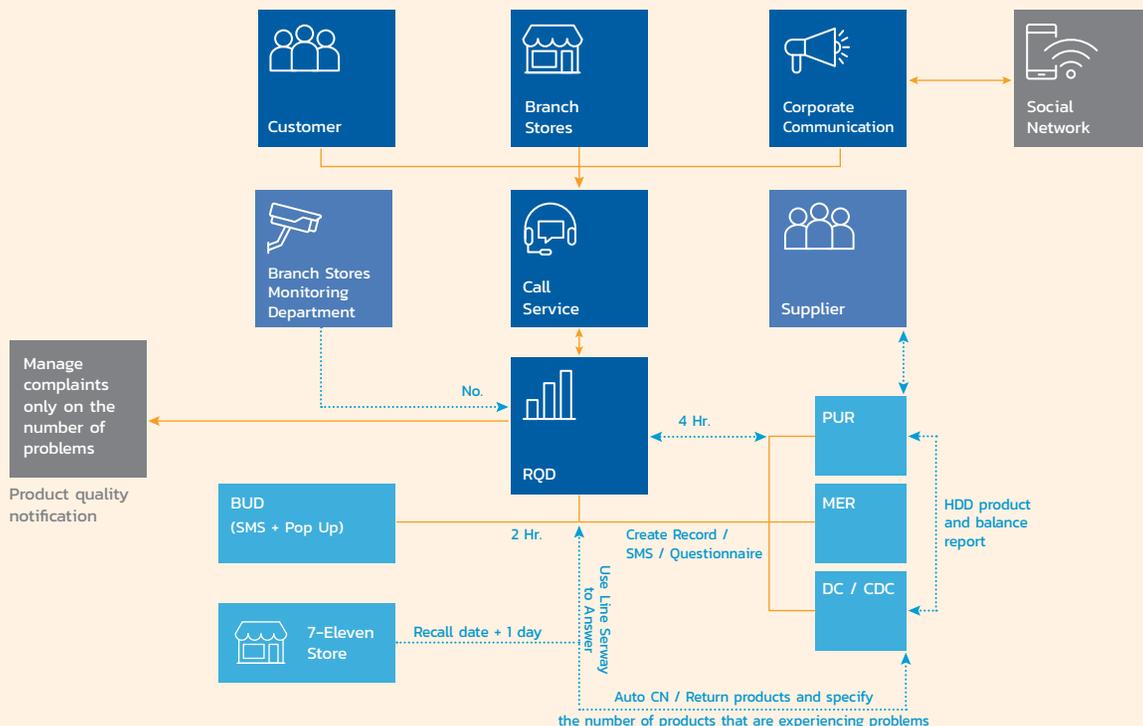
In addition, the Company improved the quality of its systems and procedures for product recalls arising out of complaints, in order to ensure that there are no poor products delivered to consumers. The RQD, which works with Call Service to look after and investigate complaints, upon receipt of the complaint, and after every branch has been notified and reported back to the RQD, the department also uses the complaints to conduct its investigations on other procurement bodies, per the type of the good and furthers its investigations to the partners.



In 2019, there was a total of **7,874** complaints on sub-standard products and services quality

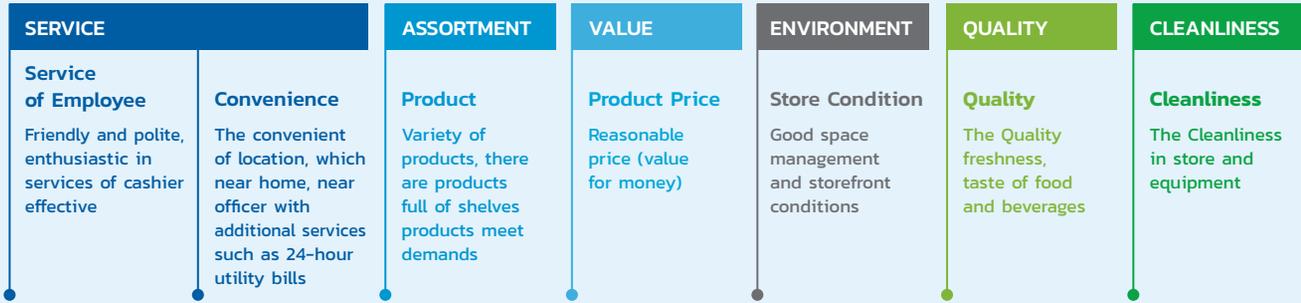
with **91** cases of product recall after investigation and **19** recall cases of sub-standard products without customer complaints.

Product Recall Process



Customer’s Engagement based on the SAVEQC Principle

As the Company aims to retain service and product satisfaction of current customers, the Company has created customer satisfaction under the Service, Assortment, Value, Environment, Quality, Cleanliness (SAVEQC) principle. Such principle has been passed on to various units, including its subsidiaries related to its branch stores for application.



Management Approach in relation to Genetically Modified Organisms (GMOs) Products

Due to consumer concerns about products related to genetically modified organisms, and because the company needs to promote the quality and safety of food, the Company is therefore determined to look for, select and develop innovative products that create good value for each of the stages of life, as well as selecting quality raw materials from sources with responsible management, that controls quality throughout the entire process, from raw material to the end product with international standards, including considering the use of raw materials from biotechnology as an alternative based on scientific research and safety assessment for consumers by the relevant governmental agencies.

The Company therefore has clear policies in strictly respecting and complying with all laws and regulations concerning GMOs in the countries where the Company has business operations or investments. This includes, including customer requirements that are not contrary to laws and regulations on GMOs, whereby the partners are required to complete questionnaires on the procurement of raw materials containing GMOs and attach proof previous certification in cases where claims that the partners’ products are free of GMOs are made in accordance to legal risk groups, in order to enable the Company to deliver quality products that are safe for consumption and traceable to its customers and consumers.

Cooperation with the Public Sector, Private Sector in Promoting Access to Well-Being

In addition to the projects following the main operational approach, the Company had also cooperated with the public sector, private sector in Thailand in emphasizing the importance of health to the consumers through the following projects.

Healthy Community Project

eXta Plus Pharmacy implemented the Healthy Community Project together with staff from various hospitals, and organized basic health examination sessions, such as blood pressure monitoring, measuring blood sugar, body mass index, providing know-how on correct exercises, pharmacist consultations on drug use, and a collection kiosk for surplus drugs that have been donated for donation. In 2019, the Company has expanded the results of such activities at pharmacies in 18 communities in order to support everyone in the communities to be healthy and happy.

Results and Benefits



2,390
community members gained access



100%
of participating vulnerable groups and those with health-risk symptoms have improved health



98%
of participation has satisfaction



CPRAM Junior Chef

CPRAM Co., Ltd. implemented activities to promote knowledge concerning food safety, nutritional value, and aesthetics in consumption for youth, for 10 continuous years. Youth participating the activities would get useful cooking experiences, creative cake decoration practices, including planting vegetables for later consumption, combined with creativity, encouraging the youth to think and express themselves whilst incorporating information on food safety, nutritional value, and aesthetics in food consumption, with the confidence that cultivating knowledge about nutritious food intake from a young age will instill good consumption behavior, which can be applied to their daily life. In 2019, more than 333 youth participated in the aforementioned project.



Research Project on Basil Extracts

CP ALL Plc., CPRAM Co., Ltd., together with Thailand Institute of Scientific and Technological Research, Ministry of Higher Education, Science, Research and Innovation, carried out joint research and development efforts on preparing extracts from discarded basil parts (flowers, branches and stems) from factories that produce ready-to-eat food products, and double-blind studies on reducing fat, protecting liver cells, eliminating cancer cells, to continue CP ALL's commitment of "giving and sharing opportunities for all " to continuously and collectively improve the environment, communities and society.



Project to develop the new generation to become professional agricultural planners

The objective in furthering academic cooperation in education under the joint cooperation of PIM together with Phayao University in developing the new generation to become professional agricultural planners as it realizes the importance of the agricultural sector's ability to apply innovation, agricultural science and technology combined with local know-hows in agricultural practices that suit the geography, economy and society in the digital age, in increasing the nutritional value and productivity whilst enhancing levels of food safety by reducing chemicals that transfer to the consumers and farmers, including the efficient development of personnel by exchanging researched knowledge for mutual benefit.

Creating Educational Opportunities, Creating Jobs, Creating the Future

KEY PERFORMANCE IN 2019



273

Pracharat Schools supported by the Company



34,344

total scholarships sponsored by the Company in Vocational and Higher education



1,105

million baht of total scholarships sponsored by the Company



49,694

children youth and adults who have been trained necessary skills

Supporting the SDGs



SDG1 No Poverty
1.4 Ensure that the poor and the vulnerable have equal rights to economic resources, as well as access to basic services



SDG4 Quality Education
4.3 Ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university
To reduce rate of youth who are not employed, in education, nor training

4.4 Substantially increase the number of youth and adults who have technical and vocational skills for quality employment and entrepreneurship



2020 GOAL

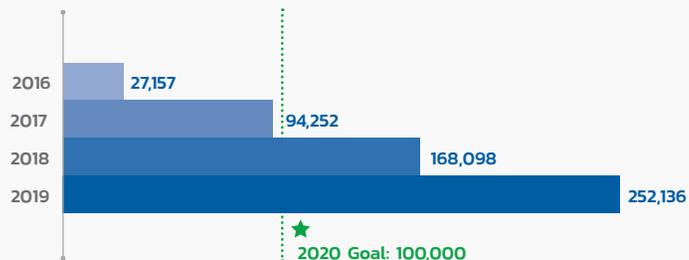


100,000

children, youth, and adults are to have access to education and necessary skills development in 2020.

PERFORMANCE AGAINST GOAL

Number of Children, Youth and Adults who have been Trained Necessary Skills (accumulated)



FOR MORE INFORMATION
CAN BE FOUND AT QR CODE OR
<https://www.youtube.com/watch?v=7te3Ljj5Ew0>

Challenges

Quality basic education is a key factor for the growth of people in the society, and a driver of the country’s economy. Nowadays, over 263 million children and youth aged between 6-17 years old worldwide do not have access to the quality basic education especially the underprivileged and those in poverty. Meanwhile, elevating digital technology to tackle the issue of access to the quality basic education is one of the solutions. Today, technologies and innovations change rapidly, resulting in new various learning methods, knowledge development, utilization of innovations for management, education enhancement, which are the key factors to reduce inequality and social issues. CP ALL Plc. and its Subsidiaries (“the Company”) realizes the importance of its role to enhance the society by providing educational opportunities and support, offering knowledge, unlocking the potential of the children and youth in the society, and cultivating the idea of “being good and talented” for them to be an importance force to move the country forward and to be equipped with necessary skills to earn a living, leading to sustainable wellbeing of the children and youth in the country.

PROGRESS IN 2019



Panyapiwat Institute of Management, EEC Campus



STEM teacher development program



Aviation professional development program, EASA certified examination center



Youth development camp with knowledge sharing by professionals



Vocational skills development program as part of Return Good People to Society initiative

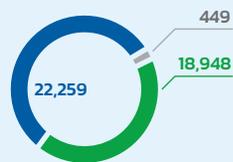


Vocational skills development program for children in poverty without educational opportunities after compulsory education

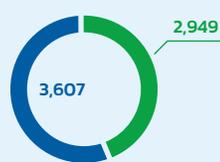
EDUCATION DASHBOARD

Creating Educational in 2019

■ Elementary Education ■ Vocational Education ■ Higher Education



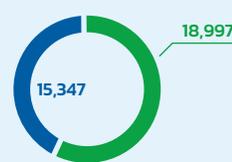
Students who studying (persons)



Students who graduated (persons)



Graduated students worked with the Company (persons)



Scholarship (persons)



Scholarship Value (million Baht)

Creating the Educational

Pracharat Schools under the Company's Oversight



Pracharat Schools Partner

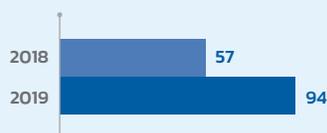


Funding Support for Development (million Baht)



School Partner

Educational Volunteers (persons)



Volunteering Hours



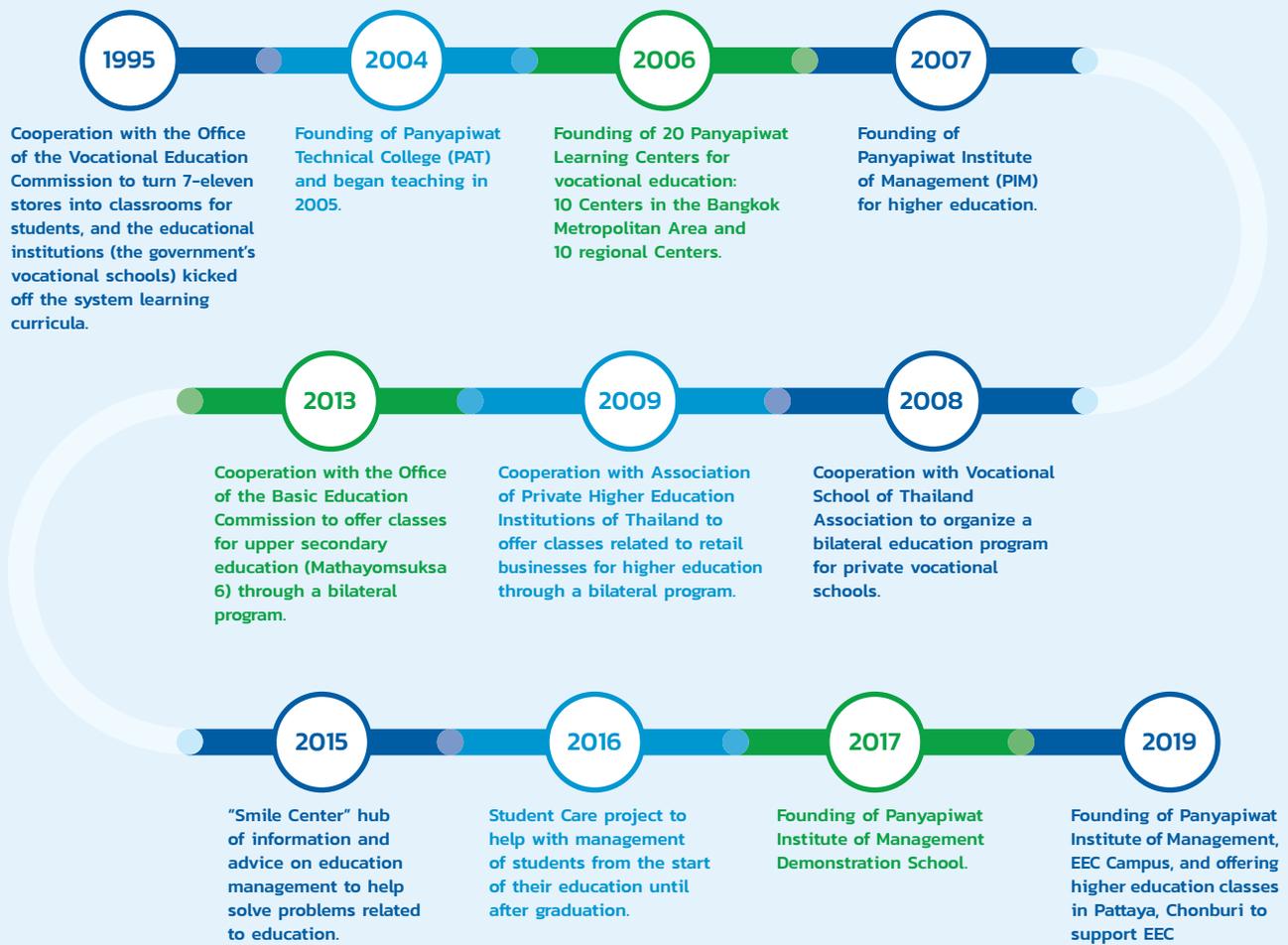
Enhance Knowledge and Skills Development (persons)



Management Approach

The Company gives priority to the development of children, youth and people in the society, believing that providing educational opportunities can open doors to career and enhanced wellbeing. The Company encourages youth to be an importance force to push the country forward through work-based education, and continues to support the United Nations' Sustainable Development Goals (SDGs), working in line with Target 4.3 to ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university, for a sustainable quality of life of the population.

Journey of Youth Development Towards Sustainable Careers



Establishing Educational Institutions to Groom Youth as Professionals



Panyapiwat Technical College (PAT)

The College was established to develop retail workforce who are both academically and professionally talented. Experiences gained through hands-on practices at different units of the Company lead to innovations for development that can support the Company's operations itself, as well as become an importance force to maintain and enhance the quality of Thai workforce skills.

The Company also finds opportunities to provide knowledge in retail business management, which is one of its key strengths, to youth through Panyapiwat Learning Center located in 20 different communities. The learning management by Panyapiwat Technical College is aimed at expanding the education in retail business management, providing easily accessible educational opportunities for



youth, and helping them earn income through vocational trainings that include theory-focused learning at the educational institution and shift to hands-on internships at 7-Eleven every 3 months, according to the slogan, "Free education and job opportunities provided with paid internships while studying". The Company also signed a Memorandum of Understanding (MoU) with Department of Skill Development, Ministry of Labor, to certify those who have participated in the skill development program, in order to guarantee a higher pay due to their increased experiences. The project achieved a substantial success, with 7,966 students who have been trained as quality professionals who are academically talented and ready to work as well as drive the country's growth in the future.



Panyapiwat Institute of Management (PIM)

To support vocational students to be able to pursue higher studies including bachelor's, master's, and doctoral degrees, PIM serves as a hub for developing the graduates of different fields through opportunities and supporting new generation through the concept, "Equip people with skills to help them get ready for real-life work experience". Thus, they designed a unique learning system, "Work-based Education" (WBE), bridging theory and practice with the following strengths:

1

The students will gain knowledge from experienced professors through a worldwide multi-dimension network of academic collaborations, covering the integration of local and international public and private sector organizations that are ready to cooperate to elevate the Thai education.

2

The students will gain hands-on work experiences from the subsidiaries and business partners that will also serve as a Corporate University and Network University.

3

Over 4,000 scholarships from overseas universities and business sector are given per year. The students will have access to various learning opportunities to increase their competitiveness on an international scale.



With the integration of the three strengths aimed to develop education, elevate the human resources and create new knowledge, creation of new innovations by the professions and students are encouraged through the support of on-going research projects. To expand the access to education for learners upcountry in other communities, PIM also provides a bachelor's-level education in key cities and distance education in 12 locations across the country, to accommodate learners to be able to study near their homes and thoroughly expand educational opportunities.

Apart from education management, PIM also takes care of the quality of life of its students who came from less fortunate families through PIM SMART, or Lifelong Learning Fund appointed in 2012 in compliance with the regulation of charitable funds. The aim of PIM SMART is to develop quality professionals. The scholarships offered through PIM SMART are free without any conditions after graduation to help students maintain a balanced life where they can focus on their studies, job training, and volunteer work as well as gaining valuable life experience. Over 12,000

PIM graduates over the past 9 years have become quality professionals who are academically talented and skillful, meeting the demand of employers, and ready to work as well as drive the country as good citizens of the community, society and the country.



PIM Demonstration School (Satit PIM)

Satit PIM was founded as part of the Company's mission to build a strong foundation for success, providing youth learning opportunities that suit their personalities through active learning, which focuses on the development towards excellence according to one's aptitude, highlighting language skills, and cultivating morals, gratitude, honesty, responsibility and discipline mindset. Effective learning experiences are encouraged through digital classroom environment. To date, the total number of students is 449 in studying.



Education Project Highlight in 2019



Panyapiwat Institute of Management, EEC campus

To support the demand in the Eastern Economic Corridor (EEC), EEC campus was established to provide higher education in Pattaya, Chonburi. The 5 programs, including Aircraft Maintenance and Restaurant & Hotel Business Management, which are currently being developed, are expected to serve the increased demand for skilled labors in the area. The campus is set to be open on June 1, 2020 with 750 students expected to enroll into the school. The Company also signed a Memorandum of Understanding (MoU) with the Ministry of Education for "Bundit Premium" project, managed by a network of educational institutions

under PIM, EEC campus, to advance the education system by obtaining interested universities to develop graduates that are in line with the government's policy to help them get a job after graduation, or serve the demand of the business sector. In 2019, 80 educational institutions took part in "Bundit Premium" project (total data from 2018-2019). The Company expects to develop at 1,800 students to become professionals who meet the demand of the business sector and can get a job right after their graduation.

Providing Educational Opportunities

The Company has continued to support students in vocational education (high school), higher education (Bachelor's degree or higher) for 11 consecutive years. Meanwhile, CP ALL Plc. also signed with 7 Rajabhat Universities - Chandrakasem Rajabhat University, Chiang Mai Rajabhat University, Dhonburi Rajabhat University, Buriram Rajabhat University, Rambhai Barni Rajabhat University, Songkhla Rajabhat University and Ubon Ratchathani Rajabhat University - to develop graduates who have qualifications that meet the demand of the business sector through learning and hands-on practice, and provide scholarships throughout the curricula. The project is a part of the Company's policy to support education for youth development and in line with its mission to "create and share opportunities for everyone". In 2019, the Company has supported scholarships to students and to date the Company has given out 34,344 scholarships worth more than 1,105,978,842 Baht.



These scholarships were provided to create educational opportunities for youth to become an importance force to drive organizations, the society, and the country's economy. The Company also provided additional options through scholarships for Master of Education, along with opportunities for the students to work with the Company, as well as opportunities to become 7-Eleven store owners. Because the Company is confident in the capabilities and students of the Panyapiwat Institute, the Company enacted a policy to employ graduates from the Institution to work at 7-Eleven stores as an Assistant Manager immediately. These students also have good career advancement and receive special benefits in becoming a store business partner (SBP). In 2019, 1,960 graduates worked with the Company.

Mr.Korsak Chairasmisak, Chairman of Executive Committee, CP ALL Plc., has continued to offer a scholarship for Ms.Kotchanan Kulsuwan or "Seven" for 11 consecutive years.

“ Seven's family said, We are really glad and would like to thank CP ALL Plc. for supporting Seven with the scholarship all along.” ”

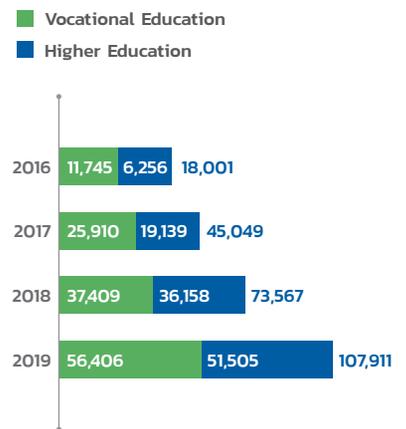


In 2019, the Company has supported scholarships to students and to date the Company has given out **34,344** scholarships worth more than

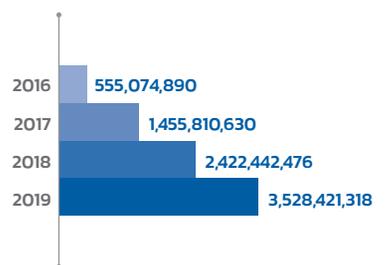
1,105 Million Baht covering in Vocational and Higher education

Performance in Providing Educational Opportunities

Number of Scholarships (accumulated number)



Scholarship Value (accumulated value)



Vocational skills development program for children in poverty without educational opportunities after compulsory education

Panyapiwat Technical College (PAT) collaborated with Office of the Ombudsman to discuss ways to create educational opportunities and support "vocational skills development program for children in poverty without educational opportunities after compulsory education" with an objective to help 80,000 - 100,000 underprivileged children per year who do not have educational opportunities after compulsory education, to get access to additional education and develop vocational skills as "skilled labors," resulting in higher income, stable jobs, ability to make a living and support family to have a better quality of life and reduced social inequality.



Vocational skills development program as part of Return Good People to Society initiative

The program is a partnership between Panyapiwat Technical College (PAT) and Department of Juvenile Observation and Protection to support children and youth to be informed of news updates related job opportunities and the demand of the labor market, guidance on entering the job market, both in the present and future, and the preparation of searches for full-time and part-time jobs, to help the children and their family plan their lives in the future, through vocational guidance and related activities as well as career readiness tests covering 35 organizations in Central and Eastern Thailand to help them choose the right career for themselves.



Besides, Panyapiwat Technical College (PAT) also collaborated with Juvenile Observation and Protection Centre of Nakhonratchasima Province and All Coffee Academy (A-CA), organizing vocational coffee making trainings for 283 youth and staff in the Centre. Coffee making is a set of vocational skills that the children and youth can utilize in their career in the future. Scholarships for vocational education, higher education (Bachelor's Degree) were given to provide theory-focused and real practice-based knowledge, including a paid internship at a real workplace, for children. After graduation, they can use these experiences to get a stable job for themselves as well as support their family, community and country.



CONNEXT ED - Sustainable education project in 2019

CP ALL Plc. is one of the 12 private organizations who established “Prasarn Palang Pracharat” project, in the field of basic education and leadership development (E5) and leaders to build sustainable education project (CONNEXT ED). CONNEXT ED is aimed to elevate the Thai education quality and has been on-going since 2016, Over the past 3 years, more than 339 schools have participated in the project, which is entering its third phase in 2020. Aside from providing a total of over THB 47 million budget to support different initiatives aimed to maintain and solve problems for schools in different regions, the Company also supported them through School Partner volunteer workshops where over 151 representatives from all the subsidiaries of the Company made visits and followed up on the operations of the projects of which budgets have been approved as well as worked closely with principals, professors and students in order to develop over 120 target schools in the new phase.



Developed Schools in 2019 by

273 schools or

87%

of **313** target schools, covering the number of youth by

43,000 students

10 Strategies for Thailand Education Transformation

	<p>Transparency of information on educational institutions</p>		<p>Promoting English language proficiency</p>
	<p>Market mechanism and community involvement</p>		<p>Instilling morals, ethics, public service mindset for students</p>
	<p>Access to digital infrastructure of the educational institutions</p>		<p>Future technology education hub in the region</p>
	<p>Student-centric learning curricula</p>		<p>Incentive measures of benefits to attract involvement of local and international experts</p>
	<p>Development of high-quality principals and teachers</p>		<p>Development and support of new generation leaders</p>

Business for Young program

The Company sees the importance of vocational guidance and works through Panyapiwat Technical College (PAT) to build understanding for youth and adjust their attitude in studying vocational education, as well as encourage them to gain vocational knowledge and skills related to the retail business. The Company has continued to operate the program with 93 educational institutions since 2017. In 2019, activities to educate students on different processes in retail business were organized, with learning style being adjusted to divided into 3 different formats:

- 1** a 2-day learning course with an opportunity to make a study trip to a 7-Eleven store,
- 2** a 1-day learning course
- 3** a half-day learning course to help promote and build understanding for youth in choosing and working in different fields within the retail business.



- 1st Course** "FIFO" Oho Easy
- 2nd Course** Getting to know "7-Eleven"
- 3rd Course** Enjoy with "Plus Sell"
- 4th Course** 7-Eleven the Convenience Food Stores

Outcome and Benefits for 2017 - 2019

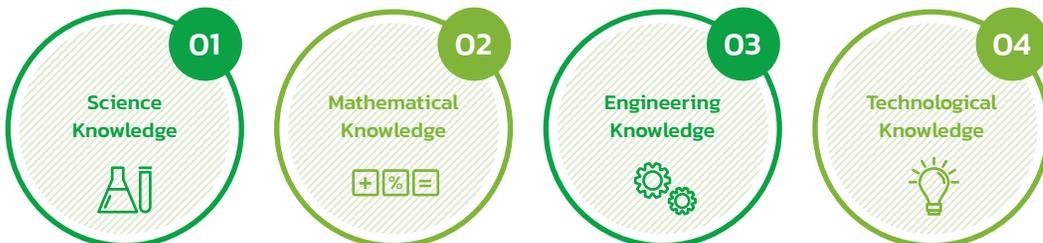
 **363** teachers

 **5,073** youths

 **93** schools

STEM Teacher Development Program

To continue improving the country's education quality, in 2019, the Company partnered with Office of the Basic Education Commission, Wat Kiree Wiharn School (Somdej Phra Wanrat Uppatham), Wat Nong Samet School (Attaporn Songkhro) and Wat Sai Thong School, organizing a pilot training for over 50 teachers in STEM education to help them get ready and be able to integrate active learning in their courses and to enhance learning opportunities for students, through a thinking process that encourages them to utilize their full knowledge and skills and solve problems through a connection of academic knowledge in 4 areas:



Aviation Professional Development Program, EASA Certified Examination Center

CP ALL Plc. in partnership with Germany's AERO-Bildung signed a Memorandum of Understanding (MoU) for "Aviation professional development program," establishing a theory test center for aircraft maintenance technicians and organizing short-term trainings in line with EASA Part 66 standard to enhance the knowledge of professors who teach at educational institutions with aircraft maintenance courses along with short-term trainings to develop skills of customer service agents and help fresh graduates get ready to pursue a career in the aviation market as

well as increase Thais' competency in aviation careers to reach the global standard. The project also shows the Company's support for Thailand 20 Year Strategic Plan and Thailand 4.0 policy as well as a solid cooperation to develop professionals for the Eastern Economic Corridor (EEC). The short-term trainings can also be combined with Panyapiwat Institute of Management's 2 work-based learning courses, covering 5 areas including passenger services, ramp services and cargo services



to serve the demand in the aviation market for 4 businesses: airlines, airports, cargoes and air freights, and concession-based shops and leasing spaces. Meanwhile, an aviation professional development program, managed by Panyatara Company Limited, a subsidiary of CP ALL Plc., also covers EASA Part 66 examination center which has been officially registered through AERO-Bildung, an EASA certified company.

Youth Development Camp Program

Panyapiwat Institute of Management (PIM) partnered with Pak Kret Municipality, organizing a youth development program, with an aim to provide on-going learning opportunities including out-of-classroom experiences for children to become talented and quality youth, and inspire them to have a sense of hometown pride and improve themselves to create values and transform their communities in the world where new innovations are rapidly emerging. The second year of the project operation in 2019 included skills and knowledge development activities as well as guidance for Bachelor's Degree education

for children and youth living in Pak Kret Municipality, through 7 activities booths comprising: next-generation automotive and robotics sector station, digital and intelligent electronics sector station, high-income tourism, health tourism, aviation and logistics sector station, agriculture, biotechnology, and food processing sector station, education 4.0 station, quality citizen and environment protection station and Pak Kret Municipality, resulting in engagement and sustainable benefits for the community or University Shared Value. 884 children and youth took part in the program.

Sharing Opportunities and Creating Value for Society

KEY PERFORMANCE IN 2019



Supported
28,039

farmers in improving their careers and income



Supported
14,001

small entrepreneurs in improving their careers and income



Supported
1,607

vulnerable groups in improving their careers and quality of life



Supporting the SDGs



- SDG1 No Poverty**
- 1.2 Reduce the proportion of men, women and children in poverty by at least half.
 - 1.3 Implement a social welfare system that is inclusive of the poor and vulnerable.



- SDG2 No Hunger**
- 2.3 Increase agricultural productivity of small food producers, especially for women, locals, agricultural households, ranchers and fishermen.
 - 2.4 Promote sustainable food production, and agriculture that is flexible in increasing production and environmentally friendly.



- SDG10 Reduced Inequalities**
- 10.1 Raise and maintain the income growth of the lowest income population at 40% above than the national average.

2020 GOAL

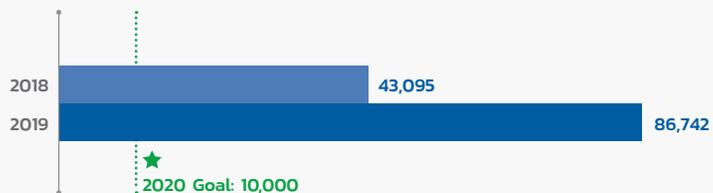


Support
10,000

farmers, small entrepreneurs and vulnerable groups in their careers and income.

PERFORMANCE AGAINST GOAL

Farmers, Small Entrepreneurs and Vulnerable Groups that have Received Career and Income Support in Each Year (accumulated)



FOR MORE INFORMATION
CAN BE FOUND AT QR CODE OR
<https://www.youtube.com/watch?v=7te3Lj5Ew0>

Challenges

In the present, the business world is constantly experiencing rapid changes in business models. Accompanied with these changes are higher expectations of social and environmental responsibility. Consequently, it is reflected through international surveys from different countries around the world on how large organizations possess great potential to alleviate global problems and challenges. Large organizations are able drive improved social well-being as the business thrives when their business operations are in synchronization with social and environmental responsibility. To the business’s advantage, large organizations that focus on promoting social well-being than solely on profits are able to recruit and retain high quality personnel. When compared to business rivals that do not practice social and environmental responsibility in their operations, these advantaged organizations achieve higher success in their businesses.

PROGRESS IN 2019



CP ALL Honoring Rice Farmers – the Cultivators of the Thai Essence Project



Seasonal Fruits Project



Organic Vegetables and Fruits Project



The Missing Step to Career Opportunities Project



Day of Opportunities Project @CP ALL



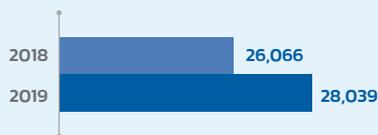
People, Jobs and Opportunities Project



Makro and Farmers, Partners in Driving Thailand’s Economy Project

SOCIAL IMPACT MANAGEMENT DASHBOARD

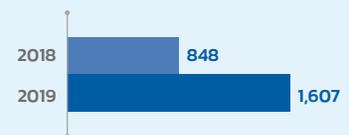
Farmers Received Support (persons)



SMEs Received Support (persons)



Vulnerable Groups Received Support (persons)



Farmers Received Support by Category (%)



Vulnerable Groups Received Support by Category (%)



Management Approach

CP ALL Plc. and its subsidiaries ("the Company") has continuously raised awareness within its organization on the challenges of being society-driven business. It aims to foster social and environmental values through its business and sustainably grow with the society and environment. This social value is nurtured by supporting the society through skills training, knowledge sharing, career advice, trade channels and income to farmers, small entrepreneurs and vulnerable groups. Through these endeavors, the Company hopes to create opportunities, share social responsibilities, support improved wellbeing and quality of life. Based on surveys of different stakeholders, the Company has become aware of these groups and wishes to understand their perspective on growing the business and instilling social values. In 2019, the Company initiated various projects to inclusively develop social values, such as projects to support farmers' skills and knowledge, projects to support the careers of youth with impaired hearing and children with special needs and projects expand trade channels of small entrepreneurs. Aside from the aforementioned, other activities are organized by the Company's staff through a desire to become part in building social value.



Supporting Farmers to Improve Their Quality of Life

The Company has continuously supported farmers in developing their skills on agricultural land management for maximum usage. These projects have always been focused on creating value for the organization, society and environment as a whole. The main principle is that through improving a farmer's quality of life, these projects can strengthen their households, communities and society.

CP ALL Honoring Rice Farmers – the Cultivators of the Thai Essence Project

the Company organized this project to develop skills and increase the knowledge of farmers – the key to creating a stable and sustainable society. The project's goal was to strengthen farmers, communities and societies, and improve the community's economy as demonstrate by the collaboration of the following two organizations.





Developed the skills and knowledge of **172** farmers

1 Cherntawan Chawna Buddhist Economics School in Chiang Rai

The Cherntawan Chawna Buddhist Economics School in Chiang Rai Province under the care of Phra Mahawutchai Wachiramethi emphasizes its teachings on organic agriculture and molding farmers into professionals who possess morals. The school was supported as a center for activities and knowledge in the community. The farmers participating in this school were trained in marketing, communication, food processing and safe agricultural management. As a result, they were able to produce high quality products that were environmentally friendly and sustainably earned an income for their family. In 2019, 120 farmers participated in this project.

2 Thai Baan Association in Maha Sarakham

The Thai Baan Association in Maha Sarakham Province elevates the level of knowledge and develops the skills of Thai farmers through training programs on producing and increasing the value of organic agriculture, marketing, resource management, brand creation, and sustainable and social entrepreneurship. Additionally, the project promotes a model community for sustainable development with farmers at its center. With this framework, it expands the farmer network in other provinces in order to spread knowledge to the society and develop appreciation for Thai rice and its varieties. In 2019, a total of 52 farmers participated in this project.

Golden Banana Project

The golden banana project is a project supporting small entrepreneurs. The Company aims to support Golden Banana farmers continuously since 2012. The management approach is as follows.

<p>01</p> <p>Increase product distribution channel through 7-Eleven</p> 	<p>02</p> <p>Promote plantation that is standardized and traceable</p> 	<p>03</p> <p>Provide knowledge on product design enables prolonged shelf life</p> 	<p>04</p> <p>Bring bananas not meeting standards into processing</p> 	<p>05</p> <p>Development learning materials for farmers on golden bananas' plantation</p> 	 <p>The project encompasses a total of 12,860 Rais worth of agricultural areas</p>
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The golden banana project succeeded, meeting the Company’s approach and goals. Simultaneously, this project model is also expanded to other types of bananas, such as Nam Wa bananas and Lep Mur Nang bananas. This increases the income of farmers and small entrepreneurs, as well as local employment. The project encompasses a total of 12,860 Rais worth of agricultural areas.



1,220 farmers participated in the project, reduced by **32%** from 2018

There are multiple factors, such as climate and changing water supply, affecting a large numbers of farmers. This results in lower volume of produce that meet the Company’s quality. The Company thus developed and executed according to its support measures, in tandem with the following actions.

1. Provide knowledge on water management according to areas
2. Conduct trials with farmers on a variety of plantation method, such as using plastic sheets as cover to retain soil moisture and deter weeds, as well as opting for droplet watering system instead of sprinkler. The latter system helps reduce water consumption by 70%. Promote sending peeled bananas to subsidiary, CPRAM, to bake as banana cakes and to be used as organic fertilizers / fresh fertilizers. The aim is to minimize loss as much as possible.

Economic Impact

- Build stable income; increase produce's value
- Develop standard for agricultural produce production

Social Impact

- Create learning center on banana plantation
- Build careers for generational succession, and sustainably self-sufficient community

Environmental Impact

- Farmers have good health; chemical usage reduced, replace by more organic counterpart

Results and Benefits

Economic Value
 As many as **1,825** farmers and entrepreneurs participated in the project, with agricultural areas of **14,863 Rai**. Increased income per person, on average, is at **312,071 baht**. 7-Eleven distributes as many as **300,000** golden bananas per day, or approximately **109,500,000** golden bananas per year. This equates to **876** million baht

Results and Benefits

Social Value
 Create employment and careers for community encourages packaging factories in each region to take bananas directly from farmers in the area. Therefore no additional time is required for transportation of the bananas to the center. Glauyhom bananas (Cavendish bananas) from the south are from Chumpon, Surathani, Songkhla, Patalung and Satun, to name a few. This creates work opportunities for community and engagement with farmer communities. There would be no need to source raw materials from a distance. Produce is not damaged. Farmers are satisfied. Communities are strengthened

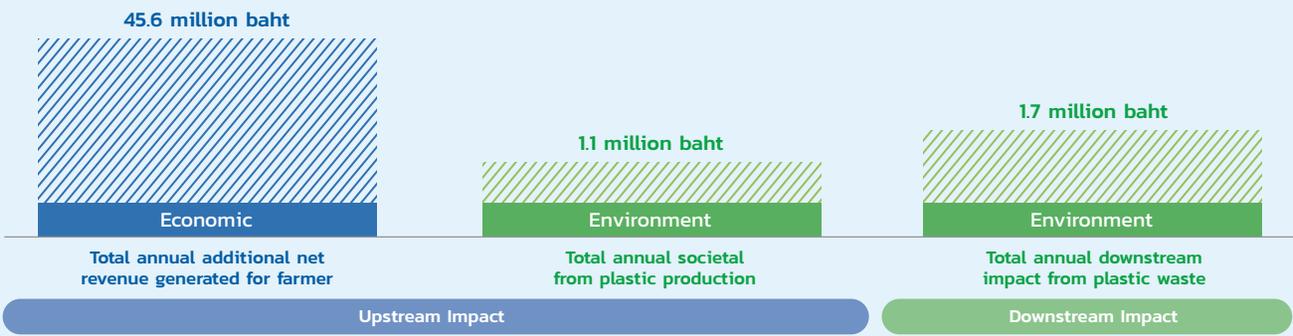
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Increase distribution channel expands packaging plants from **3** to **17** factories, encompassing all regions. Golden bananas have been sent to over **11,712** branches across the country. The value is **876** million Baht. This strengthens farmer association, improved quality of life though secure income, enhanced market competitiveness (initially, golden banana farmers selling their produce at general or central market price, will have the average income of **214,875** baht per year; upon joining the project, they earn **1,715,638** baht per year on average)

Results and Benefits

Environmental Value
 Farmers have appropriate and safe chemical management. There is encouragement for organic fertilizers and similar. Upon participating in the project, farmers can reduce chemical fertilizers and weedicide by **50%** compares to prior. The effort reduced hazardous waste volume and help farmers achieving better health following decreased chemical usage. It also reduces costs for farmers by **600** baht per Rais

Impact Measurement and Valuation



From last year's performance, the Company has conducted impact assessment and is able to identified that golden banana project generated

{ Positive Impacts } > { Negative Impacts } **16** times

Seasonal Fruits Project (ALL Fresh)

The Company aims to improve the wellbeing of farmers through the Seasonal Fruits Project (ALL Fresh). The project provides distribution channels to deliver seasonal fruits from farmers, such as durian, longan, lemon, mango, pineapple and orange through various online channels, including www.shopat24.com, Facebook, www.24catalog.com and customer service centers. In parallel, the Company chooses quality farms and supervises their production processes beginning from the selection of seeds, cultivation and transportation to the delivery of the products to the customers in the most optimal way.

Results and Benefits

Provided
distribution
channels for
33 farmers

Supported
11 tonnes
of agricultural
products

Created an income
for participating
farmers worth
a total of
1.2 million baht

In 2019, the company supported agricultural products from farmers and vulnerable groups, such as the disabled from Jaidee Farm, which is a center for developing the skills of the disabled in Hankha Sub-district, Hankha District, Chai Nat Province. Approximately **612** tonnes of agricultural products worth **92,984** baht was supported.

"Makro and Farmers, Partners in Driving Thailand's Economy" Project

Makro supported farmers across the country through purchase and processing of produces, encompassing agricultural produce, seafood, freshwater fish, meat and eggs. In 2019, Makro purchase was over 603,698 tonnes; generating income of over 42,099 million baht to Thai farmers.

Additionally, in 2019, Makro has made direct purchases and signed on trade agreements with farmer groups, in the form of farmer union, farmer community, aquatic professional association, shrimp profession clubs and internal trade bureau, Ministry of Commerce or Ministry of Agriculture and Unions. Makro purchased agricultural produce, such as season fruits (rambutan, mangosten, longkong, sala, durian), giant freshwater prawn, white

prawn, freshwater fish groups, a total of 7 times from over 14 agricultural groups across the country. This helps remove the produce from the market, thus fixing the falling marketing price due to oversupply. This helps ease a large number of farmers facing challenges.

Makro continuously supports, promotes, develops Thai farmers' capacity in various aspects. This comprises food safety, promotion of plantation standard, optimizing agricultural output according to the concept of "Marketing before Production." The concept drives farmers to become agricultural entrepreneurs, expanding purchase space for agricultural innovation from new generation of farmers. The work is under Makro's principle of Your Business Partners, Sustainably Growing Together.

Organic Vegetables and Fruits Project

This is an ongoing project to ensure distribution channels and a stable income for Thai farmers. In the entire year, CP ALL Plc. provided knowledge and advice on improving the quality of products to meet consumer behaviors, preserving the quality of products and designing the packaging along with providing distribution channels to customers across the nation. The Company purchased products, organic vegetables and fruits from farmers that met the Organic Thailand standard and received the organic production certificate from the Department of Agriculture. Another requirement for the Company's support encompassed the land that was being used. Products that were grown on the land had to be free of chemical usage for at least 1 year. The water source must be free from chemical contaminants. The land had to possess fertile soil and a healthy ecosystem. Last but not least, the farm land had to have a buffer zone, natural wind barrier or trees to protect the land from contaminants in surrounding areas.

In 2019, supported
the organic vegetables
and fruits to sell
via 7-Eleven stores

8,000 branches
from

427 farmers,
amount

770 tonnes,
by worth

89 million baht

The Giant Freshwater Prawn Project

Under the cooperation of Siam Makro Public Company Limited and the Kalasin Fishery Office that supports farmers with stable year-round distribution channels, this project promotes farmers to achieve Good Agriculture Practices (GAP). Achieving GAP will grant farmers access to corresponding markets and answer the needs of restaurant owners. In 2019, Siam Makro set a target to support and buy 250 tonnes of Giant Freshwater prawn that achieve GAP. The social impact of this project reached 124 agricultural group members and elevated the level of their product’s quality.



My Farmer, My Life Partner Project

Operated by CPRAM Co., Ltd., the objective of this project is to provide knowledge to Thai farmers in 3 main subjects: 1) theoretical and practical agricultural knowledge, 2) agricultural technology and 3) agricultural management, such as production, marketing and finances. The company has continuously raised the agricultural standard among communities and farmers through sharing knowledge on cultivating crops through Good Agriculture Practices or GAP and is in accordance with the 3S policy (Food Safety, Food Security and Food Sustainability). The project has provided a stable career for 35 agricultural households in order to raise the quality of their lives in the communities. Aside from creating stable jobs and careers, the project integrated theoretical and practical agricultural knowledge in maximizing efficiency and yield. In 2019, the results were expanded from its pilot project in Lat Lum Kaeo District, Pathum Thani Province to plantations around factories in the various regions, namely Khon Kaen Province, Lamphun Province and Surat Thani Province. This scaling has created a steady income and sustainable common benefits for the community and the organization.



Results and Benefits



Supported the careers of **35** agricultural households.



Supported **387** tons of agricultural products.



Created an income of **14.29** million baht in income generated for farmers.

Caffe Muan Chon Project

Since 2010, CP Retail Link Co., Ltd. has utilized its supply chain in the café business to support farmers and various socially vulnerable groups to continue their livelihood and obtain opportunities to return to society. The supply chain supports the café's procurement of raw ingredients and business operations. The project has developed as follows.

Business Operations

01



Coffee-based Job Creation

The project aims to increase income, create jobs and promote employment in the community while preserving the forest. The training course promotes knowledge in the cultivation and processing of coffee beans as well as provides equipment and tools for people to pursue this career. As part of the project, the Company buys coffee beans at a fair price from the Thai villagers to be used in “All Café” and “Caffe Muan Chon” shops. One example is the Pang Khon Coffee from the High Elevation Agricultural Development Station Project under the royal patronage at Ban Pang Khon, Chiang Rai. The second example is the Nan Coffee from Bo Kluea District, Nan Province which was the first collaboration between the government and private sectors in supporting the cultivation of the Arabica species under the royal forest preservation and income generation project by HRH Princess Maha Chakri Sirindhorn Siam Boromarajaree. The third example is the Tee Lor Su Coffee from the Sueb Nakhasathien Foundation that promotes farmers in growing organic coffee while preserving the forest and community in Umphang Village, Tak Province. In 2019, these series of projects have created 1,479 rais of green space and generated income for 478 agricultural households in volume 1,100 tonnes with a purchase price of 165 million baht.

Procurement of Raw Ingredients

02



Red Roof Café Project

The project is a collaboration with the Somdet Chaopraya Hospital Foundation by Khun Uaipranee Chearavanont and the Chao Phraya Institute of Psychiatry. The Red Roof Café hires patients who have undergone treatment and pass initial criteria as its employees. The staff are trained for the different tasks necessary to operate the café. Patients that have worked at the café for 1-1.5 years will be hired to work at Caffe Muan Chon. In 2019, a number of 29 patients received training and another 3 are in the process of training. The project has supported 4 psychiatric patients and helped them to return to society.

Income Management

03



“One Baht One Cup” Project

To continue to create opportunities in earning income and building careers for society, the Company deducts 1 baht from its income for every glass of Caffe Muan Chon it sells and gives it to hospitals, foundations, and charitable organizations, such as Wat Phrabat Nampu, Wat Suan Kaew, the Sutthasinee Foundation Noi-in for Children and Youth, and the Ramathibodi Foundation in the Chakri Naruebodin Medical Institute Project. Furthermore, it supports activities by the Chao Phraya Institute of Psychiatry. This project has been supported for 9 years and is worth 15.5 million baht.

Supporting Vulnerable Groups and the Disabled, and Creating Equality in Society

The Company wishes to promote social equality through projects for various vulnerable groups, including the disabled. These projects create social opportunities and support careers as well as develop different skills, knowledge and capabilities for a better livelihood and quality of life. Furthermore, promoting and expanding career opportunities to vulnerable groups is an economic driving force for the country and a source of inspiration for society.

The Missing Step to Career Opportunities Project

Ongoing in its 3rd year, the goal of this project is to give opportunities to children and youth who have made mistakes and are nearing the end of their disciplinary term by providing education and a stable profession. Accordingly, the project supports the labor market by providing vocational training to children, youth and trainers on brewing coffee at the Youth Protection Center in Samut Prakan Province. Complementary to the training, the project organizes competitions for this profession. In 2019, it expanded its reach to 4 more provinces, namely Nakhon Ratchasima, Udon Thani, Khon Kaen and Nakhon Sawan, opened up vocational training in the bakery profession by trainers from Kudsan Bakery & Coffee, and provided scholarships to children and youths to pursue an education at the Panyapiwat Learning Center.

Results and Benefits



163
students,
children and
youth participated
in the project



More than
30
participants
joined the
competition for
this profession



11 students,
children and
youth received
scholarships
to study at the
Panyapiwat
Learning Center

People, Jobs and Opportunities Project for Students with Impaired Hearing

CP ALL Plc. together with CP Retailink Co., Ltd. presented the “Career Building Café” under the Future Education project by CONNEXT ED for the Nonthaburi Deaf School, Bang Bua Thong District, Nonthaburi Province and Thungmahamek School for the Deaf, Bangkok. The joint project was presented with the goal of providing sustainable career opportunities for students with impaired hearing that passed training and as a means for them to apply their knowledge in their careers. These students will be able to open their own businesses or become experienced and professional employees. Including expanded the support of career skills to students with impaired hearing through “the coffee classroom project” for 4 schools in Bangkok metropolitan and Perimeter. A total of 388 students participated in this program which was valued at 390,460 baht.



Supporting the Small and Medium Entrepreneurs (SMEs) for Creating Careers Opportunities

The Company is committed to providing opportunities to help build careers for SMEs through various projects, such as the Big Brother Project, the Business Matching Project, the 24 Shopping Project, the True Friend Project, the U-Project, the Total Solution 4.0 Project and the TSC On-site Visit CP ALL Project. These series

of projects are designed to help SMEs build businesses, access funding and sustainably scale their businesses. This is an opportunity for them to become business owners, develop their products to meet standards and sustainably drive the country's economic growth.

Big Brother Project

The Big Brother Project is a collaboration between the Office of Small and Medium Enterprises Promotion (OSMEP) and 14 organizations to support SMEs in understanding business management and applying the knowledge to operate their businesses efficiently. In addition, the project provides mentors who share their experiences to the SMEs on managing businesses in each and every aspect from business models, finances, marketing, sales and law to technology. In the project, the SMEs visit the mentors' businesses on site to plan their business model and receive training. The format of the mentorship is akin to the relationship between siblings who share advice with each other. Additionally, there are special privileges SMEs that enter the project in the form of 1) selling products on the 24 Shopping platform, 2) exemption from transportation fees and 3) a 50% discount on advertising fees on all channels.



Results and Benefits



In 2019,
3 entrepreneurs
under caring by
the Company account
to economic value by
20 million baht



100%
of small entrepreneurs
have increased
their knowledge and
foster effective



67%
of small entrepreneurs
have increased in income



67%
of small entrepreneurs
have increased for
sale channel

Day of Opportunities Project

The Company provides business opportunities through its nationwide distribution channels for SMEs and farmers to pursue their careers, businesses, education and employment. The project incorporates knowledge sharing to small entrepreneurs and SMEs under the concept of “creating and sharing opportunities for everyone”. The project organizes an event where they can meet and directly ask information from staff. Fundamentally, it is an opportunity for the small retail entrepreneurs and those who wish to sell their products at 7-Eleven stores, the 24 Shopping platform and eXta to introduce their products. Reciprocally, they can propose venues for 7-Eleven stores and expand their outreach on the Day of Opportunities @CP ALL in Khon Kaen and Chiang Mai Provinces.

Results and Benefits



50
employees of the Company has employed by "Good Day @CP ALL"



Opportunities for SMEs to introduce their products
382 persons



350
Entrepreneurs interested to collaborate with 7-Eleven store



Business Matching Project

The goal of the project is to give business opportunities to SMEs that produce standard quality products, and conduct and manage their businesses in an environmentally and socially responsible manner. In 2019, the Company in collaboration with the Federation of Thai Industries organized the “Business Alliance with CP ALL Non-Trade” event for construction contractors, equipment manufacturers, furniture manufacturers, electrical system services and aftersales services for refrigeration systems and machinery in distribution centers to seek advice and directly negotiate with the Company. The event provided training on preparing supplier qualifications and business proposals to the Company through 7-Eleven and 24 Shopping channels.



There are
982
SMEs participated and together with the Company formed
231
partnerships

24 Shopping Project

The Company has continuously provided opportunities for SMEs to increase their sales and distribution channels through the “24 Shopping” project. Community enterprises, manufacturers, SMEs and OTOP businesses are supported through the 24 Shopping online platform and mobile application that offers a 24 hour service for customers to select products.



Results and Benefits



Generated income for
1,329 SMEs
 worth
8,960
 million baht

U-Project “Strengthening Partners and Developing Your Business”

The U-Project “Strengthening Partners and Developing Your Business” is an ongoing project under Siam Makro Public Company Limited with the goal of developing the capabilities of retail stores that are eager to become stronger in a changing business world and would like to solve their lack of knowledge in store management. With Makro’s accumulated body of knowledge and experience through the 12 years with the “True Friend Makro” project, the company created sustainable sales channels for retail stores. In 2019, Siam Makro Public Company Limited in collaboration with the Department of Business Development and Ministry of Commerce raised the level of retail stores toward Sustainable Retail 4.0 to enable retail stores and state shops to compete in an ever changing business environment. The project develops their knowledge in retail management to be up-to-date and up-to-standard through Big Data Analysis using the following support.

 <p>Manual</p>	 <p>Consultation and Training Services and Seminars</p>	 <p>Designing Services</p>	 <p>Knowledge Development</p>	 <p>Product Ordering</p>
<p>The “Professional Retail Management” which comprises of the 8 principles of retail management for those who are starting a new store or entrepreneurs who wish to develop their stores, store blueprints and product placement maps as well as techniques for increasing sales and profit.</p>	<p>Experts on professional retail management through various techniques, such as procurement, product arrangement, tailored store management for targeted consumers and advertisements to fulfill changing customer needs and behaviors.</p>	<p>Designing services for 3D store blueprints.</p>	<p>Knowledge development through 24 hour E-learning on www.shohuaythai.com</p>	<p>Product ordering, preparation and distribution services for state stores.</p>

Results and Benefits

In 2019,
6,403
 retail stores participated
 in the project and
833 stores
 under U-Project

An average
43%
 increase in income
 (all year an average 20%)
 after participating
 in the project

An increase in the
 economic value of the
 community by
456
 million baht per year

Trained
39,000
 students on retail in 2019



In addition, the project encouraged customers to become a part of the community and society under the “One Less Cup a Day” Program mentioned in the chapter on Climate Change. In contribution to the Nawaminthornbophit 84th Birthday Anniversary Building at Siriraj Hospital and 77 local hospitals, 134 million baht was donated. Aside from the 1 Cup of Muan Chon, 1 Baht for Society Project from Caffe Muan Chon, which is CP ALL Plc. subsidiaries, donated 8.8 million baht to this cause. Other projects in the Company worked together to pass on this opportunity to the society and community, as follows:

Support in the form of 30,000,000 baht to the Chakri Naruebodin Medical Institute, Faculty of Medicine, Ramathibodi Hospital, Mahidol University for constructing the building and purchasing medical equipment for patients across the nation.

A donation of 1,000,000 baht to the Thailand Association of the Blind by sharing video clips to honor teachers in 2019. The endeavor was a joint effort by the CP ALL Community Service Club and 7-Eleven Thailand fan club who hosted lunch and published books in Braille for children at the School for the Blind in Bangkok.

A summary of the 2019 support in terms of budget and goods, as well as the effort made by individual employees to create social value with the Company is listed below.

Means of Support

Cash Contributions
142.28 million baht

Product or Services Donations
252.35 million baht

Management Overheads
0.44 million baht

Employee Volunteering During Paid Working Hour
2.2 million baht

Type of Support

Charitable Donations
11.93%

Community Investment
29.50%

Commercial Initiatives
58.56%



Home

Passing on Happiness with Responsibility

CP ALL conducts business on foundation of social and environmental responsibility throughout its value chain by managing environmental capital and stimulating and promoting community engagement to make “our house” a home

*Caring for Community,
Protecting the Environment
Safeguarding Forests,
Resources and our Planet*



Climate Change Management,
Alternating for Renewable Energy



Protecting the Ecosystem
and Committing to Being Green



Water Stewardship



Cascading Responsibilities
Throughout the Value Chains



Spread the Love from Hearts,
Fostering Community's Resilience

Climate Change Management, Alternating for Renewable Energy

KEY PERFORMANCE IN 2019



Reduce GHG emissions by **25,967** tonnes carbon dioxide equivalent



Increase renewable energy by **4,280,110** kilowatt – hour



Reduce plastic usage by **3,329** tonnes



Supporting the SDGs



SDG7 Affordable and Clean Energy
 7.2 Increased proportion of renewable energy used
 7.3 Increase efficiency of energy consumption



SDG12 Responsible Consumption and Production
 12.2 By 2030 achieve sustainable management and efficient use of natural resource
 12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse



SDG13 Climate Action
 13.1 Strengthen resilience and adaptive capacity to climate-related hazards

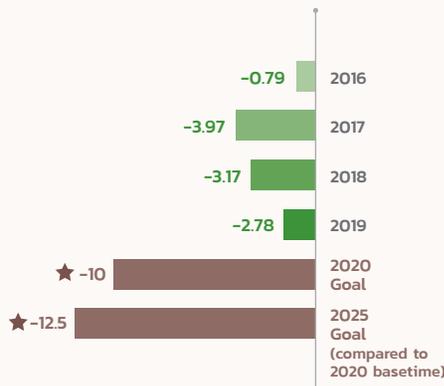
2020 GOAL



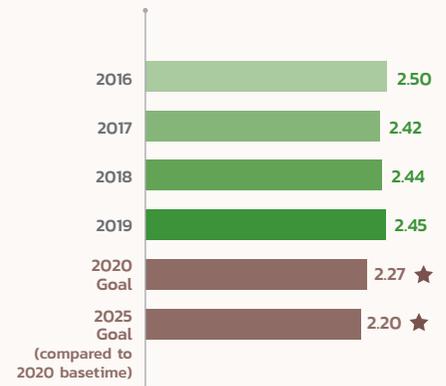
Reduce GHG Emissions intensity by **10%** by 2020, compared to the 2015 baseline

PERFORMANCE AGAINST GOAL

Percentage of Reduction of GHG Emissions Intensity (%)



GHG Emissions Intensity (tonnes CO₂e per million baht of revenue)



FOR MORE INFORMATION CAN BE FOUND AT QR CODE OR <https://www.youtube.com/watch?v=5xg5YyrDrIE>

Challenges

CP ALL Plc. and subsidiaries (“the Company”) is aware of climate change’s significance, consider it is a current global concern. Anthropogenic activities are the primary factor causing the changes in climate and global temperature. The Company’s effort is in line with the 13th goal of Sustainable Development Goals (SDGs), which was approved by 193 member countries of the United Nations, and Paris Agreement, which discusses climate change management, too. The Company recognizes the opportunity to actively contribute to the overall global efforts – committing to reduce greenhouse gas (GHG) emissions, while operating businesses sustainably.

PROGRESS IN 2019



Expanded solar-based electricity generation projects to encompass distribution centers of CP ALL Plc., Siam Makro Co. Ltd., and CPRAM Co. Ltd



Deployed a project to elevate packaging used in 7-Eleven stores, opting for natural and biodegradable materials and reduce the use of plastic packaging



Created collaboration between the public sector and international organizations under the project, Low Carbon City

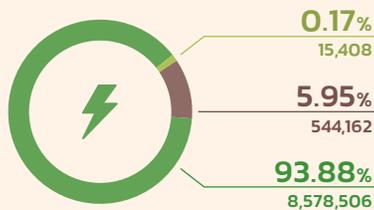


Follow and disclosure GHG emissions through the Carbon Disclosure Project (CDP) in scope 1, 2 and 3

CLIMATE CHANGE MANAGEMENT DASHBOARD

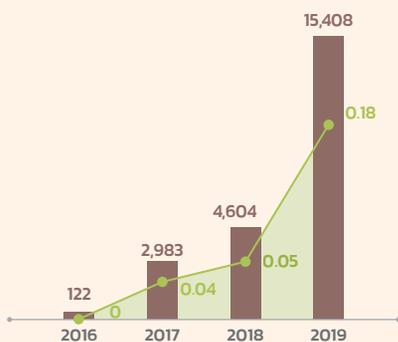
Energy Consumption

- Renewable Energy (GJ)
- Electricity Purchased (GJ)
- Non-renewable Energy (GJ)

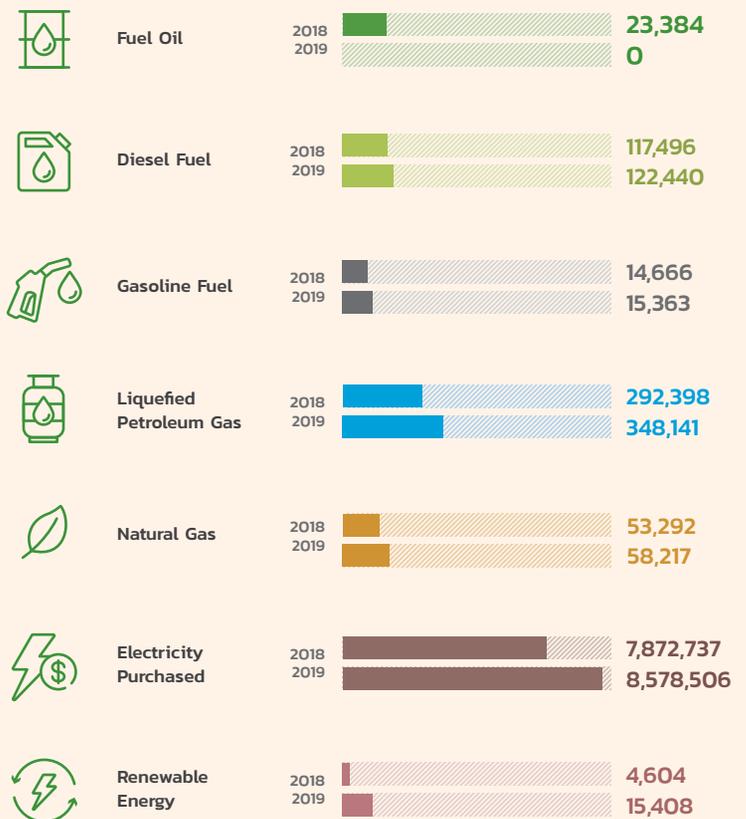


Renewable Energy Consumption

- Renewable Energy Consumption (GJ)
- Percentage of Renewable Energy per Total Energy Consumed (%)



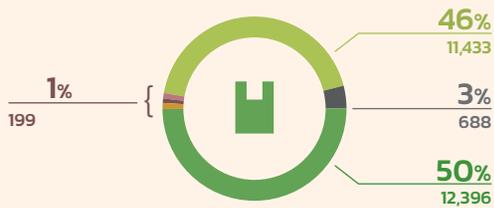
Energy Consumption by Source (GJ)



Plastic Consumption

Percentage of Plastic Consumption (Plastic Packaging / Plastic Bags / Single use Plastic)

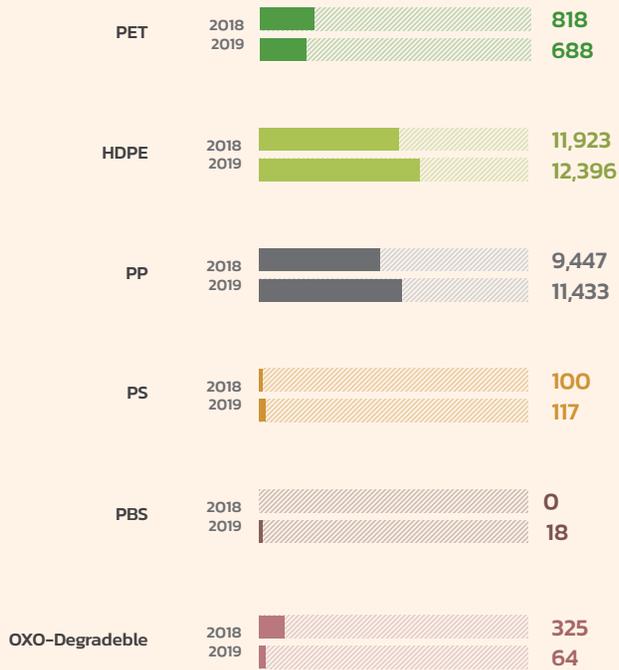
- PET
- HDPE
- PP
- PS
- PBS
- Oxo-Degradable



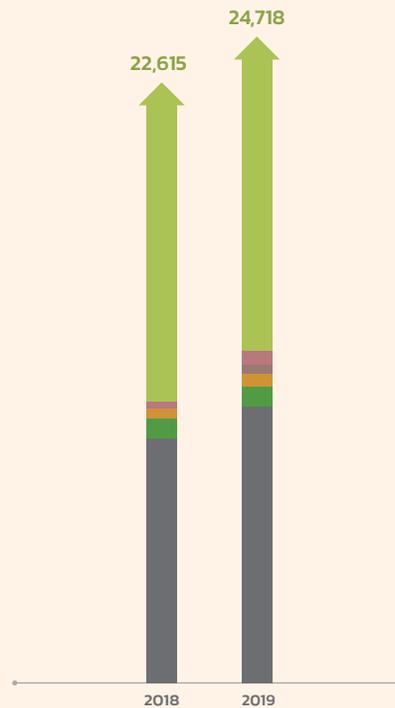
- Total plastic consumed (million pieces)
- Total plastic consumed per stores (million pieces per stores)



Percentage of Plastic Consumption by type (tonnes)



Total Plastic Consumed (tonnes)



Note: Scope of plastic consumption data (Plastic Packaging / Plastic Bags / Single use Plastic) provided from CP ALL Plc. only

GHG Emissions

- Direct (Scope 1) GHG Emissions (tonnes CO₂e)
- Energy Indirect (Scope 2) GHG Emissions (tonnes CO₂e)

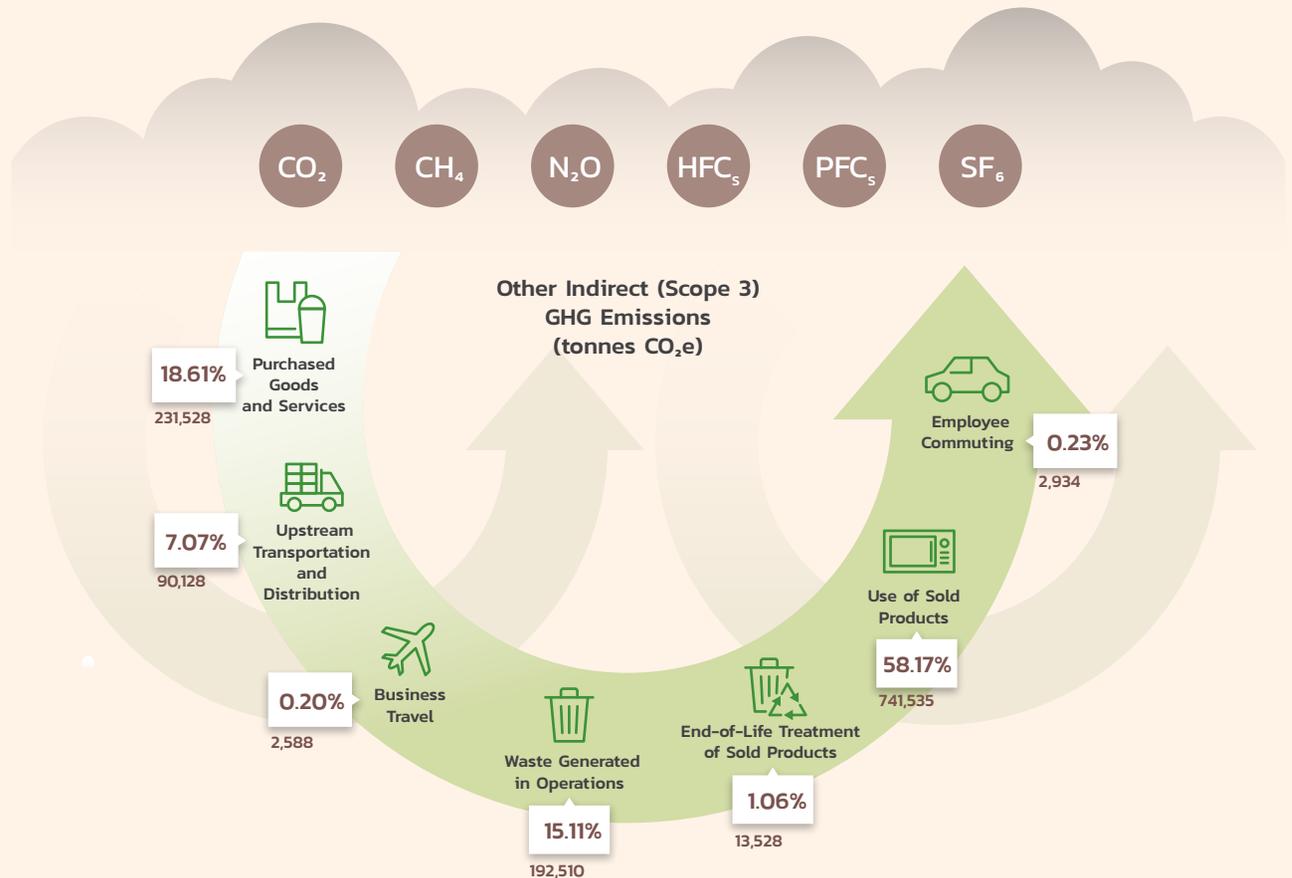
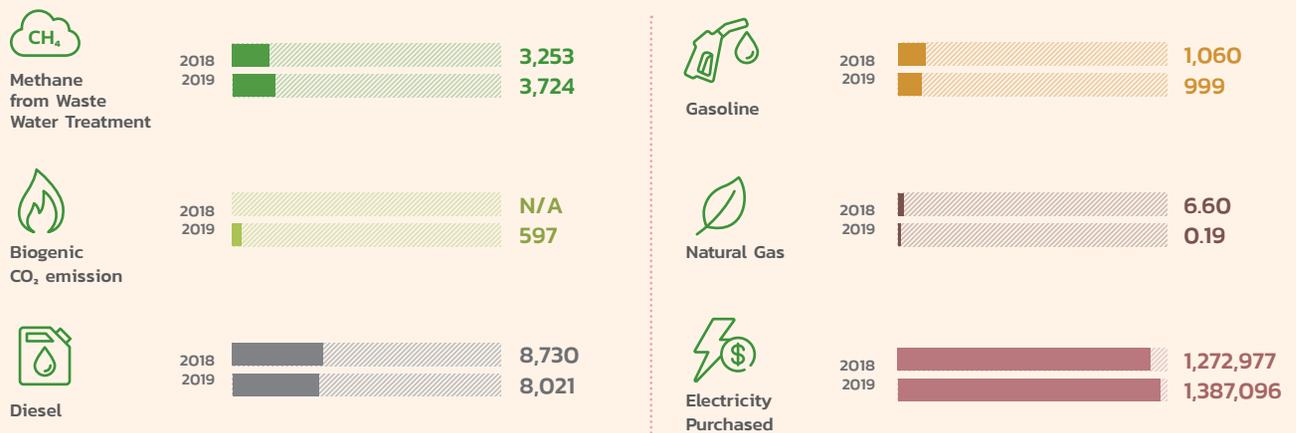


Carbon Offset (tonnes CO₂e)



*Carbon offset calculated from reduced plastic consumption project and renewable energy consumption

GHG Emissions by Source (tonnes CO₂e)

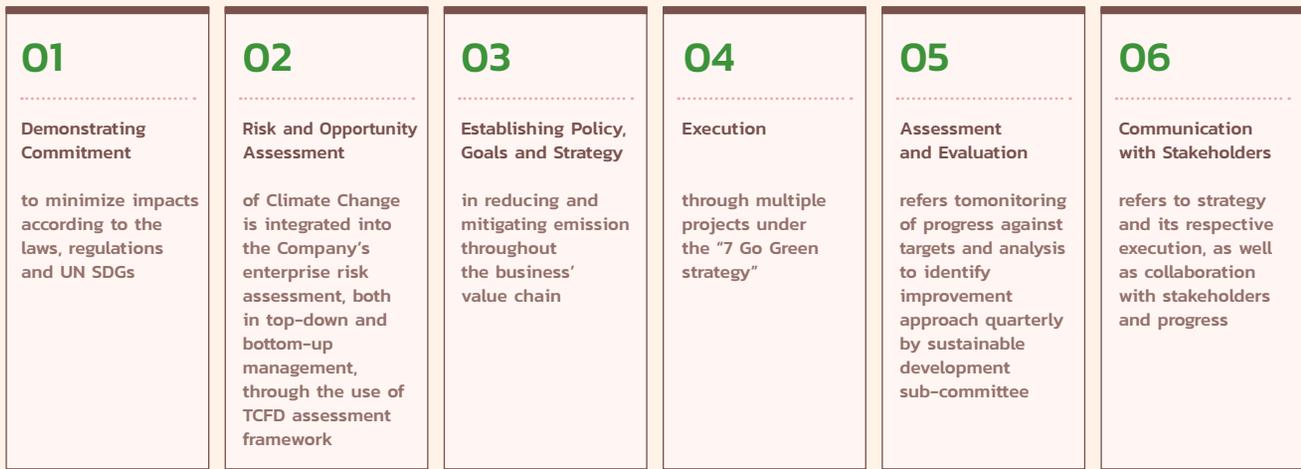


Management Approach

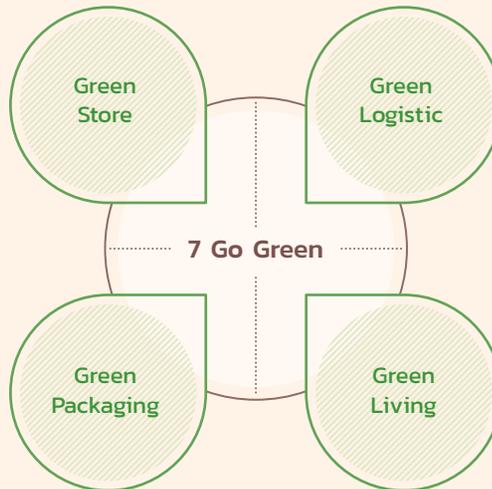
The Company established climate change management approach in tandem with responsible business approach. Measures were developed to enhance energy efficiency and energy conservation. There are also measures to increase renewable energy consumption, and plastic packaging management in line with the Government’s

plastic waste management plan. The Company supports and collaborates with other sectors to mitigate impacts from business operations, and to reinforce the public’s awareness and recognition on how significant environmental issues are.

Climate Change Management Framework



7 Go Green Strategy



Furthermore, the Company continuously communicates performance to stakeholder to demonstrate transparency and traceability through CDP’s Climate Change Disclosure system, sustainable reports, and the Communication on Progress (COP) to the UN Global Compact (UNGC).

Climate Change Risk and Opportunity Assessment

The Company assesses climate change risks and opportunities through enterprise risk assessment from bottom-up, in which each business unit specifies risk factors relevant in their operation through Risk Champion. Top-down assessment refers to an assessment through corporate strategy board, which includes current and emerging risks according to Task Force on Climate-related Financial Disclosures (TCFD). Multiple factors will be considered and assessed, as follows.

Factors for Risk Assessment

	Risks	Impacts to Business
Physical Risk	Acute and chronic physical risks may occur from climate change, such as floods and drought, unpredictable climate change, increased temperature	<ul style="list-style-type: none"> • Damage to factories, branch stores, infrastructure and equipment • Product management, such as management plan, storage and logistics • Production and quality of products • Agricultural produces – the Company’s key products • Energy performance and respective expense
Policy and Legal	Current and emerging policy and legal risks may have impacts to business and regulations on climate; there maybe changes from the global stage, government and forecast of climate change scenario	<ul style="list-style-type: none"> • Legal and regulatory compliance regarding energy-saving building design • Change of refrigerant due to the phased out of former refrigerant following to the governance’s announcement • Cost, management, alternative material sourcing, and operations required for single-use plastic management
Technology	Technological risks may affect business, requiring adaptability towards different technological changes	<ul style="list-style-type: none"> • Expense for technological change, such as infrastructure or equipment to facilitate technology, as well as training for employees and experts
Reputation	Reputational risks from stakeholders’ increased expectation, which affects the brand’s reputation, value, products, services and business operations	<ul style="list-style-type: none"> • Negative reputation regarding the environment and climate, if there is no apparent performance as a largest retail business in Thailand

Factors for Risk Assessment

	Opportunities	Impacts to Business
Resource Efficiency	Opportunity to increase efficiency of energy consumption and other resource, as well as increasing the proportion of renewable energy used, via advanced and diverse technology available	<ul style="list-style-type: none"> • Reduced cost due to effective energy consumption • Reputation for effective energy consumption • Reduced cost of resource and waste management
Energy Source	Opportunity to select an energy source which is stable and diverse	<ul style="list-style-type: none"> • Opportunity to select solar panels with increased efficiency and affordability, which allows reduction of energy expense and serve as reserve electricity generator in case the main electricity network malfunctions
Produces and Services	Opportunity to increase the proportion of certain products and services, which enhances reduction of GHG emissions and are environmentally friendly.	<ul style="list-style-type: none"> • Enhance innovation of products and services and increased of products and service's income • Increasing of good reputation from product and services which reduced of GHS emissions
Market	Opportunity to increase competitive capacity and market edge over competitors in aspects related to climate change	<ul style="list-style-type: none"> • Revenue from environmentally friendly products • Add the channels of products and services, including with rapidly accessing of customer

Note : The management process remains in the consideration and planning process



1. Green Store

The Company continuously improved multiple electrical system and equipment in 7-Eleven stores under the sub-strategy ‘Green Store’ through several projects, as follows.

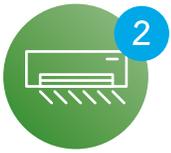
- | | |
|--|--|
| <ul style="list-style-type: none"> 1 Efficiency Improvement of Cooling Coils for Large Cooling Vaults Project 2 Inverter Air Conditioner Project in 7-Eleven 3 LED Lightbulb Project 4 In-Store Exploration and Climate Monitoring Project | <ul style="list-style-type: none"> 5 Solar Energy Project 6 Improvement of Screenless Product Display Shelves Cooling System Project 7 Knockdown Store Project 8 Electric Vehicle Charging Station |
|--|--|





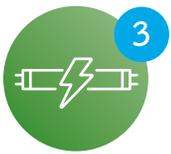
Efficiency improvement of cooling coils for large cooling vaults project

There are 1,341 stores whose cooling coils' efficiency have been improved. This resulted in reduced energy consumption per month at 163.78 kWh per store on average. There is a plan for further installation of 200 stores per year, starting from 2020 onwards.



Invert Air Conditioner Project in 7-Eleven

In 2019, there have pilot stores where original air conditioners have been replaced with an inverter air condition. This resulted in reduced energy consumption per month at 864 kWh per store on average. In this project, the Company changed refrigerants to R-32 which is more efficient as a cooling agent. R-32 even has a lower Global Warming Potential (GWP) than the previously used R-22 and R-410A. As of now, replacement has completed in 807 stores, especially for new store and improved equipment store. It will be able to reduce GHG emissions by 7.924 tonnes CO₂e per store.



LED Lightbulb Project

There is now a total of 3,983 stores where lighting systems have increased luminescence efficiency, such as light signs, product shelves, and lights above the doors. This upgrade reduces energy consumption by 482.65 kWh per store per month. The Company plans to implement this project to all new store.



In-Store Exploration and Climate Monitoring Project

Since 2018, the Company has been working and developing Internet of Things (IoT) to collect and analyze performance data of various equipment in the store. This comprises coolers and air conditioners. The system monitors temperature, as well as calculate and notify for maintenance when there are abnormalities, prior to actual malfunction. This project enhances effectiveness in communication, reduce time and maintenance cost. Additionally, the project reduced electronic waste and food waste that may occur if an equipment malfunctions. In 2019, the Company trialed run with 3 of 7-Eleven stores, which are Samyan Mitrtown branch, Prasarn Mittr branch, and Silom 19 branch. Upon investigating equipment, such as packaged food coolers, chillers and coolers for beverage, shown in the figure. There is a plan for futher installation of 200 stores per year, starting from 2020 onwards.

There are
1,341
stores
which decreased

energy consumption
per month at
163.78
kWh per stores
on average



It will be able
to reduce
GHG emissions by
7,924
tonnes CO₂e per store.



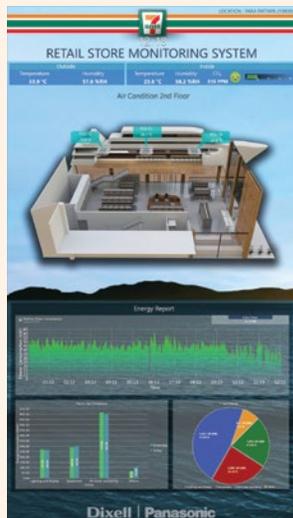
This resulted in reduced
energy consumption
per month at
864
kWh per store
on average



There is now
a total of
3,983
stores



To reduced energy
consumption by
482.65
kWh per store
per month.



Solar Energy Project

5.1 7-Eleven Stores



In 2019,
10
stores were
installed
the Solar Cell



Total generation
electricity of
196,680
kWh per year



Reduced GHG
emissions by
114.49
tonnes CO₂e.

5.2 Siam Makro



In 2019,
20
stores were
installed
the Solar Cell



Total generation
electricity of
2,803,922
kWh per year



Reduced GHG
emissions by
1,632.16
tonnes CO₂e.

5.3 CPRAM



In 2019,
1
stores were
installed the
Solar Thermal



The solar thermal
can replaced the
electricity of
766,500
kWh per year



Reduced GHG
emissions by
446.17
tonnes CO₂e.



Improvement of Screenless Product Display Shelves Cooling System Project

There is now a total of 412 stores where improved the screenless product display shelves cooling system project. This upgrade reduces energy consumption by 242.7 kWh per store per month. It will be able to reduce GHG emissions by 698 tonnes CO₂e. The Company aims to expand its improvement by 200 stores per year from 2020 onwards.



Reduced energy consumption by

242.7

kWh per store per month



Knockdown Store Project, Reuses materials from building's exterior

In 2019, there are a total of 64 stores in this project. From 2020 onwards, the Company aims to increase the installation to 200 stores per year.

In 2018, **64** stores



were installed the Knockdown Store project.

Company has a further expansion plan to



200▲ stores by 2020



Electric Vehicle Charging Station

It was the Company's aspiration to facilitate Electric Vehicle (EV) Plan of Energy Policy and Planning Office, Ministry of Energy. The Plan aims for the country to have 1.2 million plug-in hybrid and battery hybrid cars on the road by 2026. The Company collaborates with Metropolitan Electricity Authority (MEA) to install normal-charge EV charging stations upon agreed conditions and responsibilities. A number of 4 stations have been installed at 2 of 7-Eleven stores, which are Ban Suan Lasarn (Sri Nakarind) and Charan Sanitwong 11. In 2019, additional installations were further implemented across 17 stores. The Company expects to take embrace an active role in distributing EV charging stations in branches meeting criteria. To name a few, the criteria requires a parking space to have more than 8 cars, parking is in straight line as opposed to diagonal, and has no slope.





2. Green Logistic

The Company continuously operates logistics and distributions while remaining considerate to the environment. The operation focuses in enhancing effectiveness of product logistics and distribution, in reducing fuel required and greenhouse gas consumption. The Company made the changes possible through resizing of vehicles, transport time management. Furthermore, there is collaboration with transporting companies in collecting greenhouse gas data under the Green Logistic Strategy. Additionally, the Company adopts criteria of

Leadership in Energy & Environmental Design (LEED) for development and designs of distribution centers across the country. As of 2019, there are a total of 2 distributions centers certified for Green Building and one distribution center has certified for Thai's Rating of Energy and Environmental Sustainability (TREES). In addition, there vehicles of distributions centers have been resized, this efforts reduce transportation fuel by 3,522,189 liters per year, reduce GHG emissions by 9,670 tonnes CO₂e.

1 Solar Cell Installation in Distribution Centers Project

A total of 14 distribution centers had installed Solar Cell to generate electricity for the Temperature-controlled distribution center (CDC) areas. There are 3 CDC areas which are CDC Khonkaen, CDC Bang Bua Thong and CDC Lamphun could generated 192,780 kWh of electricity.

2 Daily Runner Project

It's a pilot project by CP Retailink Co. Ltd.'s. Solar cells are installed on the roof of all-day transportation vehicles to provide electricity for in-vehicle cooling equipment. Presently, there is a total of 28 vehicles with solar cells, comprising of 15 transportation vehicles, 3 coffee shop vehicles and 10 maintenance service vehicles.

3 Solar Thermal Project

The solar thermal project increases the proportion of renewable energy consumption. It utilizes underground hot water from 400-500 meters depth, which has the temperature of 50 Celsius on average, for cleaning of production equipment. This helps replace the water-heating in production process. Originally, water is heated using electric power. In 2019, as much as 309,370 kWh of energy consumption has been reduced. Simultaneously, the project enables reduction of GHG emissions by 180 tonnes CO₂e. The solar thermal project is one of the projects demonstrating the Company's commitment to use renewable energy and enhance sustainability to business, society and the environment.

4 Solar Tube Project

This project aim to reduce electricity consumption in production process by using the solar energy, such as in water boiling and water heating process. In 2019, the project reduces natural gas consumption by 27,703 kilograms per year, or an equivalent to 11.78 tonnes CO₂e of GHG emissions.

3. Green Packaging

The Company aims to continuously “Decrease and Discontinue” plastic bag usage. Policy and guideline on packaging have been established, along the goal to reduce amount of waste landfilled to minimum. The Company planned out a Roadmap consistent with the Government’s plastic waste management plan, which aims for 100% reuse of plastic by 2027. The plan is to reduce waste generated at source. However, there remains exceptions for plastic usage in products requiring it, such as ready-to-eat meals. The plan is substantiated with promotion of environmentally-friendly packaging to reinforce awareness of entrepreneurs and consumers alike, encouraging them to opt for environmentally-friendly packaging. This consists of several projects, which can be categorize according to the primary measures, as follows.



The 1st Measure
To decrease and discontinue plastic at-source, through development of eco-friendly packaging



The 2nd Measure
To decrease and discontinue plastic consumption by driving for a decrease and a discontinuation of single use plastics



The 3rd Measure
To manage post-consumption plastic waste through support and promotion of plastic waste reuse and recycling (circular economy)

Note: The 3rd Measure will be mention in Chapter “Protecting the Ecosystem and Committing to Being Green”

Thai Government sets the goal to Phased out for 7 types of single-use plastics

Products to be phased out by 2022 comprises

- 1 Water bottles’ Cap seal
- 2 Products with ingredients containing OXO
- 3 Microbeads

Products to be phased out by 2025 comprises

- 4 Plastic bags whose thickness is less than 36 microns
- 5 Food-containing foam packages
- 6 Single-use plastic cups
- 7 Plastic straws

Note: Thai Government determine that the Modern Trade business have to phased out shopping bags whose thickness is less than 36 microns since January 1, 2020. However, it has temporality allow to grant of usage with 4 categories of products. For CP ALL Plc., warm food products and fruits has arrange to this exceptional category

1 7 Go Green 24/7

7 Go Green 24/7 is a project focuses in improving packaging used in 7-Eleven stores, opting for those made of natural and bio-degradable materials. This can be achieved through multiple of initiatives, such as “Green Cups,” which are biodegradable, to be used with a drinks from dispensers, and 7 Select and All Café beverages. Furthermore, there are the projects to switch materials used for wrapped straws to papers. Nowadays, over 300 branches have started using packaging made from natural materials. These are locations in hospitals, universities, and tourist attraction along the coasts. The implementation has been expanded to over 300 branches, within hospitals, universities and islands that are important natural attractions store branches.



2 PVC Phase Out Project



Furthermore, for National Brand products, the Company has also requested for Critical Tier 1 suppliers’ collaboration to discontinue PVC. 16 from 51 Suppliers (31%) had collaborated in 2019.

3 Plastic Consumption Reduction to be Achieved through Packaging Design

3.1 In 2018, the Company has improved the production process of cooked rice containers, changing from injection to thermoform instead. Later in 2019, the Company continues to move forward in developing ready-to-eat meals' packaging to be more environmentally friendly. There are new designs, as follows.

Cooked Rice

Changing stickers on the lid to a printing on the side to reduce the need for plastic. Reducing material preparation process for recycling. Reducing non-recyclable waste by **24** tonnes in 2019, from **5** million containers used per month.

The diagram illustrates three stages of packaging design for cooked rice. The top row shows three containers with stickers on their lids. The bottom row shows three containers with the same information printed on the side of the lid. Red arrows point from the top row to the bottom row, indicating the transition. Vertical dashed lines separate the three examples.

3.2 Adjust, modify, resizing the size and thickness of plastic bags for warm food products. Meal bags are used to replace L-size plastic bags, making it more function appropriate. There are 70 million Meal bags used in 2019. This means the efforts reduce as much as 133 tonnes of plastic usage per year.

70 million Meal bags used in 2019
133 tons of plastic usage per year
 Reduced plastic consumption by

3.3 Change a 1-hole rice tray in square shape by adjusting the plastic lid become a top seal

1-hole rice tray with square shape (Crab and shrimp fried rice)

From having a closable lid and a sticker on top, the design was shifted to having a top plastic seal to reduce the amount of plastic require, the sticker and other non-recyclable waste by **34** tonnes in 2019. The post-consumption can be as much as **1.1** million containers per month.

The diagram compares two designs for a 1-hole rice tray. On the left is a traditional design with a separate lid and a sticker on top. On the right is a new design where the lid is integrated into the tray with a top seal, eliminating the need for a separate lid and sticker.

4 Foam Phase-Out at 7-Eleven Stores

The Company is committed to phase out polystyrene foam in 7-Eleven stores, in alignment with the campaign from Department of Health. The aim is to raise awareness to entrepreneurs and consumers in opting for environmentally friendly packaging instead of foam packaging. The latter can be damaging to health, and is difficult to naturally degrade. Furthermore, the Company also promotes 'decrease and discontinue' of single-use foam packaging, aspiring to become a 100% zero-foam packaging organization. In conjunction, Siam Makro Co. Ltd., a subsidiary under CP ALL Plc. has also announced

the intention to stop distribution of food packaging made from foam. The project is called "Say Hi to Bio, Say No to Foam", inviting you to use environmentally friendly packaging." A total of 12 Siam Makro branch stores has piloted the project. Participating branches comprises Phuket, Krabi, Thalang, Samui, Rawai, Lamai, Pha-Ngan, Patong, Koh Chang, Ao-Nang, Karon and Ban Phe. The Company promotes entrepreneurs to opt for more eco-friendly products, which is one of the approaches to minimize environmental impacts.

5 Paper Gram Reduction in Cups

A Phase II Paper Gram Reduction in Cups Project has collaboration with suppliers whose producing paper cups for the Company, comprises of KMP Company Limited and CPPC Company Limited. The goal is set to reduce paper consumption and standardization the paper grams of the cups to be consistent. Forecasting, this project will be deploy throughout the country and reduce paper usage by 145 tonnes by 2020.

6 Reduce Plastic Consumption and Enhance Recycling

Changing film packaging of hot sandwiches, from multi-layer film to one-layer film. The latter is mono materials and monolayer, therefore ensuring greater ease in waste management. The project was executed in collaboration with NSL Company Limited (supplier) and TAK Company Limited (packaging dealers). This project remains in development process.

7 Utilize Raw Materials from Sustainable Replacement Forests



Examples of verified PEFC packaging

Beyond aforementioned program, as derived from packaging policy, the Company is also committed in utilizing resources from sustainable sources. The approach is put in collaborative efforts of packaging development with a supplier, Tri Sam Company Limited to ensure that the papers sourcing from sustainably managed, regulated forests and certified with PEFC. In 2020, the company has developed the hot sandwiches’ box with PEFC labeling as much as 985 tonnes of product. Moreover the Company was executed in collaboration in straw wrapped paper development with a supplier, B&B Strawpack Company Limited, there are the projects to switch materials used for wrapped straws to papers. These are locations in islands, universities, hospitals and parks. These have been certified for FSC. As of 2019, consumption was at 32 tonnes by the year.

4. Green Living

CP ALL Plc. Is committed to operate according to plastic reduction campaign. Raising awareness and understanding to youths, community, employees and customers, is part of the efforts to reduce plastic bags. This demonstrates the Company’s commitment to instill environmental considerations. An example would be the program ‘Reducing a bag a Day, You can do it.’ The program re-adjusts consumers’ behaviors to refuse plastic bags, and has been deployed continuously. In 2019, each plastic bag rejection equates to 0.2 Baht, which will be donated to 77 local hospitals for their medical equipment purchase. Similarly, it is also the efforts in environmental conservation – facilitating towards more sustainable society. The project has public relations campaign through advertisement, under the concept, ‘The best promise is actionable one.’ The concept were expressed by Khun Toon Artiware and BNK 48. In 2019, the Company was able to reduce plastic consumption by 1,152 million bags

in accumulation. It was able to reduce GHG emissions by 23,476 tonnes CO₂e, and donated a total of 134 million baht to siriraj hospital and 77 local hospitals. Similarly, in response to the Government’s policy driving for plastic bag ban; the company has organized a press conference, ‘Thais Assemble, Refusing Plastic Bags’ in 2020. The goal is to conserve the environment. It has been announced that from 1st January 2020 onwards, all 7-Eleven stores across Thailand encouraged customers to refuse and bring their own cloth bags, or opt for other packaging with eco-friendly materials.



Simultaneously, CPRAM Co. Ltd, a subsidiary under CP ALL Plc. is committed to campaign for reduction of plastic bag consumption. Their efforts culminate in “CPRAM Green Life Project,” through raising of public awareness for efficient resource consumption, and encouraging behavioral change to decrease and discontinue usage of non-eco-friendly products. CPRAM has organized knowledge-sharing activities for employees, ‘Zero Waste Station’ activity, which enhance employees’ understanding on waste sorting and its benefits. There are also, ‘Energy-Saving’ activity, which shares how energy can to use energy effectively. Such activity reinforce employees’ consideration when it comes to resource usage. There are also ‘Cloth-Bag Painting’ activity, which let employees to create their own patterns and use their self-designed bags instead of plastic bags. Participation fees is at 20 Baht, and is donated to buy lunches for underprivileged children. There are also, ‘Eat Good No Food Waste’ activity which shares knowledge on how to reduce food waste, one of the most prevent challenges at present. Employees also learn how to grow organic vegetables from farmers themselves. Similarly, CPRAM also gives out cloth bag to employees to encourage phase-out of plastic bags in 7 corporate branches. The branches are, Lad Lum Kaew, Lad Krabang, Bo-Ngern, Chonburi, Khon Kaen, Lumpoon, and Surathani. In 2019, the reduction accumulates to 176,000 plastic bags (from October 2018 – September 2019) with total GHG emissions reduction by 4.14 tonnes CO₂e.

Low Carbon City

CP ALL Plc. in collaboration with Thailand Greenhouse Gas Management Organization (TGO), United Nations Development Plan of Thailand (UNDP Thailand) have signed an agreement to work together and realize sustainable development goals. This comprises campaigning for reduced plastic bag consumption, and promotion of energy efficiency through sustainable management system. This was pilot in 5 provinces, consisting of Chiang Mai, Khon Kaen, Nakhon Ratchasima, Phuket and Koh Samui, Surathani. The collaboration focuses in addressing plastic waste management, and promotes development of urban environment to community, society, as well as Thailand. In tandem, the goal is to reduce greenhouse gas emission, the key factor behind global warming, and to drive the city towards sustainability – before expanding to across the country.



Carbon Label Participation

The Company has received Carbon Footprint assessment for its products, registered and labelled Carbon Footprint label on their products. The labels enable consumers to be part of GHG emissions reduction efforts. The Company currently proceed to register the Carbon Footprint Labelling by Thailand Greenhouse Gas management organization (TGO) with 5 products comprising “Rice topped with stir-fried pork and basil”, “Rice topped with stir-fried shrimp and basil”, “Crab Dumpling”, “Big Minced Pork Bun” and “Big Minced Pork with Salty Egg Bun”. These products are certified of Carbon Footprint for

Products (CFP). Two products namely, “Big Minced Pork Bun” and “Big Minced Pork with Salty Egg Bun” were certified the Carbon Footprint Reduction (CFR), and the Carbon Footprint for Organization (CFO) in 1 organization.



Carbon Footprint for Products Label

5 Products Certified



Carbon Footprint for Organization Label

1 Organizations Certified

Protecting the Ecosystem and Committing to Being Green

KEY PERFORMANCE IN 2019



Planting **8,400** trees to restore the environment



Recycling **23.60** tonnes of plastic

Supporting the SDGs



SDG12 Responsible Consumption and Production

12.3 Reducing food waste created in the production process, the supply chain, retail and consumption.

12.5 Reducing the creation of waste by focusing on the process of prevention, reduction, recycling and reusing.



SDG13 Climate Action

13.3 Increasing awareness on climate change and promoting action against loss by adapting, mitigating impact and alerting communities.



SDG14 Life Below Water

14.1 Preventing and reducing pollution on marine nutrients from waste.



SDG15 Life on Land

15.2 Sustainably managing forest resources, restoring degraded forest conditions and expanding forest areas.



2020 GOAL



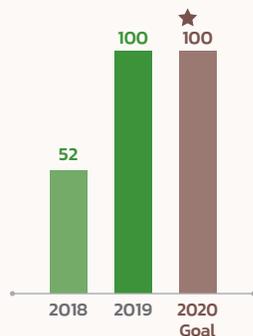
100% of raw material sourcing passed an assessment to ensure that the source does not pertain deforestation or damages of marine resources



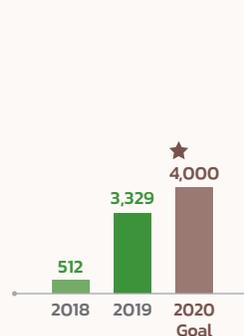
Reduce the use of plastic by a total of **7,300** accumulated tonnes (2019-2020)

PERFORMANCE AGAINST GOAL

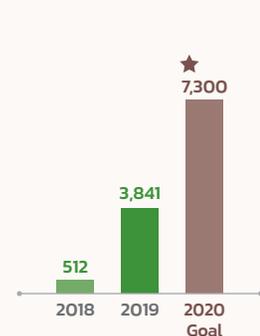
Conduct Assessment to Procure the Raw Material Process from Responsible Sources (%)



Reduced Plastic (tons)



Reduced Plastic (accumulated tons)



Challenges

Influenced by current events and our changing world, digital technology and innovations have underwent rapid development. However, biodiversity has plummeted due to climate change and human actions. Aside from the loss in biodiversity, the increasing amount of plastic in the oceans and depleting natural resources are major points of concern. CP ALL Plc. and its Subsidiaries (“the Company”) are committed to environmental management and biodiversity. The Company is conscious of its impact from plastic waste on the environment and the long-term effect on its business reputation and resource management. Therefore, the Company focuses and supports environmental conservation and the protection of biodiversity in order to mitigate the current impact and preserve natural resources for future generations.

PROGRESS IN 2019

 Reforestation Project

 7 Go Green Recycled Plastic Road Project

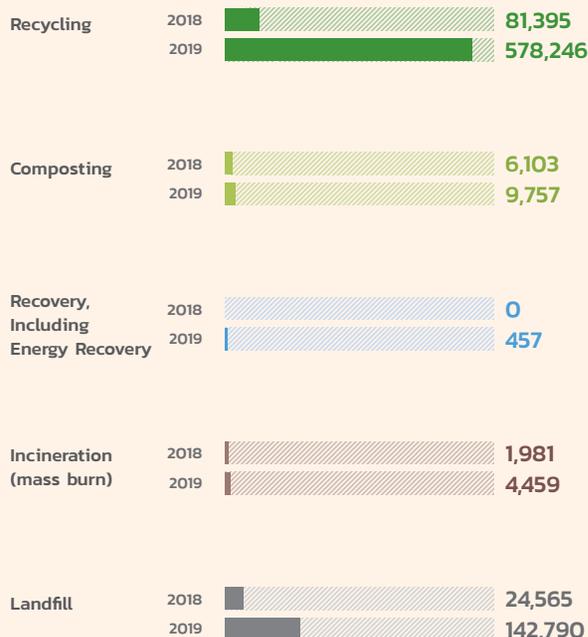
 Magic Box Recycling for Sharing Project

 Love Phi Phi, Say No to Plastic Bag

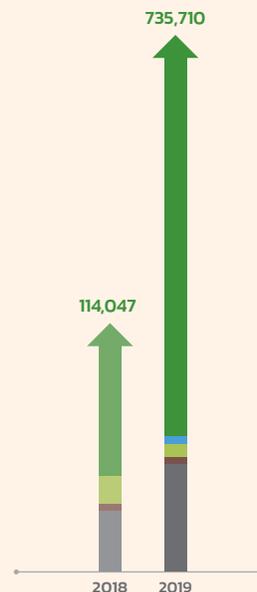
ECOSYSTEM AND BIODIVERSITY PROTECTION DASHBOARD

Waste Management

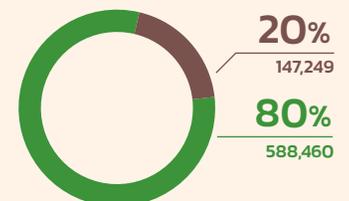
Waste Generated by Type (tonnes)



Total Waste Generated (tonnes)



Percentage of Waste Management in 2019



Waste Intensity

1.29
tonnes per million Baht of revenue

Management Approach

The Company is committed to be a sustainable business that is environmentally responsible, through awareness raising. The Company’s attention is focused on mitigating impacts from the business, products and service under the environmental policy, as well as sustainable procurement policy and business partner guideline implemented throughout the supply chain. These policies and guidelines are set in place with the goal of utilizing resources efficiently and using less of the already limited natural fuels. In addition to the aforementioned goals, the Company is adamant on being a part in solving climate change challenges, promoting efficient water management, reducing deforestation and

preventing environmental damage, which directly affects biodiversity. The Company combines environmental impact mitigation with business operations under the “7 Go Green” strategy and develops projects on waste management and green packaging to reduce the impact on the environment and biodiversity. Additionally, the Company promotes and supports reusing waste and creating value from it through circular economy. For starters, there is the 7 Go Green Recycled Plastic Road project and the Eco Store project. These projects increase the business’ ability to grow while sustainably preserving natural resources and protecting biodiversity.



7 Go Green Recycled Plastics Road

The 7 Go Green Recycles Plastics Road applies circular economy to complement the plastic management of bags, trays, bottles and cups for recycling. The project plays a part in solving the global crisis on marine plastics and is a collaboration between CP ALL Plc., SCG Chemicals Company Limited and Dow Thailand Group. The recycled plastic is used to build roads and undergoes multidisciplinary processes and techniques that increase the road’s strength and endurance against corrosion.

This collaboration on recycled plastic roads is the first of its kind to provide support and development to the communities around retail stores by taking plastic waste that is separated from offices, the distribution center, 7-Eleven stores, CPRAM Company Limited, Panyapiwat Institute of Management, Panyapiwat Technology College, hospitals and communities around 7-Eleven stores. Approximately 0.865 tonnes have been brought back to use in communities.



At present, roads were built around two 7-Eleven stores at Sai Mai Soi 3 and Rat Phatthana Soi 24, and two office areas. The Company is steadfast in developing and scaling this project to other areas depending on the condition of the area. For example, the Flagship Store area provides communication and a Green Total Image for all. It is further expansion to Thara Pattaya Project, PIM EEC Project, in Chonburi Province and the Chaeng Wattana Office Building to reduce the amount of plastics that enters the ecosystem and affects biodiversity.



Furthermore, the Company aims to focus on the study of reusing milk and food cartons (aseptic cartons) in the store. At this moment, the study is conducted by Tetra Pak (Thailand) Co., Ltd. The producers of aseptic cartons and Fiberpat Co., Ltd. are developing the recycling process of aseptic cartons into household decorations to reduce environmental impact and promote recycling.

Moreover, this collaboration improves the corporate image on environmental friendliness. Recycled material from milk and juice cartons can be used in stores as rooves, mirrors and other decorations. The three types of remaining materials use to produce equipment or interior decorations for the 7-Eleven stores under “Green Store” project.

3 Types of Remaining Materials

- Waste from 7-11 stores, Such as plastic bags, Plastic bottles, Cans, Plastic straws and Glass bottles
- Domestic waste, Such as egg shells
- Construction materials that have been certified as environmentally friendly materials

Next Plan

- Launch of the pilot **3** stores per year
- Expanding the remaining materials uses to **3** types





Magic Box Recycling for Sharing

The Company intends to reduce environmental impact by promoting and supporting the recycling of plastics. Under the principle of circular economy, the Company provides opportunities for students and schools in need of support through collaboration with Ampol Food Processing Company Limited, Tetra Pak (Thailand) Company Limited, Thai Parcel Company Limited and SIG Combiblock Company Limited. The partnered organizations collect donated UHT cartons and paper beverage cartons that have been disassembled, washed and stored. The donated cartons are recycled into tables and chairs for students in necessitous schools. An amount of 2,500 cartons can be recycled into one set of furniture consisting of one table and one chair. In 2019, a number of 28,010 cartons were donated. In the future, the Company plans to buy UHT cartons and paper boxes that have been disassembled, washed and stored, and add them to the Waste Bank Project.



28,010
cartons were
donated in 2019



Can be recycled
into the
11 sets
of table and chair

In 2019, this project was able to reduce the amount of waste disposal by **22,460 kg**



If calculated in terms of Green House Gases, it is **17** tonnes CO₂e.



The Company produced **1,123** pieces of 1 m x 2.4 m roof tiles.

Greenroof Project

Additionally, CPRAM Company Limited, Lat Krabang has implemented the Greenroof project. UHT cartons from the bakery production process and staff that consume the beverages are recycled into rooves.



Partnership for Eco Bags

Siam Makro Public Company Limited to mitigate environmental impact by promoting circular economy for sustainable consumption. The Company has designated its policy and target to increase eco packaging from 20% to 40% within 2019 and partnered with King Energy and Medical Solutions Company Limited. The Company promoted and supported recycling, and produced eco garbage bags that were made from landfill plastics. The collaboration birthed an eco-garbage bag under the name of “Hero”.



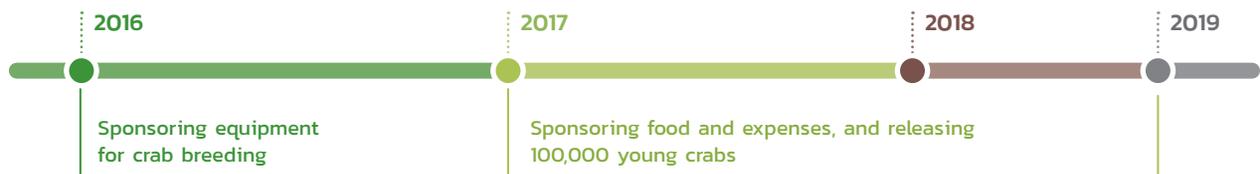
Eco-garbage bag project can reduce the amount of plastics in landfills by **20,000** tonnes per year.

Sustainable Blue Crab Project

Crab meat is one of the main raw materials in CPRAM’s factory and is a key component of ready-to-eat dishes in 7-Eleven. At present, the demand for crab meat is continuously increasing. CPRAM acknowledges the importance of the above issue and has, therefore, extended the concept of preserving blue crabs in the Gulf of Thailand and the Andaman Sea under the Sustainable Blue Crab project. By collaborating with the Department of Fisheries, Surat Thani Coastal Fisheries Research and Development Center and Vila Crepe Products Company Limited, the Company aims to increase the number of blue crabs along the coast of Surat Thani and preserve the province’s natural resources. Simultaneously, the collaboration supports entrepreneurs who are local fishermen to practice sustainable fishing through local breeding of crabs and regulations so that the crabs can mature and grow larger. The Company has been able to increase the number of crabs in its natural habitat by 100,000 crabs. In conclusion, the project is designed to be long-term and has been continuously driven since 2012.



Increased the number of crabs in its natural habitat by **100,000** crabs





The number of candidate who submitted videos to the New Gen Zero Food Waste project

259 videos in 1st year

363 videos in 2nd year



Students from the secondary level submitted

109 videos in 1st year

127 videos in 2nd year



Students from the graduate level submitted

150 videos in 1st year

236 videos in 2nd year

New Gen Zero Food Waste Project

The objective of the project was to raise awareness on food waste among the new generation through Facebook. The new generation plays an important role in creating and driving change. To empower them, a competition was held with the challenge of producing a 3-minute video under the concept “The End of Food Waste”. The competition provided a means of support and a stage for secondary and graduate level students to show their abilities and creativity in raising awareness. The videos showcase the issue of food waste where it comprised 41.95% to 44.99% of garbage in Bangkok. The New Gen Zero Food Waste project shared information regarding the global trend on food waste, an approach to utilize food waste, methods for prevent food waste in people’s daily lives and means of eliminating food waste via online channels. In the effort to create another channel to raise awareness on food waste, 259 videos were submitted to the New Gen Zero Food Waste project during its first year. Students from the secondary level submitted 109 videos and students from the graduate level submitted 150 videos. The piece of art from the graduate level won the first prize and the team was awarded 100,000 baht along with a trophy and certificate. The team was called “Why Don’t We Eat Kao Lham in the Refrigerator?” from King Mongkut’s University of Technology Thonburi. The winner of the secondary level was awarded 80,000 baht with a trophy and certificate. The team was called “Abstract” from the Demonstration School of Srinakharinwirot University, Pathumwan. During the New Gen Zero Food Waste Project Year 2, there were 363 teams that submitted video clips. They were 127 from the secondary level and 236 from the graduate level. The winning piece from the graduate level was “3 Phak the Revenge of Vegetable” by team “Chakorn Studio” studying at Chandrakasem Rajabhat University. The winning piece from the secondary level was “Warning! Food Waste!” by team “Who Sells Chicken Eggs” studying at Suankularb Wittayalai School.



Reducing Environmental Hazards with a Good Heart Project

It is one of the projects that has been extended under the 7 Go Green strategy. Participants kayaked to collect garbage on Samet Island. The event was held on the World Environment Day on 5th June with the goal to maintain cleanliness and care for natural resources and the environment.



Reforestation Project

The Office of Operation 2 in the NE area led employees to participate in community service activities with provincial finance administrators from Nakhon Phanom, government agencies, state enterprises, private organizations, local government organizations, schools and the people of Nakhon Phanom province. As a team, they planted a total of 6,810 yellow star trees and economic crops, such as teak trees, Siamese rosewood trees, black rosewood trees, Pradu trees and bamboo, along the Nong Kin Reservoir, Nong Kin Subdistrict, Mueang Nakhon Phanom District in honor of His Majesty King Vajiralongkorn. The event was held under the auspicious occasion of the coronation to promote energy conservation, restore natural resources and the environment in Nakhon Phanom in 2019. The goal was to restore forests back to fertile green areas, reduce carbon dioxide, provide a suitable location to relax and establish an economic crop learning center of Nakhon Phanom.

Being aware of the importance of forests and mangrove forests, the Company's distribution centers organized a reforestation and mangrove forest project in different areas. The forest restoration project and dams at Salak Phra Wildlife Sanctuary in Kanchanaburi as well as the Chalerm Phrakiat Mangrove Forest at Bang Khun Thian Mangrove Learning Center in Bangkok were initiated by the distribution center at Bang Bua Thong.



Planted a total of
6,810
yellow star trees
and economic crops



Love Phi Phi, Say No to Plastic Bag

Following the success of the Lanta Go Green project, the company has continued to expand its area of influence on reducing the impact of plastic bags at sea. A collaboration with the Tourism Authority of Thailand, the Office of Natural Resources and Environment, Krabi Ao Nang Subdistrict Administration Organization, Noppharat Thara-Phi Phi Islands National Park, Green World Foundation, Phi Phi Protection Group and Phi Phi Island Tourism Club founded the "Love Phi Phi, Say No to Plastic Bag" project

in celebration of the World Environment Day on 5th June. The project organized a campaign to reduce and stop using plastic bags on the islands, which are important natural attractions. Employees, customers, communities and the public were invited to reject plastic bags and use cloth bags instead. They also participated in a big cleaning activity and persuaded travelers to stop using plastic bags and to not bring the bags onto the islands. Other activities are listed below:

- 1** Educating children at the Royal School of Koh Phi Phi on waste sorting, the types of waste and the impact of waste on the environment under the 3R principle – Reduce, Reuse and Recycle – through activities to create a educational center on waste separation.
- 2** Campaigning to tourists, communities and people on the island on environmental awareness and the importance of reducing plastic bags.
- 3** Collecting garbage with students while creating awareness on preserving natural resources. Furthermore, the Company campaigned to reduce the use of plastic bags on 4 islands, namely Koh Lanta, Koh Yao Noi, Koh Samet and Koh Lipe, and is ready to extend the campaign to other islands.



Water Stewardship

KEY PERFORMANCE IN 2019



Reduce water withdrawal intensity by **7.14%** compared to the 2015 baseline



Water reused and recycled by **5.53%** of all water withdrawal



100% completed of water risk assessment of the Companies' operational areas (only consisting of CP ALL Plc., Siam Makro PCL and CPRAM)



100% completed review of water scarcity risk assessment in Critical Tier 1 Suppliers operational area

Supporting the SDGs



- SDG6 Clean Water and Sanitation**
- 6.1 Equitable access to safe and affordable drinking water for all
 - 6.3 Improve water quality by reducing the release of hazardous pollution to the water sources and decreasing the amount of untreated wastewater
 - 6.4 Improve efficiency and management to sustainably address water shortage problems



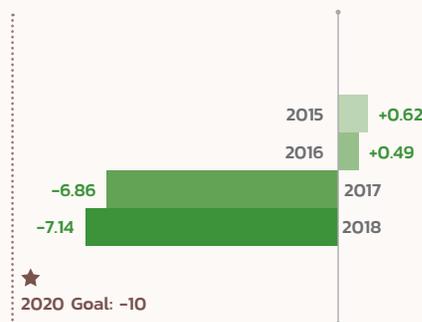
2020 GOAL



Reduce water withdrawal intensity by **10%** by 2020, compared to the 2015 baseline.

PERFORMANCE AGAINST GOAL

Percentage of Reduction of Water Withdrawal Intensity (%)



Water Withdrawal Intensity (cubic meters per million baht of revenue)



Challenges

“Water” is one of nature’s resources that is comparable to the heart of every life on earth. At present, the economic developments, technological advancements, and the population expansion faced by the various communities, have further intensified, affecting to production of goods of the industrial sector, the production of agricultural goods, and the developmental city planning construction projects; i.e. the need to use more water, continually. The United Nations World Water Development Report 2019 states that the world’s water scarcity continue to worsen, with climate change and the increased, continual water use being the main contributors. Annually, more than 4 billion people all over the world face water scarcity, and more than 2 billion people lack access to a source of clean drinking water. Thus, in order to respond to increasing of water withdrawal, therefore CP ALL Plc. and its subsidiaries (“the Company”) created opportunities and sustainability to enhance the efficiency of water usage for more securely and in a way that will generate the highest benefit in the future. The Companies, together with society, aim to sustainably operate their businesses, and therefore give importance to efficient management and stewardship of water sources, in order to grant equal access to the natural resources at each of society’s localities, whereby the focus is aimed at developing water stewardship throughout the supply chain, so as to ensure all sectors at each level of society and businesses can equally have the chance to use water.

PROGRESS IN 2019



Conduct water scarcity risk assessment in overall of Companies’ operational areas



Review the results of water scarcity risk assessment in Critical Tier 1 Suppliers’ operational areas

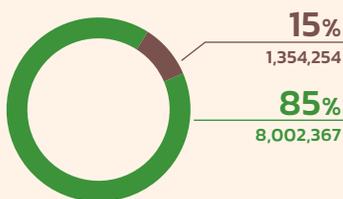


Established a body tasked with preservation of the water resource being used internally in the factories and development the wastewater treatment system

WATER STEWARDSHIP DASHBOARD

Water Withdrawal

- Municipal water supply (cubic meters)
- Groundwater (cubic meters)



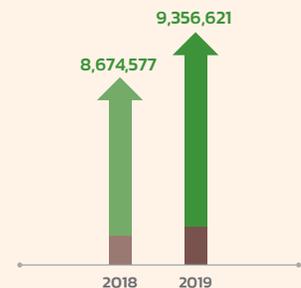
Municipal Water Supply (cubic meters)



Groundwater (cubic meters)



Total Water Withdrawal (cubic meters)



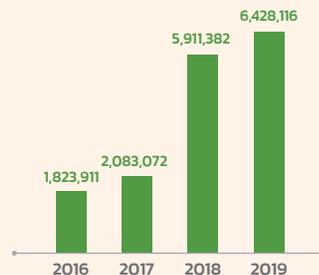
Water Withdrawal

- Water Withdrawal (cubic meters)
- Water Withdrawal Intensity (cubic meters per million baht of revenue)



Treated Wastewater Volume

- Treated Wastewater Volume (cubic meters)



Quality of Treated Wastewater

- Biochemical Oxygen Demand (BOD) (kilogram)
- Total Suspended Solid (TSS) (kilogram)



Note: Volume and quality of treated wastewater data provided from CPRAM Company Limited only

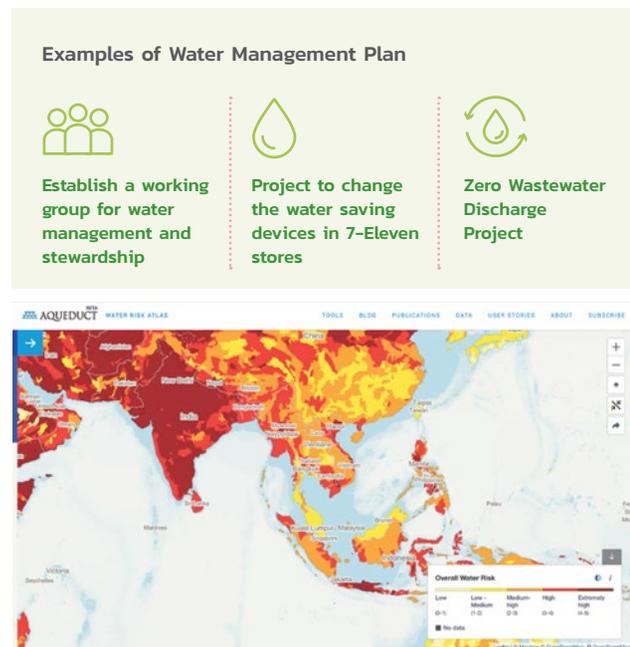
Management Approach

The Companies have developed plans to improve water consumption efficiency per revenue unit, involving the management of risks caused by water scarcity, and to increase the proportions of water reuse, fostering a mindset in water stewardship within the organization, promoting the communities' access to water sources, including the participation to handle with water treatment system at surrounding communities, all the way to give importance and pay additional attention to the customers by fully acknowledging responsibility where, this ensures the customers can be satisfied in the quality (fresh,

clean, and safe) and at the value-for-money aspect. The Companies' primary source of water is the municipal water which use for general purposes such as, washing and to be used in food and beverages processing. The Companies' secondary source of water is the groundwater specifically used in some areas such as CPRAM Company Limited, where the company use of the heat generated from the depths of the groundwater, which suitable to replace warm water for hand and equipment cleaning in the production process.

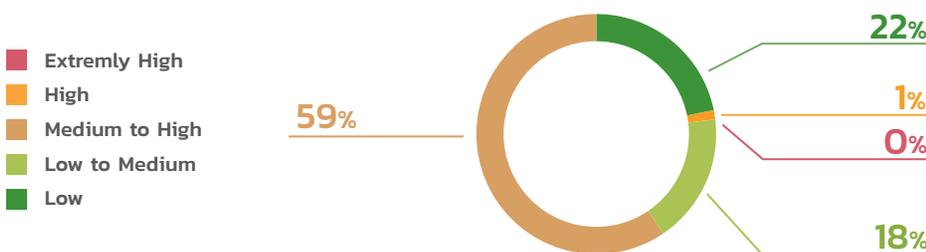
Water Risks Assessment throughout the Supply Chain

Irrespective of the fact that the water withdrawal by the Companies do not impact the use of water in the Companies is operational areas, the Companies anticipated and realized that community participation was needed for water management and stewardship to be efficient, and therefore, in 2019, the Companies assessed the areas with water scarcity risk, including the localities where 7-Eleven stores and CP ALL Plc. distribution centers are based, localities where CPRAM Company Limited and Siam Makro PCL operate, by using the Aqueduct Tool developed by the World Resources Institute (WRI), which is a tool widely recognized by the industry. The risk assessment conducted reveals that 1% under CP ALL Plc. operated in areas with water stress risk, some of which may involve high risk, presented below.



Water Stress

Proportion of Operational Areas with Water Stress





Sustainable Water Management

CP ALL Plc. water stewardship practice are various approaches dependent upon the various facets of the operations, are applied, as follows.

Water Use Reduction at the 7-Eleven Stores

**Project to
increase water
use efficiency at
the 7-Eleven stores**



From the results of an assessment of water withdrawal by the 7-Eleven stores with the Aqeduct tool which considered three factors; namely, the water scarcity conditions in the localities, the water quality, and the image of the 7-Eleven stores of in relation to their water use in 2019.

To ensure that the Companies' operations have the least amount of impact to the volume and the quality of the water in the localities, and that should water scarcity emerge, the Companies will monitoring, follow up and make necessary preparations to handle the aforementioned situation, in 2019, it was found that approximately 57 stores were located at the areas at risk of water scarcity and the Companies may bring about water-related consequences by water stress. From the assessment results, the Companies established a working group to manage the water use by the 7-Eleven stores in order to minimize the associated consequences, for the group to determine the approach, the project for the efficient use of water, including the dissemination of the approach to the relevant bodies, as well as following up with the progress, and evaluating the effectiveness of the project each trimester.

To this end, reducing the current levels of water withdrawals is one of the Companies' 15 targets within their sustainability framework. From the analysis of the tendencies in water use, the technology and managing the alternatives that could potentially be altered in the operations and to meet the objectives received from C.P. Group of companies through the relevant bodies.

Increasing the Water Use Efficiency

CPRAM's project to increase water use efficiency



In relation to the production of ready to eat frozen foods, CPRAM Company Limited devised a water management plan aimed at maximizing utility, reduce of wastewater discharged into nature, since the current levels of water consumption in the manufacturing process is high. The Company, therefore, established a body tasked with preservation of the water resource being used internally in the factories, including improving the capacity of the wastewater treatment system, which uses of groundwater instead of surface water to reduce water scarcity in municipal water grid for communities. Throughout 2019, the company was able to reduce municipal water consumption by 1,078,230 cubic meters. Furthermore, the warm groundwater from approximately 500 meters depth, approximately 50 degrees Celsius, was suitable to wash hands, and other equipment in the production process, in place of the original method of warming up the water with electricity. This was immensely helpful in reducing the electricity used in the system by 283,047 kilowatt hours per year. Furthermore, a temperature controlling system for the wastewater treatment system was installed, where, all volumes of water will be passed through the wastewater treatment process which produced discharge of similar or higher quality than what was required by laws. In addition, treated discharge will also be recycled for plant watering, cleaning the surrounding outdoor areas. All discharge will be used (Zero Water Discharge Project). This project, which launched in 2011, is projected to extend the performance outcomes of the project to other factories in 2020, which will further reduce the water consumption by 355,804 cubic meters.

As for other manufacturing process. The company has specified the quality of internal wastewater pursuant to Department of Industrial Works and Industrial Estate Authority of Thailand, which aligns with the company's approach towards the environment.

Zero Wastewater Discharge Project



In relation to the wholesale business, Siam Makro PCL gave importance to water management, starting from designing the distribution centers, where the design and the installation of system that would collect water flowing from the operations and subsequently treated, and automatically redirect it to plant watering at Siam Makro stores, in order to reduce the amount of wastewater discharged to public water sources. Currently, this work has been completed in 30 stores around the country, where larger stores with upwards of 5,000 square meters of floor space were chosen, which requires an immense amount of water in maintaining the greenery. The project's operational results in the previous year, was able to replace municipal water by 162,000 cubic meters.

Water Scarcity Risk Management Project of Critical Tier 1 Suppliers' Operational Areas

The Companies gave importance to assessing the risk of water scarcity in the areas where the suppliers operate, where in 2019, the Companies revisited the risk assessment results for 190 Critical Tier 1 Suppliers by using the Aqueduct tool developed by the World Resources Institute (WRI). From the water stress risk assessment results, the Companies have found that 13 suppliers were located in areas with extremely high risk, 14 suppliers were located in areas with high risks. The company has created a process to

collaboratively work with supplier to mitigate water-related risks and manage water resource. Currently, 100% of suppliers which operating in areas with potential risks of water scarcity provided their cooperation, with upcoming water risk management plans such as, cooperating with various agencies, communities in rehabilitating and developing the water source at the localities, and to adopt the use of highly efficient tools in making the most out of water, in water reuse in the localities, use of ground water, etc.

In addition to the aforementioned projects, the Companies aim to foster participation from the communities, and the employees in order to promote the sustainable management of water. The Companies have planned additional projects to be carried out in the future, as follows.

1 Project to Work with the Communities in Making Effective Microorganism Ball (EM ball)

to treat wastewater for the appropriate localities at the respective distribution centers, such as one located in Bang Bua Thong, to prepare the tools, to set up workshops for preparing the biological brine from easily accessible materials sourced locally, making EM Balls, including pouring the biological brine, placing the EM Balls in the water sources that have been passed the preliminary screening for suitable treatment via EM Balls.



2 Project to Work with the Employees

to increase awareness about water stewardship, including water stewardship campaign.

Cascading Responsibilities Throughout the Value Chains

KEY PERFORMANCE IN 2019

Supplier's sustainability procedure

29.93% launched the Supplier Self-Assessment Questionnaires (SAQ)

74 of suppliers Conducted suppliers' onsite audit for sustainability

100% of Tier 1 suppliers communicated on the Supplier Code of Conduct



2020 GOAL

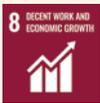


100% of Critical Tier-1 Suppliers are assessed on sustainability and enable traceability

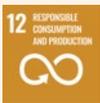
Supporting the SDGs



SDG2 Zero Hunger
2.4. Sustainable food production and resilient agricultural practices, maintain ecosystems, and strengthen capacity for adaptation to climate change



SDG8 Decent Work and Economic Growth
8.3 Promote policies to support job creation and growing enterprises
8.7 End modern slavery, trafficking, and child labor
8.8 Protect labor rights and promote safe working environments



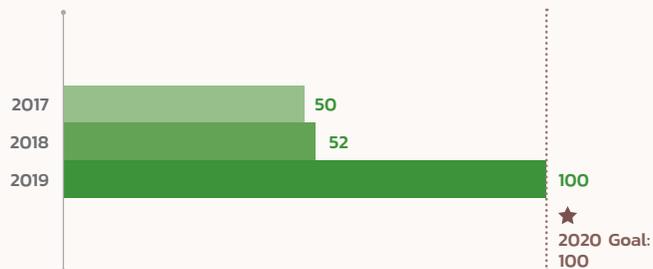
SDG12 Responsible Consumption and Production
12.2 Sustainable management and use of natural resources
12.4 Responsible management of chemicals and waste
12.7 Promote sustainable public procurement practices



SDG16 Peace, Justice and Strong Institutions
16.5 Substantially reduce corruption and bribery

PERFORMANCE AGAINST GOAL

Critical Tier-1 Suppliers have been Assessed on Sustainability (%)



Challenges

Supply chain management is the heart of the Company’s business operation, and so are the trading partners. Efficiency in supply chain management is one of the factors that give the Company its competitive advantage, mitigate the business risks, and uplift its capability to fulfil consumers’ needs. The Company also aims to balance out its relationships with both major and minor business partners to apportion the trading opportunities to smaller firms the same way it does to large corporations. Risk management protocol that is too rigid may eventually lead to deprivation of opportunities, which would consequently hinder smaller firms to grow in a sustainable way—a situation far from what the Company envisions its value chain to be. Concurrently, the Company also integrates sustainability issues into its supply chain management policies to encourage improvement and propel the growth of the organization, society, and the environment sustainably and in unison.

PROGRESS IN 2019



Assess suppliers’ sustainability risks via online platforms



Build suppliers’ capacity for sustainability

RESPONSIBLE SUPPLY CHAIN DASHBOARD

Number of Suppliers



Percentage of Suppliers Procurement Value (%)



100% of Tier-1 suppliers communicated on the Supplier Code of Conduct

97.51% of Tier-1 suppliers have written acknowledgement

Risk Management Protocols

100% of suppliers identified as high-risk that have risk management protocols

Percentage of Tier-1 Suppliers with High Risks (%)



Percentage of Performed On-site Audit for Critical Tier-1 Suppliers (accumulated in the past 3 years, %)



77.76% of Tier-1 suppliers passed responsible supply chain management training

100% of Critical Tier-1 suppliers are assessed on sustainability

100% of suppliers with risk management protocols fulfil the requirements within one year

Management Approach

CP ALL Plc. and its subsidiaries (“the Company”) is resolute in continuously managing our supply chain with great efficiency and integrating the sustainability principles into every step of the supply chain operation. In addition to sustainable procurement of raw materials, the Company also advocates sustainability operation among Tier-1 business partners to growth for both the suppliers and the organization and to nurture sustainable society and the environment.

Sustainable Process Improvement for Suppliers

The Company encourages its suppliers of all business models and industries to employ the 16 topics in the Suppliers’ Code of Conduct and Guideline, as follows.

Suppliers’ Code of Conduct and Guideline

01	Compliance with law and regulations	09	Freedom to unionize and negotiate
02	Product quality and safety	10	Occupational health and safety
03	Traceability	11	Rights to own and extract natural resources
04	Privacy and non-disclosure of trade secrets and intellectual properties	12	Environmental management
05	Child labor	13	Responsible sourcing
06	Modern slavery and breach of labor rights	14	Business integrity
07	Favoritism	15	Conflict of interests
08	Employment, wage, and remuneration	16	Opposition to bribery and corruption

Continuing from the year 2018, The Company has communicated the Suppliers Code of Conduct to 6,942 suppliers. the Company is pushing forward to make the suppliers’ operation more sustainable systematically and as per the Company’s sustainability context. Therefore, the Company determined 4 steps for supplier’s sustainability procedure following:

Supplier's Sustainability Procedure

01



Procure and select capable suppliers, in accordance to relevant laws and regulations and consideration of

- Production Capacity
- Quality
- Food Safety
- Traceability
- Sustainability Operations

02



Suppliers' Risk Assessment

03



Foster and promote suppliers' capability in responsible sourcing and supply chain management



Continuously assessing suppliers' sustainability performance

04



Build and maintain long-term relationship with clients, in alignment with sustainable development approach. Support to remunerate good performance, including sustainability performance

01

Procure and select high-functioning suppliers

The Company incorporates sustainability movement into every step of new business partner selection to make its policy and expectation clear to potential suppliers. In addition to partnering with suppliers who comply with the law and regulations, the Company also takes the capability to produce, quality factors, food safety, traceability, and sustainability protocol into account. In the light of supplier assessment criteria, the Company prioritizes different factors for different suppliers.

For example, contractor suppliers for Siam Makro PCL are considered based on the ability to promote safe work environments, management quality, factory standard, product control, and environmental management. Additionally, the Company also audits the potential suppliers for recruitment procedure and freedom to unionize. As for agricultural suppliers for CPRAM Co., Ltd, the emphasis is put on good agricultural practices.

02

Suppliers' Risk Assessment

The Company performs Environmental, Social and Governance (ESG) Risk Assessment on its potential suppliers based on the suppliers' business models and industries. The methodology is using the Risk Base Due Diligence system evaluated by merchandising team in tandem with Supplier Self-Assessment Questionnaires (SAQ) completed by existing and new suppliers. In 2019, the Company released 4 evaluation criteria:



To measure risks on sustainability factors of existing suppliers and new suppliers using Supplier Self-Assessment Questionnaires (SAQ) exploring the sustainability topics



To go digital on documentation



To increase topic coverage for Supplier Self-Assessment Questionnaires (SAQ) in terms of depth and breadth. The questionnaire should cover a variety of businesses, bearing in mind the differences in terms of product groups, service-provider groups, industry sectors (e.g., food and beverage, clothing and textile, chemicals, and electronics and appliances), types of business models, and sizes of organizations.



To educate and train suppliers on how to use the new self-assessment survey.

Consistent sustainability risk assessment protocol on Tier-1 Suppliers and Critical Tier-1 Suppliers, using a variety of tools, helped the Company to identify 130 high-risk

suppliers or 1.87% on sustainability issues. Furthermore, the Company performed on-site sustainability audit as the figures below:

82 of Accumulated Critical Tier-1 Suppliers was performed on-site sustainability auditing



106 of Accumulated High-Risk Suppliers was performed on-site sustainability auditing



Following the results obtained from Supplier Self-Assessment Questionnaires (SAQ). The on-site audit revealed several sustainability risks (e.g., compliance to law and regulations, occupational health and safety, and environmental impacts). As a result, the Company

called for cooperation from its suppliers to create its own sustainability risk management protocol. 100% of suppliers evaluated as risky from on-site auditing had protocol’s requirements that are commendable within one year. Examples of the requirements are as follows:

Examples of sustainability risks identified from on-site audit and risk management protocol

<p>Compliance to law and regulations</p>	<ul style="list-style-type: none"> • Register and track changes in the law relating to business operation • Track and renew factory permission license (Ror Ngor 4) as regulated by the law
<p>Occupational Health and Safety</p>	<ul style="list-style-type: none"> • Organize “Fire Safety Seminars and Fire Evacuation Drills” for employees • Organize “Safety Officer: Supervisor Level and Safety Officer: Management Level” training • Found an Occupational Safety, Health and Environment Committee • Plan an assessment and test of spare parts of freight lifts. The plan must be certified by engineers for at least one year. • Assess the risks as per job’s characteristics and perform general health check as well as additional health check relating to risky work conditions • Organize “Work Safety” training • Register work safety officers to the local labor offices • Check the work environments
<p>Environmental Impacts</p>	<ul style="list-style-type: none"> • Evaluate the scale of environmental impact as dictated by the law • Record the request to remove unused materials from the factory

The Company tracked the progress of the amendment using both desktop and on-site reviews, with the 18 topics of sustainability expectations taken from auditing 11 supplier sites. Suppliers that ability to improve negative impacts are 100% out of all suppliers. However, the Company is pushing forward with the usage of sustainability risk assessment results to support suppliers' improvement on operating a sustainable business. The ultimate hope is to join forces in ushering a holistic environmental and social responsibilities and grow together with all suppliers in a sustainable way.

03 Foster and Promote Suppliers' Capability

The Company is steadfast in supporting its suppliers for capability enhancement through the 3 Supplier Capability Enhancement Schemes. Working together with the suppliers to develop strategic business plans is one of the ways to reinforce collaborative relationships between the Company and its trade partners to create novel projects. Training and seminars about various topics from the Company to its suppliers are also important elements to the increment of the suppliers' competitive advantage and operation efficiency—for the sustainability of both parties. The examples of such programs include preparation for negotiations with third-party players, ethics and good practices for the development of a sustainable business, and suppliers' self-assessment guidelines.

A variety of projects targeting the boost of suppliers' sustainable efficiency are also crucial to accomplishing the Company's goals. Self-scan for product expiry dates at the points of sales using data matrix are now available for consumers' utilization, aiming to reduce the number of complaints on product quality, to build consumers' trust, and to increase product credibility. To elevate the traceability measurement, consumers can also trace back to a product's source of origin and manufacturing procedures through QR Code scan and implementation of eco-friendly packaging. Additionally, annual supplier on-site audit is also employed to review suppliers' performance on the Company's regulated metrics. The opportunities also facilitate experience and opinion sharing between the Company and its trade partners to further co-improve the efficiency and procedures more proficiently.



ESG Training for Siam Makro

Siam Makro PCL is determined to become an excellent business partner by sourcing quality products and selling them at reasonable price points to allow profitability for its suppliers. The company also helps suppliers to effectively manage the liquidity of cash flow for feasibility in growth. The mission to become an excellent business partner for Siam Makro PCL is also reflected in corporate social responsibilities and good governance. In November 2018, the company organized a training session to educate suppliers on its sustainability expectations, hoping to provide business expertise and follow the sustainability practices through seminars, educational training, on-site audit, and performance tracking. Siam Makro PCL also focused on communicating the good sustainability practices to the suppliers, so that they could adapt the practices into their organizations. From overall post-seminar evaluation, participants achieved noticeably higher post-test average score, comparing to the pre-test average score.

Capacity Building for Small Partner Contractors

CP ALL Plc. is an equal opportunity company to both major and minor contractors. The company selects its partners with fairness and provides opportunities for contractors to showcase their talents in the construction of both shops and office buildings. CP ALL Plc. supports and enhances suppliers’ efficiency, hoping that they could sustainably grow alongside the company. Providing consultation on topics such as lawful management and operation, alien

labors, and safety management is one of the actions CP ALL Plc. has taken to boost suppliers’ capability. The company also communicates with contractors its policies and guidelines of responsible business operation. Furthermore, openness to opinions and suggestions through the annual contractor convention is also vital as the voices gathered can be used to reinforce future collaborations.



Wasanti Wirit
A 14 Co., Ltd

“My relationship with CP ALL is strong because CP ALL values me and provides opportunities. I trust the company and strive to become a good partner by maintaining my work standard. This relationship brightens my future and opens new doors for me.”

The Company has Analysed the Value Extracted from the Supplier Improvement Schemes and Found the Following Results:



DHL, Makro’s suppliers could successfully reduce greenhouse gas emissions by

4,240

tonnes carbon dioxide equivalent (CO₂e)



Suppliers have become more aware of business operation with sustainability

04 Build and Maintain Long-term Relationship with Suppliers

Forging and nourishing long-term relationships with business partners have been a life-long mission of the Company. These are done by encouraging knowledge sharing, transferring knowhow of agricultural innovations to partnered farmers, and setting up a team to expand suppliers’ expertise and skills to co-develop new products. The Company also organizes annual supplier meetings to exchange viewpoints, to co-construct business plans, and to strengthen relationships with the business partners. Joining forces with an C.P. Group ‘s insurance department, the Company crafted a Product Liability Insurance Program for its suppliers, in compliance with the Product Liability Law (issued in 2008). The aim is to harness legal cooperation from the supplier side. The support resulted in 362 suppliers subscribing to the Product Liability Insurance Plan in 2019. The program also comes with reduced premium and services to facilitate insurance policy renewal for suppliers by 5%.

7-Eleven Sustainable Thai SMEs Award

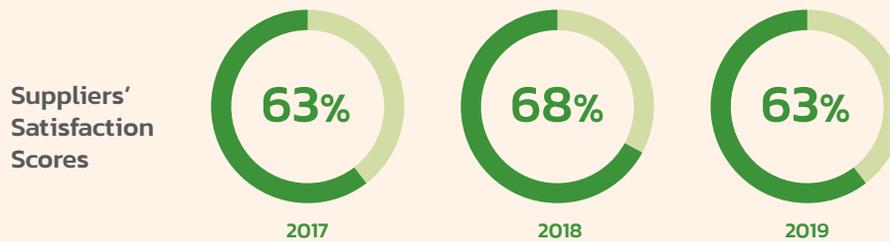
The Company celebrates, connects with, and creates social acceptance for small and medium-size entrepreneur (SMEs) business owners with stellar performance, aiming to inspire business owners to deliver exceptional perform and grow sustainably alongside the Company. There are 7 types of awards comprising

-  **Sustainable SMEs Award**
-  **Rising Star SMEs Award**
-  **Community-based SMEs Award**
-  **Health Product SMEs Award**
-  **Excellent SMEs Award**
-  **Agriproduct SMEs Award**
-  **Outstanding Creativity SMEs Award**

The scoring criteria of each award include total revenue, product quality standard, marketing campaign effectiveness, income opportunities for co-ops and farmers, innovation in product design, and product health benefits. One of the most prominent award recipients with consistent business success is Nam Prik Pa Waen by Surirat Part., Ltd.

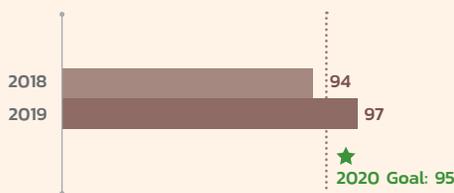


In 2019, supplier satisfaction and engagement surveys were extended to include more service groups (i.e., equipment and construction contractors—who are vital building blocks of the Company’s suppliers).

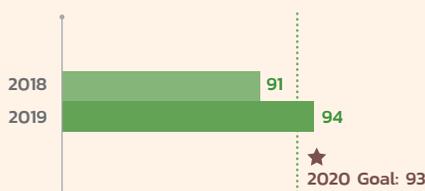


Satisfaction and Engagement of Equipment Contractors

Satisfaction Scores (%)

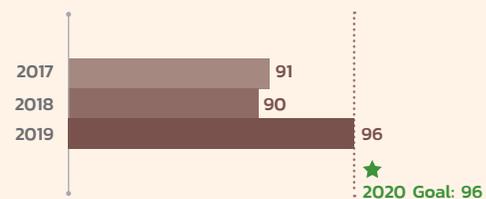


Engagement Scores (%)

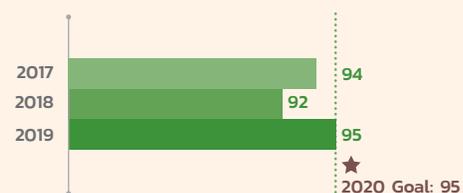


Satisfaction and Engagement of Construction Contractors

Satisfaction Scores (%)



Engagement Scores (%)



Sustainable Sourcing for Raw Materials

To sustain an ethical business operation, care for all stakeholders, and be mindful for the business’ effects on society and the environment, CP ALL Plc. and its subsidiaries (“the Company”) elevates the quality of life and builds strong connection with the community through sustainable sourcing policy and supplier operational guidelines. The Company creates jobs within the local communities, supports One Tambon

(Sub-district) One Product (OTOP) projects, and helps small businesses with their operations. Additionally, it also assists with the reduction in energy consumption, greenhouse gas emission from combustion and logistics, and the boosting of Thailand’s economic growth. The Company plans to accomplish such goals through these 5 action plans:

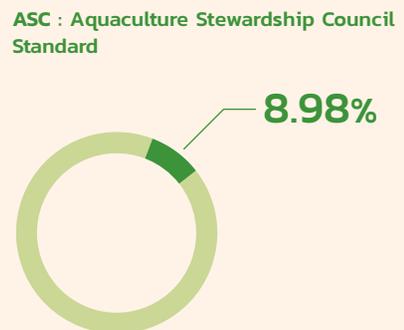
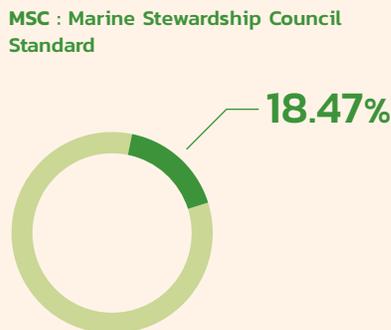


In 2019, the Agricultural Products Certified by External Organizations were as Follows:

Agricultural Commodities	Certification Standards	Percentage of Production Quantity
Palm oil	RSPO	100
Sugar	Bonsucro	73.72
Cocoa	Fairtrade, UTZ	0.63



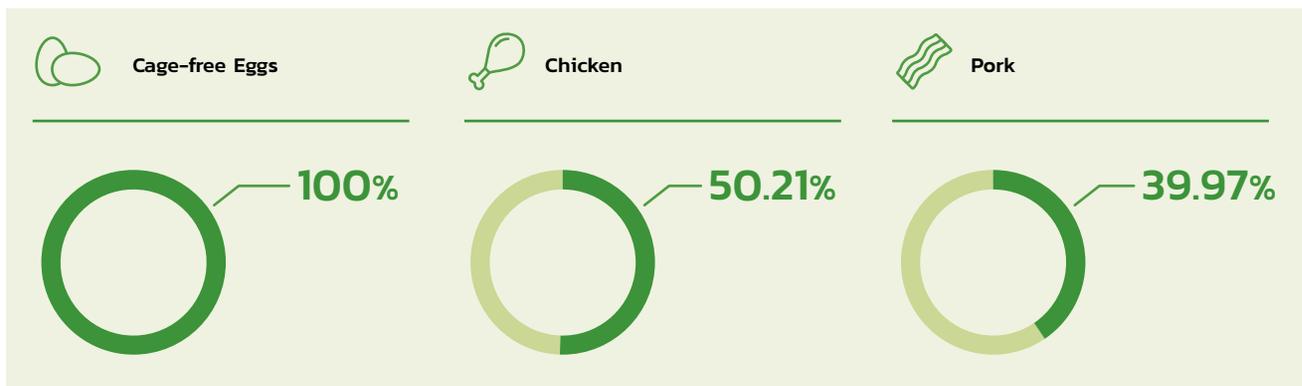
International Certified of Raw Materials and Marine Products



Animal Welfare

Charoen Pokphand Foods PCL (CPF)—a primary business partner that CPRAM Co., Ltd entrusts with raw material sourcing—operates on the principle of animal rights and animal welfare in correlation with food quality and safety. The company issued policies and management principles, with the goal of becoming the leading entity in animal welfare management. Such regulations include ethical farming, good governance, educating employees with the right knowledge, continuous development, cooperation from strategic alliance, and information transparency. The practices of animal welfare gave CPF’s products BBFAW certifications—for namely eggs, chicken, pork, and beef products. Therefore, consumers can purchase CPF products with confidence in its conformation to animal welfare and food safety policies.

Certified Products for Animal Welfare (BBFAW)



The uplift of traceability campaigned by the Company is an excellent way to support the use of sustainably sourced raw materials, as evident in these projects:

Agriproduct Traceability Projects

Siam Makro PCL values the traceability of all products. The company has developed Makro iTrace, a platform that allows consumers to trace all processes starting from procurement of raw materials, by scanning QR Codes shown on product labels. Makro has been working relentlessly to increase the database of product information in Makro iTrace to increase the traceability coverage. The application now lists 100% of all products as traceable in 2019. The Strategic Traceability System Program is an effective tool to build consumers’ trust and product credibility. The QR Code system has now been extended to cover the canned fish categories, from Nautilus Tuna to other canned fish products.



100%
of own brand products,
fresh food category
are traceable in 2019

Spread the Love from Hearts, Fostering Community's Resilience

KEY PERFORMANCE IN 2019



44.37%
of local labor employment



100%
of local contractor
employment (maintenance
and renovate)

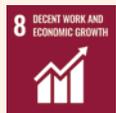


259 persons
of the elderly employment

Supporting the SDGs



SDG4 Quality Education
4.3 ensure equal access
for all women and men
to all levels of education



**SDG8 Decent Work and
Economic Growth**
8.3 promote development-
oriented policies that
support productive
activities and decent job
creation

8.9 promote sustainable
tourism that creates jobs
and promotes local
culture and products



**SDG9 Industry, Innovation,
and Infrastructure**
9.3 Increase the access
of small-scale industrial
enterprises to
an integration into value
chains and markets



FOR MORE INFORMATION
CAN BE FOUND AT QR CODE OR
[https://www.youtube.com/
watch?v=lb86MJRA3iA](https://www.youtube.com/watch?v=lb86MJRA3iA)



2020 GOAL



The Company shall have
no significant conflicts
for all business operations and
in all areas where it operates

PERFORMANCE AGAINST GOAL



Goal

Without the Case
Critical Conflict



Performance

Without the Case
Critical Conflict

Challenges

The operations of CP ALL Plc. and its subsidiaries (“the Company”) affect the communities in one way or another, which at times may cause concerns from the communities. These concerns may evolve into conflicts that affect the overall relationship with stakeholders, comprising customers, suppliers, and any individuals living the vicinity of the Company’s operations if they are not addressed properly. A good relationship with communities is what the Company focuses on for a sustainable coexistence.

PROGRESS IN 2019



Community Support Center



Natural Disaster-relief Project, Training, Community Fire Drill



Volunteer Project



Project for community from To Be Number One



Room of Knowledge Project

LOCAL CONFLICT DASHBOARD

Satisfaction with the Operations of 7-Eleven in Their Community (full score 5)



12 stores that designed to be in harmony with local architecture



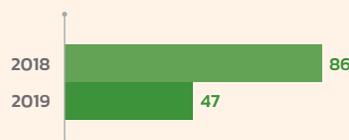
4,905 scholarships in providing educational opportunities through One Branch, One Scholarship Project

Local Labor Employment (%)



259 persons of the elderly employment

Local Products Project
Local products (items)



Supported Community Enterprises and Small and Medium-sized Entrepreneur (SMEs)
Number of Entrepreneur (person)



Training and Community Fire Drill (persons)



Purchase Value (million baht)



Purchase Value (million baht)



Natural Disaster-relief (times)



Management Approach

Trust from community and society is crucial for the Company. The Company aims to foster co-creation of shared values between the Company and communities. The Company consider community a part of its important stakeholders whose concerns need to be address throughout the process, from pre-construction planning, construction process to post-construction operations, to ensure that the Company will gain trust from society and community where it operates and become a company that Thai people are proud of. The key steps are as follows:

Operational Framework of Creating Acceptance and Easing Concerns from Community



The Company places importance on listening to opinions, attitudes, expectations and concerns communities through a variety of means in a two-direction communication design. This includes programs such as “CP ALL Brand Health Check” to understand the reception, feelings, attitudes, and expectations that stakeholder groups—including social and community groups—have towards the Company in the present and the future. Prior to constructing branch stores, factories, and distribution centers, the Company conducts site visits to understand

opinions and listen to expectations and concerns from community representatives and thought leaders. In locations where the district and municipality offices have an opinion, the Company conducts public hearings to understand impacts on the lives of people, the community, and society, so that the Company can fully adapt and cooperate. Furthermore, the Company has also integrated the approach for addressing community’s needs and concerns as part of branch store expansion. The process can be concluded as follows:

Construction Process of Branch Stores, Distribution Centers, and Factories that can Sustainably Co-exist with Communities



The Company realizes the significance of communities who are considered its important neighbors, customers, and partners. Thus, the Company is committed to creating an awareness and trust in “store for community” in every area it operates, along with creating benefits for community in every process of the operations. In 2019, the Company proceeded with several important projects to achieve goals and address concerns of community. The key projects are as follows:

Considerate Construction to Local Architecture

The Company surveys the environment and local architecture, as well as noting community’s concerns prior to construction launch. For branch stores in areas with local architectural sensitivity, the Company takes efforts to address the concerns. Branch stores are designed to be in harmony with local architecture and environment. They will also boost tourism in that particular area e.g. Payanak Branch 7-Eleven, the new landmark in Nakhon Phanom. The Company also provide opportunities for local entrepreneurs in communities to sell OTOP or local products in 7-Eleven to create jobs and income for local people to have a better quality of life and pass on folk wisdoms to the world.



Community-Friendly Construction

In the construction process, the Company aims to reduce the negative impact on its neighbors as much as possible, through a safety protocol and building relationships with stakeholders. In addition, the Company is committed to creating jobs in community, focusing on consideration of local contractor employment if they meet the Company’s criteria including past experiences, credibility, and labor safety control. The Company give job trial opportunities in 3 store branches. If they pass the test and evaluation process, they will be registered as contractor partners of the Company. Besides, to unleash the potential of local contractors, the Company has parted with the public and private sectors or local labor markets to educate local contractors and help them get ready.

Performance in Supporting Local Labors, as Part of Community Support Center Project



Local Contractors new Store Constructions

11%



Local Contractors who have been Registered as the Company’s Partners

100%

Community-friendly Operations

This is a process with high chances of creating an impact, including on relationships with surrounding community. So, every day that the Company operates its businesses, it aims to create values for surrounding community by reducing negative impacts and create positive ones with projects as follows

Community Support Center Project

With an aim to “co-create and share opportunities with everyone,” the Company sees the potential of bringing its strengths into use to share opportunities and enhance the wellbeing of community, through the following guidelines

1 Creating jobs and income in community

As part of Provincial Specialty Project to encourage and develop the economic in the community. The Company encourages local labor and contractor employment, provides job opportunities for senior citizens in community and supports OTOP and local products from community. So far, 133 items of local products including food items are sold at 143 pilot branches. In the beginning, products need to pass the criteria in order to be carried at 5 branches of 7-Eleven. If the sales target is achieved, the next step is the expansion of product distribution to other branches in the province, the region and across the country. In the present, 34 items from 143 local communities have been distributed across the country.

Selection of Local Products to be Carried at 7-Eleven

01



Provincial specialty products, FDA-approved products and products with barcode

02



Selection of 5 branches for trial sales

03



Arrange products in store branches and install promotional media to attract customers

04



Monitor product sales

05



In case the sales target is achieved, the distribution of the products will be expanded to other branches in the province and region

2 Providing Educational Opportunities

Through One Branch, One Scholarship Project. In 2019, the company sets the goal for store participating at 4,000 branches. There are 4,905 scholarships worth 815,373,000 baht were given to children to reduce the gap and provide an educational foundation for Thai youths to vocational education level at Panyapiwat Technological College, 20 of Panyapiwat learning centers, Vocational Education network, Private Vocational Education network, Office of Basic Education Commission network and Non-formal and Informal Education network. This totals to 174 locations across the country.



There are

4,905 scholarships

Worth

815.37 million baht were given to children to reduce the gap and provide an educational foundation for Thai youths

Performance of Community Support Center

	2018	2019		2018	2019	Local Products (local specialties)	
 Local labors (%)	45.02	44.37	 Creating jobs for the elderly in community (person)	-	220	 Number of Products (accumulated items)	2018 86
 Local contractors for maintenance (%)	100	100	One Branch, One Scholarship			2019 133	
 Local contractors for renovation project (Big Cleaning) (%)	100	100	 Number of scholarships	-	4,905	 Accumulated Purchase Value (million baht)	2018 6.42
			 Scholarship value (million baht)	-	815.37	2019 11.12	

Natural Disaster-Relief Project, Trainings and Fire Drills

The Company realizes that fire accidents these days can cause a large amount of damage to communities and establishments, which may come from insufficient understanding of fire prevention and suppression. To enhance fire safety in community and to build a good relationship between 7-Eleven and community, as well as to educate the Company’s employees on basic knowledge of how to use fire extinguishers to reduce a risk of damages, injuries, and deaths from fire accidents, the Company takes steps as follow 1. Educate and train people on basic knowledge of putting out a fire for community, government bodies and areas with high risks, including Ban Bang Khae Social Welfare Development Center for Older Persons, Thammasat Hospital, Rangsit Home for Babies, and Department of Labor Protection and Welfare 2. Provide team to support community and society when there is a fire accident. For example, in March 2019, there was a fire accident in a glass bottle manufacturing factory located on Khon Kaen - Mahasarakham Road, Amphur Mueang, the Company was on guard to support the community and society through its Emergency Response Team (ERT) at the distribution center in Khon Kaen who worked together with firefighters and were able to put out the fire within one hour, reducing damages that could have been caused due to the speed of the fire suppression.



The Level of Satisfaction from Trainings and Fire Drills



In addition, the Company is also committed to easing the burdens for those affected from other natural disasters, through a donation of drinking water and eggs for the victims of the Tropical Storm Pabuk in Nakhon Si Thammarat Province and shelters for flood victims in Pitsanukok, Kalasin, Roi Et and Yasothon Province.

Volunteer Project

To cultivate a sense of responsibilities towards themselves and the society among employees, as well as to encourage and develop the well-being and create values for the society, the Company carried out volunteer projects in different areas:

Developing Schools and Temples in Community



Over **23** employees painted classrooms, restrooms, fixed the facilities and donated an education fund and snacks to students at Wat Tung Bua, Krasae Sin, Songkhla



Over **50** employees participated in school development activities, provided lunch, painted the playground, the fence and gave an education fund to Wat Don Yang School, Prachuap Khiri Khan



Over **150** employees cleaned and renovated the temple court and donated supplies to Wat Pa Nong Kha Yang, Khu Mueang, Buri Ram

Room of Knowledge Project

The Company is committed to enhancing the quality of life of children in remote areas who lack books and school supplies. The Company realizes the importance of knowledge and how it will impact their careers in the future, as well as cultivating a reading habit, academic skills and encouraging creativity among children. Thus, the Company compiled books donated by employees and the general public and delivered them to schools in remote areas, including Ban Phi Phuan School, Yasothon; Peang Luang School, Kanchanaburi; and Baan Sa Tong School, Surin. The Room of Knowledge Project aims to create the highest benefits through book donations, improved libraries and additional learning sources for schools and communities.



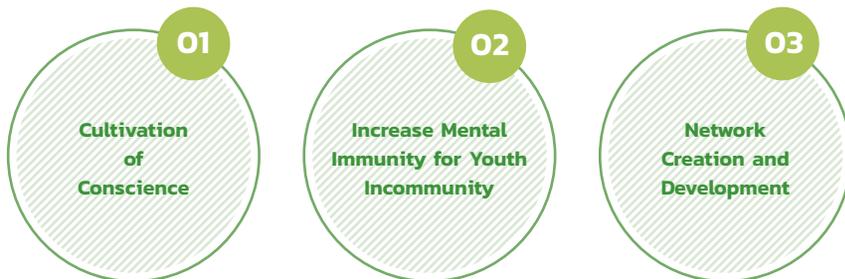
Blooming Sunflower Project

The Company educated community and society on agricultural careers as part of its sustainable operations based on its corporate social responsibilities, with an objective to educate best practices of agriculture and encourage community to bring the methods into use to develop sustainable agricultural careers, and support the learning of developing the community into a tourist destination, to create jobs and careers for people in the community, as well as increase distribution channels of agricultural products and services in the community and create a good relationship between the Company and the community. There have been over 14,000 visitors to date.



Drug Addiction Treatment Program

To Be Number One club, CP ALL Plc. and Khon Kaen distribution center have a systemetic operation through a combination of “committee-funds-activities”. The activities are created based on 3 strategies to prevent and reduce the impact of drug addiction issues as follows



The Company carried out several projects including “Drug Addiction Treatment Program” where youth and adults with addiction will be provided treatments and job trainings, according to the support program for addicts to be able to come back and live their lives in the society afterwards, with a collaboration with the public sector to conduct a random drug testing at the Company at least twice a year. For those who wish to be treated voluntarily they can ask for help and enter the treatment process. In addition, the club aims to create a network to prevent drug addiction through activities among the club members divided into 2 networks - a network of learners and a network of club founding supporters - in order to help other groups set up their own To Be Number One club and operate effectively.



Grievance Mechanisms for Stakeholders

Suggestions and concerns of community and stakeholders are crucial to the operations. The Company provides channels for community to file their complaints, suggestions and concerns through 7-Eleven stores, call center, online channels and public service announcements. The Company also sees the importance of fixing issues and follow up on community’s complaints to ensure that feedback, suggestions and concerns of the community informed through different channels get improved and addressed in a quick and effective manner. The key steps are as follows



According to a survey of satisfaction level community has towards the Company,



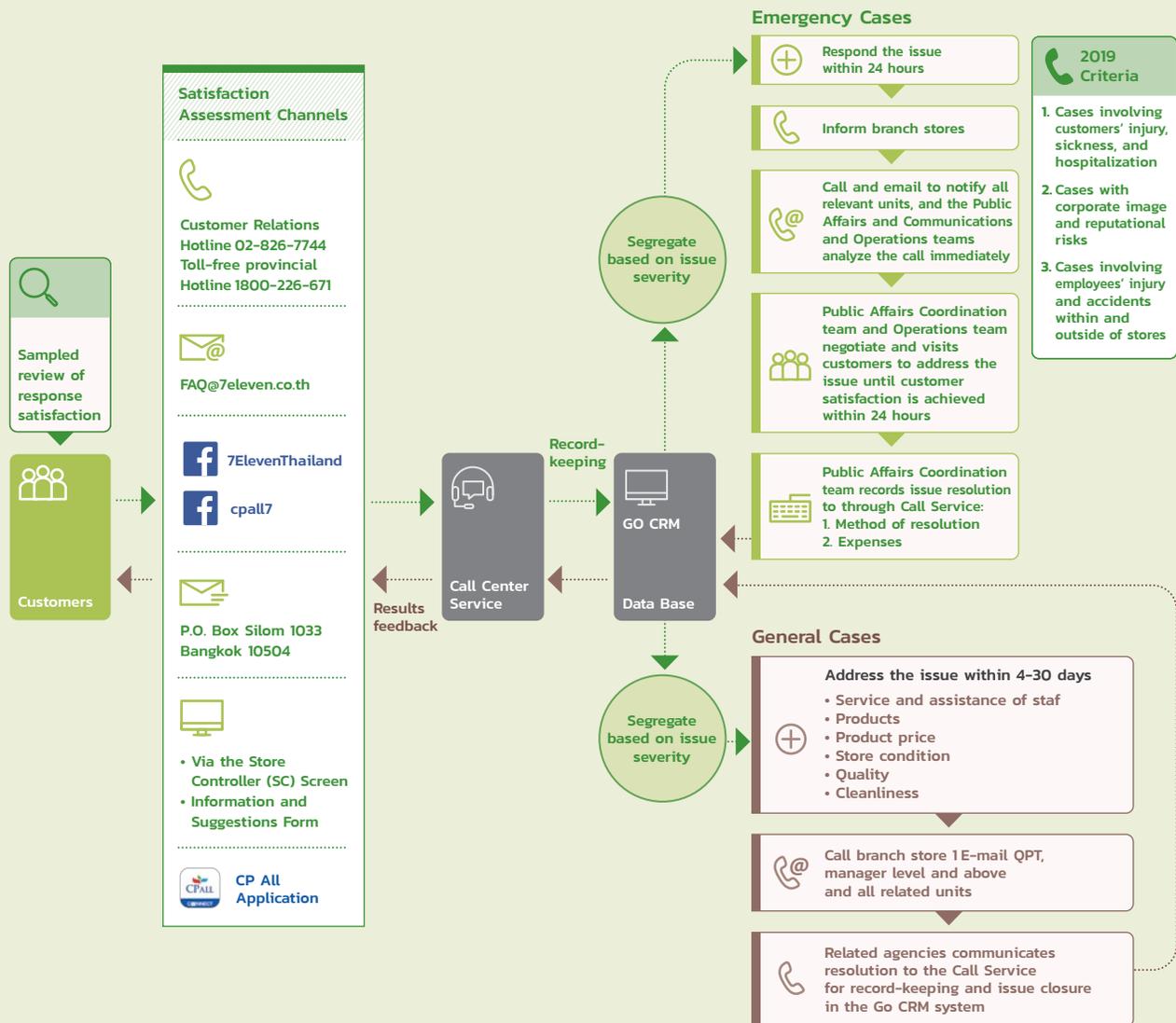
3.75 out of 5 were

increase to

10% ▲

from 2018, due to existence of 7-eleven stores in communities, has to create more job, prosperity and safety environment

Grievance Management Process



7-ELEVEN

ALL member
สมัครฟรี, สมัครง่าย
สมัคร 3,000 บาท

ALL member

7-ELEVEN



Sustainability Performance Data 2019 : Environment

GRI Standard	Requested Data	Unit	2016	2017	2018	2019
302-1 (e)	Total Energy Consumption within the Organization	GJ	7,180,106.92	7,543,731.28	8,378,582.01	9,138,078.10
302-1 (a)	Total Non – Renewable Energy	GJ	231,481.88	273,582.89	501,239.88	544,162.84
	Stationary Combustion	GJ	231,481.88	273,582.89	370,720.89	414,339.03
	• Fuel Oil	GJ	143,934.00	161,001.74	23,384.76	0
	• Diesel	GJ	4,083.00	4,086.98	1,644.70	7,980.44
	• Liquefied Petroleum Gas	GJ	66,951.12	69,182.62	292,398.72	348,141.34
	• Natural Gas	GJ	16,513.76	39,311.55	53,292.70	58,217.25
	Mobile Combustion	GJ	N/A	N/A	130,519.00	129,823.81
	• Diesel	GJ	N/A	N/A	115,852.21	114,460.19
	• Gasoline	GJ	N/A	N/A	14,666.67	15,363.62
	• Natural Gas Vehicles	GJ	N/A	N/A	0.12	0.0032
302-1 (b)	Total Renewable Energy	GJ	112.15	2,983.28	4,604.26	15,408.41
	• Solar Cell	GJ	122.15	223.88	693.18	11,496.18
	• Solar thermal	GJ	0	2,759.40	2,759.40	2,798.50
	• Geothermal	GJ	0	N/A	1,151.68	1,113.73
302-1 (c)	Total Electricity Purchased	GJ	6,948,512.89	7,267,165.11	7,872,737.87	8,578,506.85
302-3 (a)	Energy Intensity	GJ per million THB of revenue	15.89	15.41	15.87	16.00
303-3 (a) (2018)	Total Water Withdrawal	Million m ³	8.01	9.06	8.67	9.35
	• Groundwater	Million m ³	0.93	1.04	1.27	1.35
	• Municipal water supply	Million m ³	7.08	8.02	7.40	8.00
	• Reused and recycled water	Million m ³	0.17	0.19	0.93	0.51
303-3 (b) (2018)	Total Water Withdrawal from Water Stress Areas	Million m ³	N/A	N/A	N/A	3.67
	• Groundwater	Million m ³	N/A	N/A	N/A	1.29
	• Municipal water supply	Million m ³	N/A	N/A	N/A	2.38
303-3 (b) (2018)	A Breakdown of Total Water Withdrawal	Million m ³	N/A	N/A	N/A	9.35
	• Freshwater (≤1,000 mg/L Total Dissolved Solids)	Million m ³	N/A	N/A	N/A	9.35
	Water Withdrawal Intensity	Million m ³ per million THB of revenue	17.75	18.52	16.43	16.38
305-2 (a)	Total GHG Emissions (Scope 1 and Scope 2)	Tonnes CO ₂ e	1,131,651.73	1,184,068.66	1,286,029.10	1,400,440.40
305-1 (a)	Direct (Scope 1) GHG emissions	Tonnes CO ₂ e	8,115.53	9,008.51	13,051.12	13,343.50
	• Methane form waste water treatment	Tonnes CO ₂ e	1,115.46	914.04	3,253.40	3,724.42
	• Mobile combustion	Tonnes CO ₂ e	7,000.07	8,094.47	9,797.72	9,021.92
305-1 (c)	Biogenic CO ₂ emission	Tonnes CO ₂ e	N/A	N/A	N/A	597.15

GRI Standard	Requested Data	Unit	2016	2017	2018	2019
305-2 (a)	Energy Indirect (Scope 2) GHG emissions	Tonnes CO₂e	1,123,536.20	1,175,060.15	1,272,977.98	1,387,096.90
	• Electricity purchased	Tonnes CO ₂ e	1,123,536.20	1,175,060.15	1,272,977.98	1,387,096.90
	• Energy Reduction	Tonnes CO ₂ e	N/A	N/A	4,357.98	25,967.91
305-3 (a)	Other Indirect (Scope 3) GHG emissions	Tonnes CO₂e	N/A	N/A	N/A	1,274,754.60
	• Purchased goods and services	Tonnes CO ₂ e	N/A	N/A	N/A	231,528.50
	• Upstream transportation and distribution	Tonnes CO ₂ e	N/A	N/A	N/A	90,128.25
	• Waste generated in operations	Tonnes CO ₂ e	N/A	N/A	N/A	192,510.20
	• Business travel	Tonnes CO ₂ e	N/A	N/A	N/A	2,588.75
	• Employee commuting	Tonnes CO ₂ e	N/A	N/A	N/A	2,934.80
	• Processing of sold products	Tonnes CO ₂ e	N/A	N/A	N/A	741,535.40
	• End-of-life treatment of sold products	Tonnes CO ₂ e	N/A	N/A	N/A	13,528.70
305-4 (a)	GHG Emissions Intensity	Tonnes CO₂e per million THB of revenue	2.50	2.42	2.44	2.45
	Total Waste Generated	Tonnes	21,720.63	28,153.96	114,047.21	735,710.89
306-2 (a)	Hazardous Waste	Tonnes	21.34	29.02	30.93	21,448.74
	• Recycling	Tonnes	0.04	2.25	1.94	16,943.75
	• Recovery, including energy recovery	Tonnes	N/A	N/A	N/A	457.00
	• Incineration (mass burn)	Tonnes	18.01	23.76	26.54	2,680.54
	• Landfill	Tonnes	3.29	3.01	2.45	1,367.45
306-2 (b)	Non - Hazardous Waste	Tonnes	21,699.29	28,124.94	114,016.28	714,262.15
	• Recycling	Tonnes	31.16	32.76	81,394.03	561,302.84
	• Composting	Tonnes	2,021.71	5,115.01	6,103.60	9,757.64
	• Incineration (mass burn)	Tonnes	1,193.51	1,651.77	1,955.43	1,778.93
	• Landfill	Tonnes	18,452.91	21,325.40	24,563.22	141,422.74
	Total waste that has been utilized	Tonnes	2,052.91	5,150.02	87,449.57	588,461.23
	Total waste disposal	Tonnes	19,667.72	23,003.94	26,547.64	147,249.66
	The ratio of waste that has been utilized per total waste generated		0.09	0.18	0.77	0.80

Note

- N/A = Not Available
- Sustainability performance reporting is made in accordance to the reporting framework of the GRI Standard, version 2016 (2018 revision)
- Energy consumption (Gigajoules) is the multiple of fuel volume and the conversion factor of each fuel type (referencing the Department of Alternative Energy Development and Efficiency : DEDE)
- Total energy consumption within the organization is the sum of all consumed of non-renewable energy, renewable energy and electricity purchased externally
- Energy intensity is total energy consumption per million THB of revenue
- Total water withdrawal is the sum of all usage of municipal water supply (referencing average prices of the Metropolitan Water Authority and Provincial Waterworks Authority of each locations) and groundwater (referencing Department of Groundwater Resources)
- Total water withdrawal from water stress areas covers municipal water supply and groundwater, and has been assessed with the Aqueduct Water Risk Atlas of the Water Resources Institute (WRI)
- Water intensity covers municipal water supply and groundwater volumes per million THB of revenue
- Greenhouse gas emission is the multiple of information on activities that release greenhouse gases ("Activity Data") and the Emission Factor (referencing the Thailand Greenhouse Gas Emission Management Organization, and is reported as Global Warming Potential (GWP) following guidelines of the Intergovernmental Panel on Climate Change (IPCC)
- Direct greenhouse gas emissions (Scope 1) covers all greenhouse gas emission volumes from methane from waste water treatment, mobile combustion, and biogenic carbon dioxide emission
- Energy indirect greenhouse gas emissions (Scope 2) covers all greenhouse gas emission volumes from energy consumption of electricity purchased externally to the organization
- Other indirect greenhouse gas emissions (Scope 3) includes other greenhouse gas emission volumes that operations outside of the organization's management
- Greenhouse gas emissions reduction volume covers renewable energy consumption and reduction of plastic bag usage
- Greenhouse gas emissions intensity covers all direct and energy indirect greenhouse gas emission volumes per million THB of revenue
- Total waste generated volume is the sum of hazardous waste and non-hazardous waste. In 2019, the data collection scope expanded to include other product of distribution centers, including oil-contaminated containers and cargo crates, and was improved to increase data accuracy

Sustainability Performance Data 2019 : Human Resources

GRI Standard	Required Data	2016		2017		2018		2019	
		Person	%	Person	%	Person	%	Person	%
102-8	Total Employees								
	By Gender								
	Male	24,349	34.26	25,942	34.21	33,110	35.72	48,159	39.19
	Female	46,723	65.74	49,900	65.79	59,582	64.28	74,735	60.81
	By Employment Contract								
	Permanent Employees								
	Male	24,349	34.26	25,942	34.21	28,330	33.88	30,670	32.87
	Female	46,723	65.74	49,900	65.79	55,279	66.12	62,641	67.13
	Workers/Contractors								
	Male	N/A	N/A	N/A	N/A	4,780	52.63	17,489	59.12
	Female	N/A	N/A	N/A	N/A	4,303	47.37	12,094	40.88
405-1	Employee Diversity								
	By Level								
	Top Management								
	Male	14	77.78	14	77.78	55	69.62	41	66.13
	Female	4	22.22	4	22.22	24	30.38	21	33.87
	Management								
	Male	1,066	46.35	1,106	45.38	1,151	43.91	937	43.48
	Female	1,234	53.65	1,331	54.62	1,470	56.08	1,218	56.52
	Junior Management								
	Male	N/A	N/A	N/A	N/A	856	42.82	610	41.27
	Female	N/A	N/A	N/A	N/A	1,143	57.18	868	58.73
	Officer								
	Male	23,269	33.84	24,822	33.82	27,124	33.52	29,692	32.59
	Female	45,485	66.16	48,565	66.18	53,785	66.48	61,402	67.41
	By Age								
	Under 30 years old								
	Male	13,036	33.12	13,917	33.31	15,170	32.80	16,875	32.10
	Female	26,328	66.88	27,860	66.69	31,082	67.20	35,700	67.90
	30-50 years old								
	Male	10,996	35.62	11,667	35.24	12,699	35.05	13,224	33.79
	Female	19,872	64.38	21,438	64.76	23,535	64.95	25,907	66.21
	Over 50 years old								
	Male	318	37.86	358	37.29	461	41.05	571	35.58
	Female	522	62.14	602	62.71	662	58.95	1,034	64.42
	By Religion								
	Buddhist	67,426	94.87	73,296	96.64	77,174	92.30	87,989	94.30
	Christian	399	0.56	461	0.61	475	0.57	532	0.57
	Islamic	3,150	4.43	2,980	3.93	4,123	4.93	4,725	5.06

GRI Standard	Required Data	2016		2017		2018		2019	
		Person	%	Person	%	Person	%	Person	%
401-1	New Hires								
	By Gender								
	Male	33,926	N/A	34,123	N/A	16,637	36.98	16,827	35.25
	Female					28,356	63.02	30,911	64.75
	New hire rate	47.73		44.99		53.81		51.16	
	By Age								
	Under 30 years old	27,292	80.45	27,505	80.61	37,013	82.26	38,852	81.39
	30-50 years old	6,603	19.46	6,587	19.30	7,945	17.66	8,772	18.37
	Over 50 years old	31	0.09	31	0.09	35	0.08	114	0.24
401-1	Turnover								
	By Gender								
	Male	32,737	N/A	33,502	N/A	13,470	38.31	14,902	38.29
	Female					21,690	61.69	24,019	61.71
	Turnover rate	46.06		44.17		42.05		41.71	
	By Age								
	Under 30 years old	25,973	79.34	26,327	78.58	27,324	77.71	30,012	77.11
	30-50 years old	6,694	20.45	7,078	21.13	7,691	21.88	8,753	22.49
	Over 50 years old	70	0.21	97	0.29	145	0.41	156	0.40
401-3	Parental Leave								
	Number of employees taking parental leave	N/A	N/A	N/A	N/A	N/A	N/A	2,959	3.17
	Number of employees returning to work after parental leave	N/A	N/A	N/A	N/A	N/A	N/A	2,615	2.80
102-41	Collective Bargaining Agreements								
	Employee Representative under welfare committee	50,006	99.24	52,795	99.55	56,722	99.29	64,115	100
GRI Standard	Required Data	2016		2017		2018		2019	
		Hour/Person/Year		Hour/Person/Year		Hour/Person/Year		Hour/Person/Year	
404-1	Training and Development								
	Average hours of training	N/A		N/A		25.47		22.18	
	By Gender								
	Male	N/A		N/A		26.57		20.51	
	Female	N/A		N/A		24.37		23.84	
	By Level								
	Top Management								
	Male	N/A		N/A		88.67		69.41	
	Female	N/A		N/A		20.50		70.81	
	Management								
	Male	53.99		54.44		65.28		45.14	
	Female					57.13		45.42	
	Junior Management								
	Male	N/A		N/A		42.40		46.07	
	Female	N/A		N/A		42.08		46.25	
	Officer								
	Male	37.43		81.98		25.55		18.72	
	Female					23.78		22.75	

Note

- N/A = Not Available
- Reporting based on GRI Standard, version 2016
- In 2019, Include contractors data of CPRAM Co., Ltd.
- The welfare committee representatives data cover CP ALL Public Company Limited only

Sustainability Performance Data 2019 : Occupational Health and Safety

Required Data	Required Data	Unit	2016		2017		2018		2019	
			Male	Female	Male	Female	Male	Female	Male	Female
Occupational Health and Safety										
Employee										
403-9 (a) (2018)	• The number of fatalities as a result of work-related injury	Persons	0		0		0		0	
			0	0	0	0	0	0	0	0
	• Rate of high-consequence work-related injuries (Excluding Fatalities)	Cases/1,000,000 work hours	N/A		N/A		N/A		0	
			N/A	N/A	N/A	N/A	N/A	N/A	0	0
	• Rate of recordable work-related injuries	Cases/1,000,000 work hours	N/A		N/A		N/A		1.22	
			N/A	N/A	N/A	N/A	N/A	N/A	2.27	0.69
• The number of hours worked	Hours	N/A		N/A		192,955,020		222,630,585		
		N/A	N/A	N/A	N/A	67,743,167	125,211,853	74,829,447	147,801,138	
403-10 (a) (2018)	• The number of fatalities as a result of work-related ill health	Persons	0		0		0		0	
			0	0	0	0	0	0	0	0
	• The number of cases of recordable work-related ill health	Cases	N/A		N/A		N/A		0	
			N/A	N/A	N/A	N/A	N/A	N/A	0	0
403-2 (a)	• Absentee Rate (AR)	%	1.89		0.90		2.26		2.34	
			0.83	1.06	0.36	0.55	2.41	2.18	2.64	2.20
	• Lost-Time Injuries Frequency Rate (LTIFR)	Cases/1,000,000 work hours	0.60		1.95		1.10		0.71	
			1.72	0.50	3.56	1.06	1.93	0.65	1.28	0.43
	• Occupational Illness Frequency Rate (OIFR)	Cases/1,000,000 work hours	0		0		0		0	
			0	0	0	0	0	0	0	0
Contractor										
403-9 (a) (2018)	• The number of fatalities as a result of work-related injury	Persons	0		0		0		0	
			0	0	0	0	0	0	0	0
	• Rate of high-consequence work-related injuries (Excluding Fatalities)	Cases/1,000,000 work hours	N/A		N/A		N/A		0	
			N/A	N/A	N/A	N/A	N/A	N/A	0	0
	• Rate of recordable work-related injuries	Cases/1,000,000 work hours	N/A		N/A		N/A		1.51	
			N/A	N/A	N/A	N/A	N/A	N/A	2.02	0.93
• The number of hours worked	Hours	N/A		N/A		60,757,234		63,698,344		
		N/A	N/A	N/A	N/A	37,375,636	23,381,598	33,717,995	29,980,349	

Required Data	Required Data	Unit	2016		2017		2018		2019	
			Male	Female	Male	Female	Male	Female	Male	Female
Occupational Health and Safety										
403-10 (a) (2018)	• The number of fatalities as a result of work-related ill health	Persons	0		0		0		0	
			0	0	0	0	0	0	0	0
	• The number of cases of recordable work-related ill health	Cases	0		0		0		0	
			0	0	0	0	0	0	0	0
• Lost-Time Injuries Frequency Rate (LTIFR)	Cases/1,000,000 work hours	1.01		1.99		1.02		0.99		
		N/A	N/A	N/A	N/A	0.94	1.15	1.28	0.67	

Note

- N/A : Not Available
- CP ALL Plc. does not include information for merchants that are eligible for sub-area privileges, Store Partner
- Siam Makro PCL does not include Siam Makro's food service
- CPRAM Co., Ltd. Ready-to-eat food (Lat Lum Kaeo), Bakery (Lat Krabang) Year 2018 include CPRAM Chonburi
- CP ALL Plc. Contractors including housewives, security guard, construction and renovation contractor
- Siam Makro PCL Contractors, all contractors (regular contractor, contractors entering the area, transportation suppliers, security officers and housewives)
- CPRAM Co., Ltd. Contractors includes only housewives - office buildings, security guard and contractor in the production line
- Rate of high-consequence work-related injuries (excluding fatalities) = Total number of work-related injury (cases) that results in an injury which the worker cannot expected to recover fully to pre-injury health status within 6 months over the reporting period x 1,000,000 hours worked / number of hour worked (over the reporting period)
- Rate of recordable work-related injuries = Total number of injuries (cases) at all levels including work-related injury from restricted work, beyond first-aid level, lost-day level to severity level over the reporting period X 1,000,000 hours worked / Number of hours worked (over the reporting period)
- Absentee Rate (AR) = Total number of actual absentee days lost from occupational injuries or diseases, but not leave with permission, over the reporting period x 100 / Total days worked (over one year)
- Lost-Time Injuries Frequency Rate (LTIFR) = Total number of lost time injuries (cases) over the reporting period x 1,000,000 hours worked / Total hours worked (over the reporting period)
- Occupational Illness Frequency Rate (OIFR) = Total number of occupational diseases (cases) over the reporting period x 1,000,000 hours worked / Total hours worked (over the reporting period)

Sustainability Performance Data 2019 : Health & Well Being

GRI Standard	Required Data	Unit	2018	2019
Health and Well Being				
G4 - FP6	Total of sales volume of consumer products that are lowered in saturated fats/ trans fats/ sodium/ added sugars	Percentage	1.15	3.12
	• Ready-to-eat food			3.12
	• Packaged beverage (exclude alcoholic)			0.00
	• Process food			0.00
G4 - FP7	Total of sales volume of consumer products that are increased nutritious ingredients	Percentage	1.10	0.00
	• Ready-to-eat food			0.00
	• Packaged beverage (exclude alcoholic)			0.00
	• Process food			0.00
	Total of sales volume of consumer products that are renovated/reformulated	Percentage	0.20	5.66
	• Ready-to-eat food			3.80
	• Packaged beverage (exclude alcoholic)			1.86
	• Process food			0.00

Note

- Data covered own brand consumer products only

GRI Content Index

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Disclosures	Chapter	Page/ Website/ Omission	External Assurance
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	Appendix	211	
102-42 Identifying and selecting stakeholders	Embracing Differences, Building Bridges, and Forging Shared Benefits	31, 61	
102-43 Approach to stakeholder engagement	Embracing Differences, Building Bridges, and Forging Shared Benefits	62-70	
102-44 Key topics and concerns raised	Embracing Differences, Building Bridges, and Forging Shared Benefits	62-70	
GRI 418: Customer Privacy			
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Standing beside honesty, stepping aside corruption	50	
Reporting Practice			
102-45 Entities included in the consolidated financial statements	Refer to CP ALL Annual Report 2019	2	
102-46 Defining report content and topic Boundaries	Emphasis on All Material Issues for Sustainability in All Dimensions	32-33	
102-47 List of material topics	Emphasis on All Material Issues for Sustainability in All Dimensions	32	
102-50 Reporting period	Emphasis on All Material Issues for Sustainability in All Dimensions	30	
102-51 Date of most recent report	Emphasis on All Material Issues for Sustainability in All Dimensions	30	
102-52 Reporting cycle	Emphasis on All Material Issues for Sustainability in All Dimensions	30	
102-53 Contact point for questions regarding the report	Collaborative Value Chain for Everyone's Happiness	17	
102-54 Claims of reporting in accordance with the GRI Standards	Emphasis on All Material Issues for Sustainability in All Dimensions	30	
102-55 GRI content index	Appendix	214-220	
External Assurance			
102-56 External assurance	Appendix	231-232	

Material Topics

Standards	Disclosure	Chapter	Page/ Website	Omission	External Assurance
Corporate Governance					
GRI 103: Management Approach					
103-2	The management approach and its components	Corporate of Good Governance, Manage Transparently	36-39		
103-3	Evaluation of the management approach	Corporate of Good Governance, Manage Transparently	36-46		
GRI 102: General Disclosures					
102-18	Governance structure	Corporate of Good Governance, Manage Transparently	40		
102-29	Identifying and managing economic, environmental, and social impacts	Corporate of Good Governance, Manage Transparently	38-39		
102-30	Effectiveness of risk management processes	Corporate of Good Governance, Manage Transparently	41-44		
		Refer to CP ALL Annual Report 2019	40-47		

Standards	Disclosure	Chapter	Page/ Website	Omission	External Assurance
Anti-Corruption					
GRI 103: Management Approach					
103-2	The management approach and its components	Standing beside honesty, stepping aside corruption	48-51		
103-3	Evaluation of the management approach	Standing beside honesty, stepping aside corruption	48-51		
GRI 205: Anti-corruption					
205-2	Communication and training about anti-corruption policies and procedures	Standing beside honesty, stepping aside corruption	49		
Human Rights and Labor Practices					
GRI 103: Management Approach					
103-2	The management approach and its components	Respecting Human Rights, Committed to International Principles, Creating Peace	52-59		
103-3	Evaluation of the management approach	Respecting Human Rights, Committed to International Principles, Creating Peace	52-59		
GRI 412: Human Rights Assessment					
412-1	Operations that have been subject to human rights reviews or impact assessments	Respecting Human Rights, Committed to International Principles, Creating Peace	54		
412-2	Employee training on human rights policies or procedures	Respecting Human Rights, Committed to International Principles, Creating Peace	58		
GRI 405: Diversity and Equal Opportunity					
405-1	Diversity of governance bodies and employees	Respecting Human Rights, Committed to International Principles, Creating Peace	59		
		Appendix	210		
Leadership & Human Capital Development					
GRI 103: Management Approach					
103-2	The management approach and its components	Mix the similar, mend the different, and make good and talented individuals, mould to unite a force	72-88		
103-3	Evaluation of the management approach	Mix the similar, mend the different, and make good and talented individuals, mould to unite a force	72-88		
GRI 404: Training and Education					
404-1	Average hours of training per year per employee	Appendix	211		
404-2	Training and Education Programs for upgrading employee skills and transition assistance programs	Mix the similar, mend the different, and make good and talented individuals, mould to unite a force	72-88		
404-3	Percentage of employees receiving regular performance and career development reviews	Mix the similar, mend the different, and make good and talented individuals, mould to unite a force	81, 86-87		

Standards	Disclosure	Chapter	Page/ Website	Omission	External Assurance
Innovation					
GRI 103: Management Approach					
103-2	The management approach and its components	Innovation creates intellect, increases business value	92-105		
103-3	Evaluation of the management approach	Innovation creates intellect, increases business value	92-105		
GRI 203: Indirect Economic Impacts					
203-2	Significant indirect economic impacts	Innovation creates intellect, increases business value	92, 94-105		
Occupational Health and Safety					
103-2	The management approach and its components	Occupational Safety, Health and Environment	106-107		
103-3	Evaluation of the management approach	Occupational Safety, Health and Environment	106-117		
GRI 403: Occupational Health and Safety (Management Approach 2018)					
403-1	Occupational health and safety management system	Elevating Occupational Safety, Creating Friendly Work Environment	107		
403-2	Hazard identification, risk assessment, and incident investigation	Elevating Occupational Safety, Creating Friendly Work Environment	108-117		
403-3	Occupational health services	Elevating Occupational Safety, Creating Friendly Work Environment	110-117		
403-4	Worker participation, consultation, and communication on occupational health and safety	Elevating Occupational Safety, Creating Friendly Work Environment	110-117		
403-5	Worker training on occupational health and safety	Elevating Occupational Safety, Creating Friendly Work Environment	115-116		
403-6	Promotion of worker health	Elevating Occupational Safety, Creating Friendly Work Environment	110-111, 116-117		
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Elevating Occupational Safety, Creating Friendly Work Environment	116-117		
GRI 403: Occupational Health and Safety (Topic-specific Disclosures 2018)					
403-9	Work-related injuries	Appendix	212-213	Work-related injuries does not covered to all of non-employee, there still in the process of data collection. This data will be completed in the next reporting period.	✓
403-10	Work-related ill health	Appendix	212-213	Work-related ill health does not covered to all of non-employee, there still in the process of data collection. This data will be completed in the next reporting period.	✓

Standards	Disclosure	Chapter	Page/ Website	Omission	External Assurance
Health and Well Being					
GRI 103: Management Approach					
103-2	The management approach and its components	Selecting Hygienic Food with the Consumer Health at Heart	118-120		
103-3	Evaluation of the management approach	Selecting Hygienic Food with the Consumer Health at Heart	118-131		
GRI Sector Disclosures: Food Processing Sector					
FP6	Percentage of Total Sales Volume of Consumer Products, by Product Category, that are Lowered in Saturated Fat, Trans Fats, Sodium and Added Sugars	Selecting Hygienic Food with the Consumer Health at Heart	122		
		Appendix	213		✓
FP7	Percentage of total sales volume of consumer products, by product category, that contain increased nutritious ingredients like fiber, vitamins, minerals, phytochemicals or functional food additives	Selecting Hygienic Food with the Consumer Health at Heart	122		
		Appendix	213		
GRI 417: Marketing and Labeling					
417-1	Requirements for product and service information and labeling	Selecting Hygienic Food with the Consumer Health at Heart	120, 128		
Education					
GRI 103: Management Approach					
103-2	The management approach and its components	Creating educational opportunities, creating jobs, creating the future	132-134		
103-3	Evaluation of the management approach	Creating educational opportunities, creating jobs, creating the future	132-141		
Social Impact					
GRI 103: Management Approach					
103-2	The management approach and its components	Sharing Opportunities and Creating Value for Society	142-144		
103-3	Evaluation of the management approach	Sharing Opportunities and Creating Value for Society	142-154		
Ecosystem and Biodiversity Protection					
GRI 103: Management Approach					
103-2	The management approach and its components	Protecting the Ecosystem and Committing to Being Green	174-176		
103-3	Evaluation of the management approach	Protecting the Ecosystem and Committing to Being Green	174-181		
GRI 304: Biodiversity					
304-2	Significant impacts of activities, products, and services on biodiversity	Protecting the Ecosystem and Committing to Being Green	176-181		
GRI 308: Supplier Environmental Assessment					
308-1	New suppliers that were screened using environmental criteria	Cascading Responsibilities Throughout the Value Chains	191, 197		

Standards	Disclosure	Chapter	Page/ Website	Omission	External Assurance
Climate Change Management					
GRI 103: Management Approach 2016					
103-2	The management approach and its components	Climate Change Management, Alternating for Renewable Energy	158-162		
103-3	Evaluation of the management approach	Climate Change Management,	158-173		
GRI 302: Energy					
302-1	Energy consumption within the organization	Climate Change Management, Alternating for Renewable Energy	159		
		Appendix	208		✓
302-3	Energy intensity	Appendix	208		✓
302-5	Reductions in energy requirements of products and services	Climate Change Management, Alternating for Renewable Energy	165-169		
GRI 305: Emissions					
305-1	Direct (Scope 1) GHG emissions	Climate Change Management, Alternating for Renewable Energy	161		
		Appendix	208	Direct GHG emissions from refrigerant refilled and stationary combustion are not available. This data will be disclose on 2021	✓
305-2	Energy Indirect (Scope 2) GHG emissions	Climate Change Management, Alternating for Renewable Energy	161		
		Appendix	209		✓
305-3	Other Indirect (Scope 3) GHG emissions	Climate Change Management, Alternating for Renewable Energy	161		
		Appendix	209		✓ Upstream transport and distribution and business travel only
305-4	GHG emissions intensity	Climate Change Management, Alternating for Renewable Energy	158		
		Appendix	209		✓
305-5	Reduction of GHG emissions	Climate Change Management, Alternating for Renewable Energy	165-173		
		Appendix	209		
GRI 301: Materials					
301-1	Materials used by weight or volume	Climate Change Management, Alternating for Renewable Energy	160		
GRI 306: Effluents and Waste					
306-2	Waste by type and disposal method	Protecting the Ecosystem and Committing to Being Green	175		
		Appendix	209		✓

Standards	Disclosure	Chapter	Page/ Website	Omission	External Assurance
Water Stewardship					
GRI 303: Water and Effluents (Management Approach 2018)					
303-1	Interactions with water as a shared resource	Water Stewardship	182-187		
303-2	The management approach and its components	Water Stewardship	184		
GRI 303: Water and Effluents (Topic-specific Disclosures 2018)					
303-3	Water Withdrawal	Water Stewardship	182-183		
		Appendix	208		✓
303-4	Water Discharge	Water Stewardship	183		
303-5	Water Consumption	Water Stewardship	183		
Responsible Supply Chain Management					
GRI 103: Management Approach					
103-2	The Management Approach and Its Components	Cascading Responsibilities Throughout the Value Chains	188-191		
103-3	Evaluation of The Management Approach	Cascading Responsibilities Throughout the Value Chains	188-197		
GRI 308: Supplier Environmental Assessment					
308-1	New Suppliers that Were Screened Using Environmental Criteria	Cascading Responsibilities Throughout The Value Chains	191		
GRI 414: Supplier Social Assessment					
414-1	New Suppliers that Were Screened Using Social Criteria	Cascading Responsibilities Throughout The Value Chains	191		
Local Conflict Management and Community Acceptance					
GRI 103: Management Approach					
103-2	The Management Approach and Its Components	Spread The Love from Hearts, Fostering Community's Resilience	198-200		
103-3	Evaluation of The Management Approach	Spread The Love from Hearts, Fostering Community's Resilience	198-206		
GRI 413: Local Communities					
413-1	Operations With Local Community Engagement, Impact Assessments, and Development Programs	Spread The Love from Hearts, Fostering Community's Resilience	200-202		
GRI 204: Procurement Practices					
204-1	Proportion of Spending on Local Suppliers	Spread The Love from Hearts, Fostering Community's Resilience	199		

United Nations Sustainability Development Goals

Goals	Description	Chapter	Goals	Description	Chapter
	End poverty in all its forms everywhere	<ul style="list-style-type: none"> Creating educational opportunities, creating jobs, creating the future Sharing Opportunities and Creating Value for Society 		Reduce inequality within and among countries	<ul style="list-style-type: none"> Respecting Human Rights, Committed to International Principles, Creating Peace Sharing Opportunities and Creating Value for Society
	End hunger, achieve food security and improved nutrition and promote sustainable agriculture	<ul style="list-style-type: none"> Selecting Hygienic Food with the Consumer Health at Heart Sharing Opportunities and Creating Value for Society Cascading Responsibilities Throughout the Value Chains 		Make cities and human settlements inclusive, safe, resilient and sustainable	
	Ensure healthy lives and promote well-being for all at all ages	<ul style="list-style-type: none"> Elevating Occupational Safety, Creating Friendly Work Environment Selecting Hygienic Food with the Consumer Health at Heart 		Ensure sustainable consumption and production patterns	<ul style="list-style-type: none"> Corporate of Good Governance, Manage Transparently Selecting Hygienic Food with the Consumer Health at Heart Protecting the Ecosystem and Committing to Being Green Climate Change Management, Alternating for Renewable Energy Water Management Cascading Responsibilities Throughout the Value Chains
	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	<ul style="list-style-type: none"> Creating educational opportunities, creating jobs, creating the future Mix the similar, mend the different, and make good and talented individuals, mould to unite a force Spread the love from hearts, fostering community's resilience 		Take urgent action to combat climate change and its impacts	<ul style="list-style-type: none"> Protecting the Ecosystem and Committing to Being Green Climate Change Management, Alternating for Renewable Energy
	Achieve gender equality and empower all women and girls	<ul style="list-style-type: none"> Respecting Human Rights, Committed to International Principles, Creating Peace 		Conserve and sustainably use the oceans, seas and marine resources for sustainable development	<ul style="list-style-type: none"> Protecting the Ecosystem and Committing to Being Green
	Ensure availability and sustainable management of water and sanitation for all	<ul style="list-style-type: none"> Water Management 		Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse	<ul style="list-style-type: none"> Protecting the Ecosystem and Committing to Being Green
	Ensure access to affordable, reliable, sustainable and modern energy for all	<ul style="list-style-type: none"> Climate Change Management, Alternating for Renewable Energy 		Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	<ul style="list-style-type: none"> Standing beside honesty, stepping aside corruption Respecting Human Rights, Committed to International Principles, Creating Peace Embracing Differences, Building Bridges, and Forging Shared Benefits Cascading Responsibilities Throughout the Value Chains
	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	<ul style="list-style-type: none"> Respecting Human Rights, Committed to International Principles, Creating Peace Mix the similar, mend the different, and make good and talented individuals, mould to unite a force Innovation creates intellect, increases business value Elevating Occupational Safety, Creating Friendly Work Environment Selecting Hygienic Food with the Consumer Health at Heart Cascading Responsibilities Throughout the Value Chains Spread the love from hearts, fostering community's resilience 		Strengthen the means of implementation and revitalize the global partnership for sustainable development	<ul style="list-style-type: none"> Corporate of Good Governance, Manage Transparently Innovation creates intellect, increases business value
	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	<ul style="list-style-type: none"> Innovation creates intellect, increases business value Spread the love from hearts, fostering community's resilience 			

UNGC Advanced level

UNGC Advanced level checklist	Comment / Reference / Page	
Implementing the Ten Principles into Strategies & Operations	Criterion 1: The COP describes mainstreaming into corporate functions and business units	
	Indicate which of the following best practices are described in your COP:	
	<ul style="list-style-type: none"> Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff 	24-29
	<ul style="list-style-type: none"> Place responsibility for execution of sustainability strategy in relevant corporate functions (procurement, government affairs, human resources, legal, etc) ensuring no function conflicts with company's sustainability commitments and objectives 	25
	<ul style="list-style-type: none"> Align strategies, goals and incentive structures of all business units and subsidiaries with corporate sustainability strategy 	24-29
	<ul style="list-style-type: none"> Assign responsibility for corporate sustainability implementation to an individual or group within each business unit and subsidiary 	25
	<ul style="list-style-type: none"> Design corporate sustainability strategy to leverage synergies between and among issue areas and to deal adequately with trade-offs 	24-29
	<ul style="list-style-type: none"> Ensure that different corporate functions coordinate closely to maximize performance and avoid unintended negative impacts 	25
	<ul style="list-style-type: none"> Other established or emerging best practices 	-
	Criterion 2: The COP describes value chain implementation	
	Indicate which of the following best practices are described in your COP:	
	<ul style="list-style-type: none"> Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff 	48-51, 52-59, 60-70, 158-173, 188-197, https://www.cpall.co.th/wp-content/uploads/2018/12/01_CPALL-SD-Policy-and-Goals_Eng_Final-for-web_Rv.071218.pdf.pdf
	<ul style="list-style-type: none"> Analyze each segment of the value chain carefully, both upstream and downstream, when mapping risks, opportunities and impacts 	52-59, 158-173, 188-197
	<ul style="list-style-type: none"> Communicate policies and expectations to suppliers and other relevant business partners 	48-51, 60-70, 188-197
	<ul style="list-style-type: none"> Implement monitoring and assurance mechanisms (e.g. audits/screenings) for compliance within the company's sphere of influence 	106-117, 188-197
<ul style="list-style-type: none"> Undertake awareness-raising, training and other types of capacity building with suppliers and other business partners 	36-46, 48-51, 52-59, 106-117, 188-197	
<ul style="list-style-type: none"> Other established or emerging best practices 	-	
Criterion 3: The COP describes robust commitments, strategies or policies in the area of human rights		

UNGC Advanced level checklist	Comment / Reference / Page
Indicate which of the following best practices are described in your COP:	
<p>Robust Human Rights Management Policies & Procedures</p>	<ul style="list-style-type: none"> <li data-bbox="617 373 1494 472">• Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff 24-29, 52-59 <hr/> <li data-bbox="617 472 1494 588">• Commitment to comply with all applicable laws and respect internationally recognized human rights, wherever the company operates (e.g., the Universal Declaration of Human Rights, Guiding Principles on Human Rights) 52-59 <hr/> <li data-bbox="617 588 1494 682">• Integrated or stand-alone statement of policy expressing commitment to respect and support human rights approved at the most senior level of the company 24-29, 52-59 <hr/> <li data-bbox="617 682 1494 777">• Statement of policy stipulating human rights expectations of personnel, business partners and other parties directly linked to operations, products or services 52-59 <hr/> <li data-bbox="617 777 1494 871">• Statement of policy publicly available and communicated internally and externally to all personnel, business partners and other relevant parties 52-59 <hr/> <li data-bbox="617 871 1494 919">• Other established or emerging best practices -
Criterion 4: The COP describes effective management systems to integrate the human rights principles	
Indicate which of the following best practices are described in your COP:	
	<ul style="list-style-type: none"> <li data-bbox="617 1008 1494 1102">• Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff 24-29, 52-59 <hr/> <li data-bbox="617 1102 1494 1155">• Process to ensure that internationally recognized human rights are respected 52-59 <hr/> <li data-bbox="617 1155 1494 1239">• On-going due diligence process that includes an assessment of actual and potential human rights impacts 52-59 <hr/> <li data-bbox="617 1239 1494 1281">The Guiding Principles suggest that the assessment: - <hr/> <li data-bbox="617 1281 1494 1333">• Internal awareness-raising and training on human rights for management and employees 52-59 <hr/> <li data-bbox="617 1333 1494 1386">• Operational-level grievance mechanisms for those potentially impacted by the company's activities 52-59 <hr/> <li data-bbox="617 1386 1494 1438">• Allocation of responsibilities and accountability for addressing human rights impacts 52-59 <hr/> <li data-bbox="617 1438 1494 1491">• Internal decision-making, budget and oversight for effective responses to human rights impacts 24-29 <hr/> <li data-bbox="617 1491 1494 1575">• Processes to provide for or cooperate in the remediation of adverse human rights impacts that the company has caused or contributed to 52-59 <hr/> <li data-bbox="617 1575 1494 1690">• Process and programs in place to support human rights through: core business; strategic philanthropic/social investment; public policy engagement/advocacy; partnerships and/or other forms of collective action 52-59 <hr/> <li data-bbox="617 1690 1494 1738">• Other established or emerging best practices -
Criterion 5: The COP describes effective monitoring and evaluation mechanisms of human rights integration	
Indicate which of the following best practices are described in your COP:	
	<ul style="list-style-type: none"> <li data-bbox="617 1827 1494 1915">• Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff 52-59

UNGC Advanced level checklist		Comment / Reference / Page
	<ul style="list-style-type: none"> • System to monitor the effectiveness of human rights policies and implementation with quantitative and qualitative metrics, including in the supply chain 	52-59, 188-197
	<ul style="list-style-type: none"> • Monitoring drawn from internal and external feedback, including affected stakeholders 	52-59
	<ul style="list-style-type: none"> • Process to deal with incidents the company has caused or contributed to for internal and external stakeholders 	52-59
	<ul style="list-style-type: none"> • Outcomes of integration of the human rights principles 	52-59
	<p>Suggested GRI Indicators: HR2 Percentage of significant suppliers, contractors, and other business partners that have undergone human rights screening, and actions taken. HR10 Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments.)</p>	52-59
	<p>(a) Be of a form and frequency that reflect an enterprise's human rights impacts and that are accessible to its intended audiences;</p>	52-59
	<p>(b) Provide information that is sufficient to evaluate the adequacy of an enterprise's response to the particular human rights impact involved;</p>	52-59
	<p>(c) In turn not pose risks to affected stakeholders, personnel or to legitimate requirements of commercial confidentiality.</p>	52-59
	<ul style="list-style-type: none"> • Outcomes of remediation processes of adverse human rights impacts (Suggested GRI Indicator: HR11 Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms.) 	52-59
	<ul style="list-style-type: none"> • Other established or emerging best practices 	-
Criterion 6: The COP describes robust commitments, strategies or policies in the area of labour		
Indicate which of the following best practices are described in your COP:		
Robust Labour Management Policies & Procedures	<ul style="list-style-type: none"> • Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff 	52-59, https://www.cpall.co.th/wp-content/uploads/2018/06/09_CPALL-Human-Rights-and-Labor-practices-Policy_EN_Final-for-web_Rv.120618-1.pdf
	<ul style="list-style-type: none"> • Reference to principles of relevant international labour standards (ILO Conventions) and other normative international instruments in company policies 	https://www.cpall.co.th/wp-content/uploads/2018/06/09_CPALL-Human-Rights-and-Labor-practices-Policy_EN_Final-for-web_Rv.120618-1.pdf , https://www.cpall.co.th/sustain/social-dimension/human-rights/
	<ul style="list-style-type: none"> • Reflection on the relevance of the labour principles for the company 	https://www.cpall.co.th/wp-content/uploads/2018/06/09_CPALL-Human-Rights-and-Labor-practices-Policy_EN_Final-for-web_Rv.120618-1.pdf
	<ul style="list-style-type: none"> • Written company policy to obey national labour law, respect principles of the relevant international labour standards in company operations worldwide, and engage in dialogue with representative organization of the workers (international, sectoral, national). 	52-59, https://www.cpall.co.th/wp-content/uploads/2018/06/09_CPALL-Human-Rights-and-Labor-practices-Policy_EN_Final-for-web_Rv.120618-1.pdf
	<ul style="list-style-type: none"> • Inclusion of reference to the principles contained in the relevant international labour standards in contracts with suppliers and other relevant business partners 	188-197

UNGC Advanced level checklist	Comment / Reference / Page
<ul style="list-style-type: none"> • Specific commitments and Human Resources policies, in line with national development priorities or decent work priorities in the country of operation Examples: Inclusion of vulnerable/discriminated groups in the workforce (e.g., women, disabled, migrant, HIV/AIDS, older/younger workers); equal pay for work of equal value; contribution to national strategies to eliminate child/forced labour, etc. 	52-59
<ul style="list-style-type: none"> • Participation and leadership in wider efforts by employers' organizations (international and national levels) to jointly address challenges related to labour standards in the countries of operation, possibly in a tripartite approach (business – trade union – government). 	52-59
<ul style="list-style-type: none"> • Structural engagement with a global union, possibly via a Global Framework Agreement 	52-59
<ul style="list-style-type: none"> • Other established or emerging best practices 	-
<p>Criterion 7: The COP describes effective management systems to integrate the labour principles</p>	
<p>Indicate which of the following best practices are described in your COP:</p>	
<ul style="list-style-type: none"> • Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff 	52-59, https://www.cpall.co.th/wp-content/uploads/2018/06/09_CPALL-Human-Rights-and-Labor-practices-Policy_EN_Final-for-web_Rv.120618-1.pdf
<ul style="list-style-type: none"> • Risk and impact assessments in the area of labour 	52-59
<ul style="list-style-type: none"> • Dialogue mechanism with trade unions to regularly discuss and review company progress in addressing labour standards 	52-59
<ul style="list-style-type: none"> • Allocation of responsibilities and accountability within the organization 	24-29 https://www.cpall.co.th/wp-content/uploads/2018/06/09_CPALL-Human-Rights-and-Labor-practices-Policy_EN_Final-for-web_Rv.120618-1.pdf
<ul style="list-style-type: none"> • Internal awareness-raising and training on the labour principles for management and employees 	52-59
<ul style="list-style-type: none"> • Active engagement with suppliers to address labour-related challenges 	188-197
<ul style="list-style-type: none"> • Grievance mechanisms, communication channels and other procedures (e.g., whistleblower mechanisms) available for workers to report concerns, make suggestions or seek advice, designed and operated in agreement with the representative organization of workers 	52-59
<ul style="list-style-type: none"> • Other established or emerging best practices 	-
<p>Criterion 8: The COP describes effective monitoring and evaluation mechanisms of labour principles integration</p>	
<p>Indicate which of the following best practices are described in your COP:</p>	
<ul style="list-style-type: none"> • Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff 	52-59, 72-89, https://www.cpall.co.th/wp-content/uploads/2018/06/09_CPALL-Human-Rights-and-Labor-practices-Policy_EN_Final-for-web_Rv.120618-1.pdf
<ul style="list-style-type: none"> • System to track and measure performance based on standardized performance metrics 	72-89
<ul style="list-style-type: none"> • Dialogues with the representative organization of workers to regularly review progress made and jointly identify priorities for the future 	72-89
<ul style="list-style-type: none"> • Audits or other steps to monitor and improve the working conditions of companies in the supply chain, in line with principles of international labour standards 	188-197
<ul style="list-style-type: none"> • Process to positively engage with the suppliers to address the challenges (i.e., partnership approach instead of corrective approach) through schemes to improve workplace practices 	188-197

UNGC Advanced level checklist		Comment / Reference / Page
	• Outcomes of integration of the Labour principles	52-59
	• Other established or emerging best practices	-
Criterion 9: The COP describes robust commitments, strategies or policies in the area of environmental stewardship		
Indicate which of the following best practices are described in your COP:		
Robust Environmental Management Policies & Procedures	• Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff	24-29, 158-173, 174-181, https://www.cpall.co.th/wp-content/uploads/2019/05/05_CPAll-Environmental-Policy_Eng_Edit27.5.62.pdf
	• Reference to relevant international conventions and other international instruments (e.g. Rio Declaration on Environment and Development)	158-173
	• Reflection on the relevance of environmental stewardship for the company	158-173, 174-181
	• Written company policy on environmental stewardship	158-173, https://www.cpall.co.th/wp-content/uploads/2019/05/05_CPAll-Environmental-Policy_Eng_Edit27.5.62.pdf
	• Inclusion of minimum environmental standards in contracts with suppliers and other relevant business partners	188-197
	• Specific commitments and goals for specified years	24-29, 158-173
	• Other established or emerging best practices	-
Criterion 10: The COP describes effective management systems to integrate the environmental principles		
Indicate which of the following best practices are described in your COP:		
	• Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff	158-173, https://www.cpall.co.th/wp-content/uploads/2019/05/05_CPAll-Environmental-Policy_Eng_Edit27.5.62.pdf
	• Environmental risk and impact assessments	158-173
	• Assessments of lifecycle impact of products, ensuring environmentally sound management policies	-
	• Allocation of responsibilities and accountability within the organization	24-29
	• Internal awareness-raising and training on environmental stewardship for management and employees	72-88, 158-173
	• Grievance mechanisms, communication channels and other procedures (e.g. whistleblower mechanisms) for reporting concerns or seeking advice regarding environmental impacts	60-70
	• Other established or emerging best practices	-

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Criterion 11: The COP describes effective monitoring and evaluation mechanisms for environmental stewardship

Indicate which of the following best practices are described in your COP:

• Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff	158-173, https://www.cpall.co.th/wp-content/uploads/2019/05/05_CPAll-Environmental-Policy_Eng_Edit27.5.62.pdf
• System to track and measure performance based on standardized performance metrics	158-173, https://www.cpall.co.th/wp-content/uploads/2019/05/05_CPAll-Environmental-Policy_Eng_Edit27.5.62.pdf
• Leadership review of monitoring and improvement results	158-173
• Process to deal with incidents	-
• Audits or other steps to monitor and improve the environmental performance of companies in the supply chain	188-197
• Outcomes of integration of the environmental principles	158-173, 174-181
• Other established or emerging best practices	-

Criterion 12: The COP describes robust commitments, strategies or policies in the area of anti-corruption

Indicate which of the following best practices are described in your COP:

Robust Anti-Corruption Management Policies & Procedures	• Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff	24-29, 48-51, https://www.cpall.co.th/wp-content/uploads/2018/06/Anti-Corruption-Procedures-en.pdf
	• Publicly stated formal policy of zero-tolerance of corruption	https://www.cpall.co.th/wp-content/uploads/2018/06/Anti-Corruption-Procedures-en.pdf
	• Commitment to be in compliance with all relevant anti-corruption laws, including the implementation of procedures to know the law and monitor changes	48-51, https://www.cpall.co.th/wp-content/uploads/2018/06/Anti-Corruption-Procedures-en.pdf
	• Statement of support for international and regional legal frameworks, such as the UN Convention against Corruption	-
	• Detailed policies for high-risk areas of corruption	-
	• Policy on anti-corruption regarding business partners	48-51, 188-197, https://www.cpall.co.th/wp-content/uploads/2018/06/Anti-Corruption-Procedures-en.pdf
	• Other established or emerging best practices	-

Criterion 13: The COP describes effective management systems to integrate the anti-corruption principle

Indicate which of the following best practices are described in your COP:

• Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff	24-29, 48-51, https://www.cpall.co.th/wp-content/uploads/2018/06/Anti-Corruption-Procedures-en.pdf
• Support by the organization's leadership for anti-corruption	36-46, 48-51
• Carrying out risk assessment of potential areas of corruption	48-51

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<ul style="list-style-type: none"> Human Resources procedures supporting the anti-corruption commitment or policy, including communication to and training for all employees 	36-46, 48-51
<ul style="list-style-type: none"> Internal checks and balances to ensure consistency with the anti-corruption commitment 	36-46, 48-51
<ul style="list-style-type: none"> Actions taken to encourage business partners to implement anti-corruption commitments 	48-51, 188-197
<ul style="list-style-type: none"> Management responsibility and accountability for implementation of the anti-corruption commitment or policy 	https://www.cpall.co.th/wp-content/uploads/2018/06/Anti-Corruption-Procedures-en.pdf
<ul style="list-style-type: none"> Communications (whistleblowing) channels and follow-up mechanisms for reporting concerns or seeking advice 	48-51, https://www.cpall.co.th/wp-content/uploads/2018/06/Anti-Corruption-Procedures-en.pdf
<ul style="list-style-type: none"> Internal accounting and auditing procedures related to anticorruption 	48-51, https://www.cpall.co.th/wp-content/uploads/2018/06/Anti-Corruption-Procedures-en.pdf
<ul style="list-style-type: none"> Other established or emerging best practices 	-
<p>Criterion 14: The COP describes effective monitoring and evaluation mechanisms for the integration of anti-corruption</p>	
<p>Indicate which of the following best practices are described in your COP:</p>	
<ul style="list-style-type: none"> Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff 	24-29, 48-51, https://www.cpall.co.th/wp-content/uploads/2018/06/Anti-Corruption-Procedures-en.pdf
<ul style="list-style-type: none"> Leadership review of monitoring and improvement results 	36-46, 48-51
<ul style="list-style-type: none"> Process to deal with incidents 	36-46
<ul style="list-style-type: none"> Public legal cases regarding corruption 	48-51
<ul style="list-style-type: none"> Use of independent external assurance of anti-corruption programmes 	36-46
<ul style="list-style-type: none"> Outcomes of integration of the anti-corruption principle 	48-51
<ul style="list-style-type: none"> Other established or emerging best practices 	-
<p>Criterion 15: The COP describes core business contributions to UN goals and issues</p>	
<p>Indicate which of the following best practices are described in your COP:</p>	
<ul style="list-style-type: none"> Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff 	24-29
<ul style="list-style-type: none"> Align core business strategy with one or more relevant UN goals/issues 	https://www.cpall.co.th/sustain/goals/
<ul style="list-style-type: none"> Develop relevant products and services or design business models that contribute to UN goals/issues 	https://www.cpall.co.th/sustain/goals/
<ul style="list-style-type: none"> Adopt and modify operating procedures to maximize contribution to UN goals/issues 	https://www.cpall.co.th/sustain/goals/
<ul style="list-style-type: none"> Other established or emerging best practices 	-

**Taking Action
in Support of Broader
UN Goals and Issues**

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Criterion 16: The COP describes strategic social investments and philanthropy

Indicate which of the following best practices are described in your COP:

• Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff	24-29, 142-154, 198-206
• Pursue social investments and philanthropic contributions that tie in with the core competencies or operating context of the company as an integrated part of its sustainability strategy	24-29, 132-141, 142-154, 198-206
• Coordinate efforts with other organizations and initiatives to amplify—and not negate or unnecessarily duplicate—the efforts of other contributors	132-141, 142-154, 198-206
• Take responsibility for the intentional and unintentional effects of funding and have due regard for local customs, traditions, religions, and priorities of pertinent individuals and groups	142-154, 198-206
• Other established or emerging best practices	-

Criterion 17: The COP describes advocacy and public policy engagement

Indicate which of the following best practices are described in your COP:

• Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff	24-29
• Publicly advocate the importance of action in relation to one or more UN goals/issues	118-131, 158-173
• Commit company leaders to participate in key summits, conferences, and other important public policy interactions in relation to one or more UN goals/issues	https://www.cpall.co.th/sustain/sustainability-framework/
• Other established or emerging best practices	-

Criterion 18: The COP describes partnerships and collective action

Indicate which of the following best practices are described in your COP:

• Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff	24-29, 132-141, 142-154, 188-197, 198-206
• Develop and implement partnership projects with public or private organizations (UN entities, government, NGOs, or other groups) on core business, social investments and/or advocacy	132-141, 142-154, 198-206,
• Join industry peers, UN entities and/or other stakeholders in initiatives contributing to solving common challenges and dilemmas at the global and/or local levels with an emphasis on initiatives extending the company's positive impact on its value chain	188-197
• Other established or emerging best practices	-

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Corporate Sustainability Governance and Leadership	Criterion 19: The COP describes CEO commitment and leadership	
	Indicate which of the following best practices are described in your COP:	
	<ul style="list-style-type: none"> Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff 	2-5
	<ul style="list-style-type: none"> CEO publicly delivers explicit statements and demonstrates personal leadership on sustainability and commitment to the UN Global Compact 	-
	<ul style="list-style-type: none"> CEO promotes initiatives to enhance sustainability of the company's sector and leads development of industry standards 	-
	<ul style="list-style-type: none"> CEO leads executive management team in development of corporate sustainability strategy, defining goals and overseeing implementation 	-
	<ul style="list-style-type: none"> Make sustainability criteria and UN Global Compact principles part of goals and incentive schemes for CEO and executive management team 	https://www.cpall.co.th/en/sustain/economic-dimension/corporate-governance/
	<ul style="list-style-type: none"> Other established or emerging best practices 	-
	Criterion 20: The COP describes Board adoption and oversight	
	Indicate which of the following best practices are described in your COP:	
	<ul style="list-style-type: none"> Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff 	36-46
	<ul style="list-style-type: none"> Board of Directors (or equivalent) assumes responsibility and oversight for long-term corporate sustainability strategy and performance 	24-29, 36-46
	<ul style="list-style-type: none"> Board establishes, where permissible, a committee or assigns an individual board member with responsibility for corporate sustainability. 	24-29
	<ul style="list-style-type: none"> Board (or committee), where permissible, approves formal reporting on corporate sustainability (Communication on Progress) 	21, 24-29
	<ul style="list-style-type: none"> Other established or emerging best practices 	-
	Criterion 21: The COP describes stakeholder engagement	
	Indicate which of the following best practices are described in your COP:	
	<ul style="list-style-type: none"> Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff 	24-29, 60-71
	<ul style="list-style-type: none"> Publicly recognize responsibility for the company's impacts on internal and external stakeholders 	2-5, 24-29, 60-70
	<ul style="list-style-type: none"> Define sustainability strategies, goals and policies in consultation with key stakeholders 	24-29, 30-33
<ul style="list-style-type: none"> Consult stakeholders in dealing with implementation dilemmas and challenges and invite them to take active part in reviewing performance 	60-70	
<ul style="list-style-type: none"> Establish channels to engage with employees and other stakeholders to hear their ideas and address their concerns, and protect 'whistle-blowers' 	60-70	
<ul style="list-style-type: none"> Other established or emerging best practices 	-	

LR Independent Assurance Statement

Relating to CP ALL Public Company Limited's Sustainability Report for the calendar year 2019

This Assurance Statement has been prepared for CP ALL Public Company Limited (CP ALL) in accordance with our contract but is intended for the readers of this Report.

Terms of engagement

Lloyd's Register Quality Assurance Ltd. (LR) was commissioned by CP ALL Public Company Limited (CP ALL) to provide independent assurance on its Sustainability Report 2019 "the report" against the assurance criteria below to a moderate level of assurance and at the materiality of the professional judgement of the verifier, using AccountAbility's AA1000AS (2008)¹, where the scope was a Type 2 engagement.

Our assurance engagement covered CP ALL's subsidiaries in Thailand only, and specifically the following requirements:

- Evaluating CP ALL's adherence to AA1000 AccountAbility Principles (2008) of Inclusivity, Materiality and Responsiveness.
- Confirming that the report is in accordance with:
 - GRI Standards (2016) and core option
 - GRI Food Processing sector disclosures
- Evaluating the reliability of data and information for only the selected indicators listed below:¹
 - *Environmental:*
GRI 302-1 Energy consumption within the organization, GRI 302-3 Energy intensity, GRI 303-3 Water withdrawal (2018 edition), GRI 305-1 Direct (scope 1) GHG emissions, GRI 305-2 Energy indirect (scope 2) GHG emissions, GRI 305-3 Other indirect (Scope 3) GHG emissions (Upstream transport and distribution and business travel only), GRI 305-4 GHG emissions intensity, GRI 306-2 Waste by type and disposal method.
 - *Social:*
GRI 403-9 to 10 Work-related injuries and ill health (2018 edition) and FPSS FP6 Percentage of Total Sales Volume of Consumer Products, by Product Category, that are Lowered in Saturated Fat, Trans Fats, Sodium and Added Sugars.

Our assurance engagement excluded the data and information of CP ALL's subsidiaries within Thailand where it has no operational control, all operations and activities outside of Thailand and suppliers and any third-parties mentioned in the report.

LR's responsibility is only to CP ALL. LR disclaims any liability or responsibility to others as explained in the end footnote. CP ALL's responsibility is for collecting, aggregating, analysing and presenting all the data and information within the report and for maintaining effective internal controls over the systems from which the report is derived. Ultimately, the report has been approved by, and remains the responsibility of CP ALL.

LR's Opinion

Based on LR's approach nothing has come to our attention that would cause us to believe that CP ALL has not, in all material respects:

- Met the requirements above
- Disclosed reliable performance data and information as no errors or omissions were detected
- Covered all the issues that are important to the stakeholders and readers of this report.

The opinion expressed is formed on the basis of a moderate level of assurance and at the materiality of the professional judgement of the verifier.

Note: The extent of evidence-gathering for a moderate assurance engagement is less than for a reasonable assurance engagement. Moderate assurance engagements focus on aggregated data rather than physically checking source data at sites. Consequently, the level of assurance obtained in a moderate assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

LR's approach

LR's assurance engagements are carried out in accordance with our verification procedure. The following tasks though were undertaken as part of the evidence gathering process for this assurance engagement:

- Assessing CP ALL's approach to stakeholder engagement to confirm that issues raised by stakeholders were captured correctly. We did this by interviewing CP ALL's management who engage directly with stakeholder groups as well as reviewing documents and associated records.

¹ GHG quantification is subject to inherent uncertainty.

- Reviewing CP ALL's process for identifying and determining material issues to confirm that the right issues were included in their report. We did this by benchmarking reports written by CP ALL and its peers to ensure that sector specific issues were included for comparability. We also tested the filters used in determining material issues to evaluate whether CP ALL makes informed business decisions that may create opportunities which contribute towards sustainable development.
- Auditing CP ALL's data management systems to confirm that there were no significant errors, omissions or mis-statements in the report. We did this by reviewing the effectiveness of data handling process, and systems, including those for internal verification. We also spoke with key people in various departments responsible for compiling the data and drafting the report.
- Visiting CP ALL's operations as business representative (CP RAM – Chonburi, Siam Makro – Satorn and Distribution centre - Bangbuatong) to sample performance data and information for the selected specific standard disclosures to confirm its reliability.

Observations

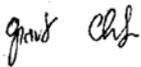
Further observations and findings, made during the assurance engagement, are:

- Stakeholder inclusivity: We are not aware of any key stakeholder groups that have been excluded from CP ALL's stakeholder engagement process. However, CP ALL should consider arranging dialogue with all of its stakeholders to understand every parties' growing expectations.
- Materiality: We are not aware of any material issues concerning CP ALL's sustainability performance that have been excluded from the report. It should be noted that CP ALL has established extensive criteria for determining which issue/aspect is material and that these criteria are not biased to the company's management.
- Responsiveness: CP ALL has addressed the concerns of stakeholders in relation to GHG and food related safety. However, we believe that future reports should;
 - disclose safety statistics for manpower under licence operations
 - discuss how CP ALL establishes governance within business partners and supply chains; for example, full compliance with road safety and traffic rules.
- Reliability: Data management systems are considered to be well defined, but the implementation of these systems varies across CP ALL's operational facilities. CP ALL should consider interim verification to further improve the reliability and timeliness of its disclosed data and information.

LR's standards, competence and independence

LR ensures the selection of appropriately qualified individuals based on their qualifications, training and experience. The outcome of all verification and certification assessments is then internally reviewed by senior management to ensure that the approach applied is rigorous and transparent.

This verification is the only works undertaken by LR for CP ALL and as such does not compromise our independence or impartiality.



Opart Charuratana
LR Lead Verifier

On behalf of Lloyd's Register Quality Assurance Ltd.
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Dated: 26 February 2020

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