



Embracing Differences, Building Bridges, and Forging Shared Benefits



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 (%)



Key Performance in 2020



Rank 1
Awarded First Place of 'Thailand's Most Admires Brand 2020' for the 24-hour convenience stores business for 8 consecutive years, reflecting the level of trust that the consumers place in



Rank 2
Awarded Second Place for companies which are 'Most Committed to Social Causes' and Fifth Place for 'Best Managed Company', analyzed with insights from Finance Asia's 2020 Asia's Best Companies



Awarded "Green Brand Love, which reflect consumer trust in organizations that conduct business with an emphasis on the value of society and environment

Supporting the SDGs



SDG 8 Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

8.8 Protect labour rights and promote safe and secure working environment for all workers, including migrant workers, in particular women migrants, and those in precarious employment



SDG 16 Promote peaceful and inclusive, societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all level

16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels
16.10 Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements

Risks and Opportunities

CP ALL Plc. and its subsidiaries (the “Company”) realize the importance of each and every group of stakeholders that play critical roles in the growth of the organization’s business operations. Such importance is given through stakeholder engagement and deliver quality products and services. This is inclusive of the efforts to adapt to the current events as well as reaching out to help the stakeholders during both normal and crisis time, to respond to their expectations.



Management Approach


The Company aims to operate its business while encouraging engagement with the 12 stakeholder groups – namely, customers, suppliers, communities, employees, NGOs and CSOs, lead think tanks, media and bloggers, the government, business alliances (landlords and store partners), shareholders, investors/analysts, and creditors. This is so that all departments of the Company become aware of stakeholders’ perspectives toward the organization’s operations via various channels such as the stakeholders’ survey to gauge their satisfactions and hear their expectations, viewpoints, recommendations, and comments on issues with regards to sustainability covering the economic, social and environmental aspects during both normal and crisis time. This will allow the Company to list the issues by order of importance which was used to particularize the appropriate response and approach in preparing this report.



Moreover, the Company has the following approaches of stakeholder engagements for each group as follows.



Customer

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: 62,991 times Websites and online social media 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 such as encouraging for the suppliers to provide Guideline Daily Amount (GDA) type-nutrition facts label for both basis of legal requirement and on voluntary basis
	<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 with the SAVEQC program to increase customer satisfaction
	<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"> Customers' data protection 	<ul style="list-style-type: none"> Personal data protection policy that covers through various group of customers and different membership types with personal data provided
 Guidance on Mitigating and Preventing the Risk of COVID-19		
	<ul style="list-style-type: none"> 7-Eleven staffs shall not be spreaders in infectious diseases to the customers Distribution of the COVID-19 prevention products such as masks and alcohol etc. 	<ul style="list-style-type: none"> Setting the COVID-19 prevention measures to instill confidence to the customers such as requiring employees to wear masks and getting body temperature screening prior to beginning of work, regular cleaning of the counters and all 7-Eleven stores' equipment, as well as communicating with the employees to ensure their understanding of good COVID-19 prevention practices Customers are required to wear mask and subject to body temperature screening prior to entering the stores
	<ul style="list-style-type: none"> Ensure no shortage of essential consumer goods 	<ul style="list-style-type: none"> Products availability that meet customers' demand and no shortage during the epidemic "Im Koom" campaign, so that customers have access to reasonably-priced food during the epidemic Support Chef's Hug lunchbox project by providing raw materials, in order to distribute the meal boxes to 5 communities around Bangkok
	<ul style="list-style-type: none"> Online shopping and home delivery 	<ul style="list-style-type: none"> "Im Tong" campaign of 7-Eleven, a food delivery service which can be ordered with the store's LINE account via chat "SPEED-D" campaign, 24 hour-parcel delivery service to anywhere in Thailand, available at 7-Eleven stores



Suppliers and Contractors

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 Knowledge sharing seminar with supplier with regards to sustainability Supplier relations center number 0 2826 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 that is steady and sustainable Collecting feedback from suppliers to be taken into consideration and adapting the joint operational processes Jointly improving the management of responsible supply chain in the areas of economy, social and the environment 	
	<ul style="list-style-type: none"> Managing local conflicts and creating acceptance with the communities 	<ul style="list-style-type: none"> Supporting and uplifting the quality standard of 7-Eleven construction contractors Elevating and improving the local economic through the support from small entrepreneur in the communities by selecting and jointly developing products to sell to appropriate customers 	
	<ul style="list-style-type: none"> Good corporate governance 	<ul style="list-style-type: none"> Determining the policies and announcing the use of such policies related to corporate governance 	
	<ul style="list-style-type: none"> Fair business operations in accordance with the Business Ethics and Code of Conduct 	<ul style="list-style-type: none"> Communicating the approach and practices in the Business Ethics and Code of Conduct to all group of suppliers 	
	<ul style="list-style-type: none"> Anti-Corruption 	<ul style="list-style-type: none"> Corporation with the government network "Joining Forces, Combatting Corruption" Joining the Thai Private Sector Collective Action Against Corruption (CAC) 	
	<ul style="list-style-type: none"> Innovation management 	<ul style="list-style-type: none"> Developing open innovation projects, creation of closed innovation and improving innovation 	
	<ul style="list-style-type: none"> Responsible supply chain management 	<ul style="list-style-type: none"> Announcement of 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 Developing supplier audit protocols in accordance with the Sustainable Sourcing 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 Project to reduce the electricity consumption of air conditioner of each stores 	
	Guidance on Mitigating and Preventing the Risk of COVID-19		
		<ul style="list-style-type: none"> Flexibility with delivery of products 	<ul style="list-style-type: none"> Regularly follow the COVID-19 epidemic-related news Set out rules and procedures to deliver products which would prevent the outbreak of COVID-19 Facilitate the suppliers with the delivery of goods and services which are situational appropriate
<ul style="list-style-type: none"> Knowledge on how-to-behave during the COVID-19 epidemic 		<ul style="list-style-type: none"> Determine communication channels to swiftly share up-to-date knowledge on COVID-19 prevention to each group of suppliers 	



Community

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 Subdistrict 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 	<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
	<ul style="list-style-type: none"> Community development, collectively creating value between the communities, society and the corporate sector 	<ul style="list-style-type: none"> 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 Cafe' MuanChon projects E-Donation project Drinking water for firefights project Firefight training and fire evacuation drill for the community and vulnerable group project
	<ul style="list-style-type: none"> Supporting agriculture, micro, small and medium entrepreneurs in creating quality goods, and promoting market reach and other sales channels of the communities 	<ul style="list-style-type: none"> 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 "7-Eleven and Thai Farmers Collaboration" project, the "ALL Fresh" project, the "My Farmer, My Life Partner" project, program to develop capability of Chertawan Chawna Buddhist Economics School, and the "Joint development of products of Phu Fa center" project
	<ul style="list-style-type: none"> Promoting and conserving local culture 	<ul style="list-style-type: none"> Shaping landscapes, and surrounding environment of the stores to blend in with the local cultures
	<ul style="list-style-type: none"> Good environmental management 	<ul style="list-style-type: none"> Implementing energy management projects and expanding the results to the stores in their efforts to save energy and role-model innovation stores Implementing waste management projects such as, Ton Kla Rai Thung (new generation, zero waste), 7 Go Green recycled plastic road project, Magic Box recycling for sharing project, Send plastic home project, Speed-D recycling project, and Food waste management navigating Koi Samui project
	<ul style="list-style-type: none"> Providing educational opportunities, promoting sustainable vocational skills 	<ul style="list-style-type: none"> Implementing projects to support educational and job opportunities, namely, the career readiness program for student interns, the "Returning capable and good people to society" program, and the "Rean Free Mee Rai Dai" project Go game incubating project Project to uplift the skills of labor and change of career with online training
	 Guidance on Mitigating and Preventing the Risk of COVID-19	
	<ul style="list-style-type: none"> Consumable goods are to maintain their regular prices Procedural knowledge on behaviors during the COVID-19 epidemic Support COVID-19 prevention products such as masks and alcohol etc. Job creation in the community during the time of crisis 	<ul style="list-style-type: none"> "No Thais left behind" project, donated 77 million Baht to 77 hospitals across the 77 provinces in Thailand Providing medical equipment such as PPE suit and masks to medical personnel Providing food and drinks to those who are under quarantine and hospital personnel



Employees

Approach to Stakeholder Engagement	Examples of Stakeholder Expectation	Examples of Companies' Responses
<ul style="list-style-type: none"> • Annual satisfaction and engagement survey • Happiness survey for store manager-level employees • Channels to receive feedback and complaints such as <ul style="list-style-type: none"> - Via Koh-Rakang Project : 398 times - Site visits at 7-Eleven stores, offices and distribution centers : 12 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 • Grievance channels such as email, postal mail, information centre, Company's online media, Koh-Rakang Project, etc. 	<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) • Retirement readiness project for the employees
	<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 • “Love Health” Project • Ergonomic risk reduction program and stress management • Apply the principles of human rights to guidelines towards the employees
	<ul style="list-style-type: none"> • A good workplace conditions 	<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
<p style="text-align: center;"> Guidance on Mitigating and Preventing the Risk of COVID-19</p>		
	<ul style="list-style-type: none"> • Confidence in the safety and the COVID-19 free environment when arriving at work • Knowledge on how-to-behave during the COVID-19 epidemic • Support COVID-19 prevention products such as masks and alcohol etc. • Technology by working via decent platforms 	<ul style="list-style-type: none"> • Financial support to employees such as education and medical expenses, etc. • Screening measures on individuals at risk of COVID-19 infection and to report the numbers of such screening of each group to all 7-Eleven stores and distribution centers nationwide as well as to the head office and provincial and metropolitan offices, categorized in to 4 groups as follows: <ul style="list-style-type: none"> - Group A: Infected - Group B: Have records of being in close proximity to Group A of records from high risk countries - Group C: Have records of being in close proximity to Group B - Group D do not have credible information • Groups taking turns working from home and from the office, as appropriate • Providing food, water and moral support to employees who work at the stores. Provide E-Coupon for necessities to employees, families of employees who are affected by COVID-19 whether by having no workday, termination, or close of business



Non-Governmental Organizations (NGOs) and Civil Society Organizations (CSOs)

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 the aspiration to "Giving and Sharing Opportunities for All" Foster good relations through constant meeting, consulting and exchanging information 	<ul style="list-style-type: none"> Create economic opportunities for the 'Grass Roots' farmer 	<ul style="list-style-type: none"> Gathering feedback from and problems faced by the communities, in joint efforts with the CSOs Support farmers' capacity building in their production and distribution, as required, such as the project to develop farmers' capabilities Cooperating with the CSOs to support the distribution of products in the local markets
	<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"> Knowledge sharing projects for local product development that aims to improve the livelihood of the communities and farmers
	<ul style="list-style-type: none"> Looking after and restoring the environment and encouraging solving environmental issues sustainably 	<ul style="list-style-type: none"> Jointly supporting waste management projects with the CSOs such as, Food Waste Management project, Recycling of Plastic project, Ton Kla Rai Thung (new generation, zero waste) project, etc.
Guidance on Mitigating and Preventing the Risk of COVID-19		
	<ul style="list-style-type: none"> Procedural knowledge on behaviors during the COVID-19 epidemic Support/assist communities and groups of people who were effected 	<ul style="list-style-type: none"> Procedural knowledge on behaviors during the COVID-19 epidemic Introducing the project to support COVID-19 prevention equipment Supporting the CSOs in the project to giveaway consumer goods to the occupational classes and communities directly effected such as the taxi drivers, motorcycle taxi drivers, or hawker merchants Supporting CSOs in the project to giveaway consumer goods and basic medical equipment for children and parents with cerebral palsy and mobility handicap Supporting the CSOs in the project to set up community fund to manage the access to food and consumer goods for effected people and to muster assistance between communities for sustainability and self-independence



Opinion 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 the aspiration of 'Giving and Sharing Opportunities for All' Foster good relations through constant meeting, consulting and exchanging information 	<ul style="list-style-type: none"> Creating economic opportunities for the 'Grass Roots' farmer 	<ul style="list-style-type: none"> Gathering feedback and problems faced by the communities, and cooperating with the CSOs with the improvement of farmers' Capacity building for development of production and distribution, as required, such as the project to develop the farmers' capabilities Cooperating with the CSOs to support the distribution of products in the local markets
	<ul style="list-style-type: none"> Collectively creating and repurposing pre-existing objects to create value throughout the supply chain Communicating and incorporating into the daily life routine of the new generation, so that it is deeply pervasive 	<ul style="list-style-type: none"> Knowledge sharing projects for local product development that aims to improve the livelihood of the communities and farmers
	<ul style="list-style-type: none"> Looking after and restoring the environment. This includes encouraging solving environmental issues sustainably 	<ul style="list-style-type: none"> Jointly supporting waste management projects with the CSOs such as, Food Waste Management project, Recycling of Plastic project, Ton Kla Rai Thung (new generation, zero waste) project, etc.
Guidance on Mitigating and Preventing the Risk of COVID-19		
	<ul style="list-style-type: none"> Procedural knowledge on behaviors during the COVID-19 epidemic Support COVID-19 prevention equipment 	<ul style="list-style-type: none"> Procedural knowledge on behaviors during the COVID-19 epidemic Introducing the project to support COVID-19 prevention equipment.




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: <ul style="list-style-type: none"> Digital News Excellence Awards and Thailand's Goodness Award in Media Supporting Morality and Ethics Anti-Corruption Awards 2020 Held the 'I Creator Conference 2020' Supporting and participating in activities from mass media, such as anniversaries, CSR activities, seminar to share knowledge relating to the mass media occupation 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 Knowledge transfer via social media In-depth interviews, and group communications. Taking the mass media to site visit the business operations of the SMEs and farmers Knowledge sharing seminar on social media trends 	<ul style="list-style-type: none"> Creating an understanding and reduce local conflict through the use of social media, to disclose Product Quality Innovation to facilitate the payment of goods Improving and redeeming the branding of the organization Improving the work systems of the organization to appropriately response to the current world events Good and quality service Good and quality service 	<ul style="list-style-type: none"> Communicating reliable information through social media, mass media, press or other online channels of the organization or its employees Establishing criteria for health products, and health products development Growing online commerce, with various methods of delivery, various payment methods and more readily accessible products to the consumers Communicating through all channels, social media, mass media, press, online media as well as building positive relationships with each of the stakeholders "Creating Dream, Share Opportunity" project by CP ALL Changing in the organization's culture Usage of digital technologies to improve work process, including O2O IT Platform, and AI Policy announcement on sustainable 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 Constant improvement to services
Guidance on Mitigating and Preventing the Risk of COVID-19		
	<ul style="list-style-type: none"> Cooperate in the communication and disclosure of relevant infections of COVID-19 Procedural knowledge on behaviors during the COVID-19 epidemic on social media 7-Eleven stores safety measures 	<ul style="list-style-type: none"> Sharing COVID-19 prevention measures through all channels including social media, mass media, press, and online media Cooperate in the communication and disclosure infections of COVID-19 virus to the public Communicating on the service that is up to standards and values the safety of the customers and employees



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 53 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, 29 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"> Sharing perspectives through associations, and various trade unions Supporting 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"> Determining policies on creating programs and clearly prevent any conflicts to the interests
 Guidance on Mitigating and Preventing the Risk of COVID-19		
	<ul style="list-style-type: none"> Cooperate with the governmental sector in disclosing the information of those who are infected by COVID-19 Strictly follow the measures of the government Determine COVID-19 prevention measures and good behaviors Assist suppliers with their business operations during the time of crisis Correct disposal of infected wastes such as used masks No hoard of products 	<ul style="list-style-type: none"> Regularly cooperate and comply with the government's policies, including to follow with the published policies and procedures Internal audit within the organization on compliance with the government's policies Control the product prices to be appropriate with price set by the government Encouraging the suppliers to comply with the policies and procedures of the government

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.	Trade Associations	2020 Monetary Contributions (Baht)
1	Thai Retailers Association	77,000
2	The Thai Chamber of Commerce and Board of Trade of Thailand	55,277
3	The Federation of Thai Industries	66,430

In 2020, CP ALL Plc. participated and supported projects with various organizations as follows.

Business Accelerator Project

Supports screening system and tools to improve businesses CP ALL Plc. signed an MOU with the Thai Chamber of Commerce and Board of Trade of Thailand for the pilot project during the COVID-19 epidemic with the Business Accelerator Project to support screening system and tools to improve the businesses. It will assess the readiness of products via online systems, which incorporated all of the knowledge of 7-Eleven’s product selection process, so that one know the strengths and weaknesses as well as improvements to be made before entering the modern trade market. This create an opportunity for the SMEs who are members of the Thai Chamber of Commerce and its affiliates to develop their business management during time of crisis to be able to enter the market.



Circular Economy Project

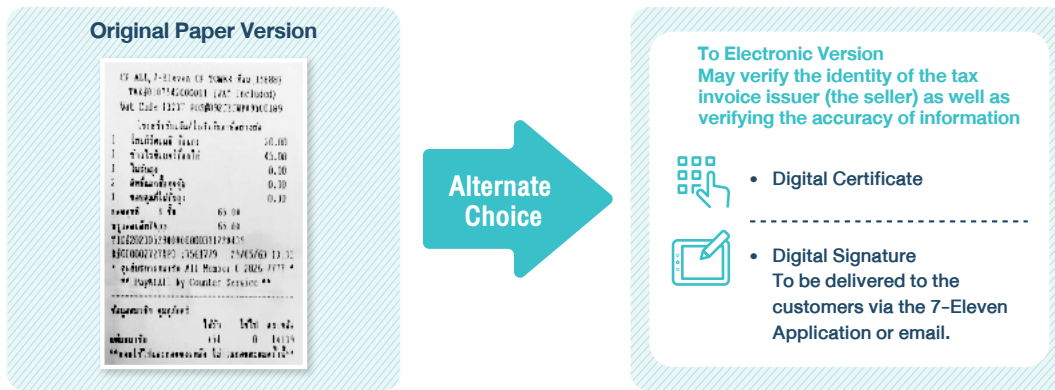
CP ALL Plc. participated in the working group for the development and usage of plastic waste “Circular Economy Project” under the subcommittee on managing plastic waste, national environment committee, of the Ministry of Natural Resources and Environment, tasked with jointly submitting proposed amendments to the (draft) roadmap in managing plastic waste for the years 2018–2030 for Thailand to enter the “Circular Economy.” It joined as a member of a private party working with the Department of Environmental Quality Promotion and Pollution Control Department of the Ministry of Natural Resource and Environment to jointly work on the project to reduce use of plastic bags, project to reduce use of single-use plastic, waste sorting project, and other projects relating to the environment. Also participated in working with the Public Private Partnership Plastic, a working team officially appointed by the Plastic Waste Management Committee, focused on the development and use of plastic waste to drive efforts in preventing and solving plastic waste issues in Thailand under the “Circular Economy”.

E-Tax Invoice Project


CP ALL Plc. gives emphasis on convenience, worth of mouth for new form of services. This would be in the form of giving customers convenience, providing options for customers to take receipt innovation, abbreviated tax invoice and a full tax invoice in electronic form. This mitigates global warming impacts. ALL Member can receive them in 7-Eleven application.

This helps reduce paper usage to protect safeguard the environment. It also helps emphasize protecting customers' data.

- Convenient, no lost of receipt and could be verified anytime
- Reduce the use of resources and preserve the environment
- Safe, files may be downloaded to be stored at own's device
- Quick, may request tax invoice via the 7-Eleven application
- Correspond to the digital lifestyle




Business Alliances

Approach to Stakeholder Engagement	Examples of Stakeholder Expectation	Examples of Companies' Responses
Landlord <ul style="list-style-type: none"> • Channels to receive feedback and complaints such as <ul style="list-style-type: none"> - Submitting information and complaints through a Call Center : 956 times - Annual engagement survey - Public relations news through SMS and email - Site visits the landlord at least once every trimester • Sending special occasion wishes via SMS • Provide new year gifts • Support activities 	<ul style="list-style-type: none"> • Continuous joint operations pursuant to principles of good governance • Swift cooperation and problem solving 	<ul style="list-style-type: none"> • Establishment of a system to oversee, follow up and resolve the issues complained thereof • Uplift the satisfaction survey of the landlord towards the Company
	<ul style="list-style-type: none"> • Public relations and sharing news regarding the Companies' policies 	<ul style="list-style-type: none"> • Site visits to establish relationships with the landlord, once every trimester at a minimum • Public relations news through SMS and email • Activities to promote the special locations landlord for strategic partners
	<ul style="list-style-type: none"> • Receive rent payment on time 	<ul style="list-style-type: none"> • On-time rental fee payment system in place
	<ul style="list-style-type: none"> • Ensure that the rental property is in good conditions throughout the terms of the rent as well as after 	<ul style="list-style-type: none"> • Measures to look after the rental property and environment surrounding such property
 Guidance on Mitigating and Preventing the Risk of COVID-19		
	<ul style="list-style-type: none"> • No issues on making rent payment such as late payments • Disposal of infected waste such as masks in the stores 	<ul style="list-style-type: none"> • On-time rental fee payment measures in place to instill confidence in the landlords • Measures to dispose infected waste such as masks in the stores




Business Alliances

Approach to Stakeholder Engagement	Examples of Stakeholder Expectation	Examples of Companies' Responses
Store Partners		
<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 1,431 times Conducting a satisfaction survey through the website every trimester Monthly newsletters SBP MALL CP ALL Connect Meeting, 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 	<ul style="list-style-type: none"> Communicating the approach and practices in good governance and business ethics
	<ul style="list-style-type: none"> Promoting capability in competition and business management 	<ul style="list-style-type: none"> 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
	<ul style="list-style-type: none"> Public relations and notifying the news and policies of the Companies 	<ul style="list-style-type: none"> Sharing information and public relation news on the market
	<ul style="list-style-type: none"> Business stability, expansion and continual joint operations 	<ul style="list-style-type: none"> Supporting the store partners to cultivate successors to the business for longevity in their joint business operations
<div style="text-align: center;">  Guidance on Mitigating and Preventing the Risk of COVID-19 </div>		
	<ul style="list-style-type: none"> Offer various supports such as financial and employee's operation Knowledge on how-to-behave during the COVID-19 epidemic Communication and publicize on news relating to swift assistance measures of the Company 	<ul style="list-style-type: none"> The Company shoulder the cost burden in the prevention of COVID-19 such as 7-Eleven stores cleaning, consumable costs in line with the prevention measures Store partners may borrow money to maintain cash flow for their continuous operations Flexible measures such as to postpone or exempt of expenses by the Company, extension of store contracts for stores that temporarily close Assist store partners by providing crucial information or documents Relay public relation news and moral support from the Company



Shareholders

Approach to Stakeholder Engagement	Examples of Stakeholder Expectation	Examples of Companies' Responses
<ul style="list-style-type: none"> Annual general meeting of the shareholders Financial statements Annual registration statement (Form 56-1) Annual Report Sustainability Development Report 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 institute of directors (IOD), Thai Investors Association, Stock exchange of Thailand, DJSI and FTSE Russell 	<ul style="list-style-type: none"> Operational results and business expansion 	<ul style="list-style-type: none"> Managing the business to grow, reduce risks and increase transparency
	<ul style="list-style-type: none"> Good corporate governance 	<ul style="list-style-type: none"> Specifying governance policies and ensuring strict adherence to the policies Providing equal treatment to the shareholders, and to maintain shareholder and investor interests
	<ul style="list-style-type: none"> Operational transparency, information disclosure, branding, and social acceptance 	<ul style="list-style-type: none"> Collect feedback from shareholders 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
	<ul style="list-style-type: none"> Impact to the economy of the communities 	<ul style="list-style-type: none"> Carrying out work promoting job creation injecting salaries for the local communities through promoting subsidiary business operators in the community
	<ul style="list-style-type: none"> Received a governance assessment, by Institute of Directors (IOD) and Thai Investors Association Selected as the tier 1 member nationally and internationally, such as, THSI, DJSI, and FTSE4Good Index 	<ul style="list-style-type: none"> 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 policy, environment, and society to align with the international standards
 Guidance on Mitigating and Preventing the Risk of COVID-19		
	<ul style="list-style-type: none"> Determine measures and transparently communicate on business operations during the COVID-19 epidemic Health and safety measures for those who attend meetings during the COVID-19 epidemic 	<ul style="list-style-type: none"> Develop measures and regularly and transparently communicate on results of the business operations to the shareholders during the COVID-19 epidemic Determine measures and guidelines in attending shareholders meeting in accordance with the disease prevention recommendations of the Department of Disease Control, Ministry of Public Health



Investors / Analysts

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 Financial statements Annual registration statement (Form 56-1) Annual Report Sustainability Development Report 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 Institute of Directors (IOD), Thai Investors Association, Stock Exchange of Thailand, DJSI and FTSE Russell Provide information to credit rating agency to assess the reliability of the Company's corporate bond 	<ul style="list-style-type: none"> Operational results and business expansion 	<ul style="list-style-type: none"> Managing the business to grow, reduce risks and increase transparency
	<ul style="list-style-type: none"> Good corporate governance and consider the benefits of the minority shareholders 	<ul style="list-style-type: none"> Specifying governance policies and ensuring strict adherence to the policies Providing equal treatment and to maintain investors and analysts' benefits
	<ul style="list-style-type: none"> Operational transparency, information disclosure, branding, and social acceptance 	<ul style="list-style-type: none"> 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
	<ul style="list-style-type: none"> Impact to the economy of the communities 	<ul style="list-style-type: none"> Carrying out work promoting job creation injecting salaries for the small and medium enterprises, including micro entrepreneurs in communities
	<ul style="list-style-type: none"> Received a governance assessment, by Institute of Directors (IOD) and Thai Investors Association Selected as the tier 1 member nationally and internationally, such as, THSI, DJSI, and FTSE4Good Index 	<ul style="list-style-type: none"> 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 policy, environment, and society to align with the international standards
	<ul style="list-style-type: none"> The securities of the Company are in demand and are being traded in secondary markets, with the price of such securities at least reflecting a fair price 	<ul style="list-style-type: none"> Setting an investor relations unit to be responsible in providing information to both Thai and international investors and analysts. Ensure that there are analysis being written so that the Company's securities are always in market demand
	 Guidance on Mitigating and Preventing the Risk of COVID-19	
	<ul style="list-style-type: none"> Determine measures and transparently communicate on business operations during the COVID-19 epidemic Determine measures for meeting during the COVID-19 epidemic Access information in a timeline manner as one could during the normal time 	<ul style="list-style-type: none"> Develop measures and regularly and transparently communicate on results of the business operations to investors and analysts during the COVID-19 epidemic Hold online meeting via various platforms which cover all target groups both domestic and international



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 exchange their views and 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 instalment 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
 Guidance on Mitigating and Preventing the Risk of COVID-19		
	<ul style="list-style-type: none"> • No damaging news on the COVID-19 epidemic • The operation result of the Company is under control 	<ul style="list-style-type: none"> • Determine COVID-19 prevention measures to produce positive results and boost confidence to the creditors