



Sustainability Report 2020

CP ALL Public Company Limited

Member of
**Dow Jones
Sustainability Indices**

Powered by the S&P Global CSA



GIVING AND SHARING OPPORTUNITIES

Contents

Introduction : CP ALL Plc. and its Subsidiaries

- 02 Message from the Chairman
- 04 Message from the Chairman of the Executive Committee
- 12 Collaborative Value Chain for Everyone's Happiness
- 20 The Road to Sustainable Development

Sustainability Strategy

- 26 Building on Ambition, Strategy for Sustainability
- 34 Emphasis on All Material Issues for Sustainability in All Dimensions

Sustainability Management



Heart (Living Right)

Transparent, Fair,
and Equitable Business

- 42 Corporate of Good Governance,
Manage Transparently
- 58 Standing Beside Honesty,
Stepping Aside Corruption
- 66 Respecting Human Rights,
Committed to International
Principles, Creating Peace
- 76 Embracing Differences,
Building Bridges,
and Forging Shared Benefits
- 92 Mix the Similar, Mend
the Different, and Make Good
and Talented Individuals,
Mould to Unite a Force



Health (Living Well)

Strengthening Communities,
Reinforcing Families, Better Health,
Life, and Happiness

- 114 Sharing Opportunities and
Creating Value for Society
- 132 Selecting Hygienic Food with
the Consumer Health at Heart
- 148 Creating Educational
Opportunities, Creating Jobs,
Creating the Future
- 164 Innovation Creates Intellect,
Increases Business Value
- 182 Elevating the Occupational Safety,
Creating Friendly
Work Environment



Home (Living Together)

Conserving Environment,
Protecting Forests,
Building Resources for Our World

- 196 Climate Change Management,
Alternating for Renewable Energy
- 214 Protecting the Ecosystem and
Committing to Being Green
- 228 Water Stewardship
- 236 Cascading Responsibilities
Throughout the Value Chains
- 248 Spread the Love from Hearts,
Fostering Community's Resilience

- 261 Appendix



Corporate Philosophy

“Through happy employees,
we desire to see smiles from customers”



Vision

“We serve convenience to all communities”



Mission

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



Message from Chairman



Throughout the past 33 years, CP ALL Plc. has adhered in its 'Three Benefits' principle, aspiring to the nation, people and organizations. This is well within our aspiration to “Giving and sharing opportunities for all.”

Dear all stakeholders,

Throughout the past 33 years, CP ALL Plc. has adhered in its 'Three Benefits' principle, aspiring to the nation, people and organizations. This is well within our aspiration to "Giving and sharing opportunities for all." The Company is determined to drive forward towards sustainability, encompassing both environmental and social responsibility. This remains in tandem with organizational development to ensure its readiness against changes. Presently, digital technology has become an influential factor in business operations. Furthermore, the ongoing pandemic of the coronavirus disease (COVID-19), has affected consumers' consumption behaviors, both Thai and globally.

CP ALL, as a retailer and leader in convenient store businesses, has adjusted both its short- and long-term sustainability strategy. This is emphasized on effective responsiveness of potential emerging challenges. The Company prioritizes researches, development and creation of state-of-the art innovation in order to come up with safe products and services. This includes supporting and establishing collaboration with all stakeholder groups to scale up successes, ensuring maximum responsiveness to customers' needs.

With changes from digital technology and crisis throughout the entire 2020, CP ALL continues to make efforts in its measures and projects. The Company aims to achieve its committed 15 corporate sustainability goals according to the Company's strategy, including continues to be responsible and responsive to all stakeholder groups' expectation, such as "Thais united against plastic bags" project. This was one of 7 Go Green Policy to campaign for and instill stakeholders to reduce their plastic bag usage. They are subsequently encouraged to use environmentally friendly packaging. Simultaneously, the Company is operating a social project to build opportunities to Thai farmers, micro, small and medium enterprises, as well as vulnerable group throughout supply chain, to earn greater income. This is achieved via the Company's support in developing local community's product to achieve even greater quality and standards. The products are also brought in for sales at 7-Eleven. This elevates locals' quality

of life, as well as builds and reinforces local economy. Furthermore, amidst the COVID-19 outbreak, the Company has launched 'No Thais left behind' project to mitigate citizens' suffering. This was achieved through provision of medical equipment and consumer goods to hospitals and functions acting as the COVID-19 patient accommodation. The provision facilitates the operations and gives encouragement to medical staff. Basic necessities have also been provided to network for those differently abled across the country. The efforts ascertain all can navigate through this crisis together.

CP ALL is enormously proud to be selected as a member in Dow Jones Sustainability Indices (DJSI) in Food & Staples Retailing Industry, both in World Index for the 3rd year consecutively (2018-2020), and Emerging Markets Index for the 4th consecutive year (2017-2020). Within the present world full of challenges, the Company is fully aware of the importance to adjust its management approach accordingly, and to ensure responsiveness to various challenges. The Company has reviewed and stipulated sustainable goals aiming to be achieved internally in 2030. This comprises "Plastic Champion" or becoming a leader in Thailand regarding plastic use management, as well as waste management and ecosystem conservation through biodiversity management, to name a few.

Lastly, even though sustainability goals set forth are sizeable and tremendously challenging, I am confident CP ALL is able to achieve these sustainability goals through concerted efforts of all colleagues, who cherished the Company. Together, all must drive business operations according to sustainable development approach, whilst remain adherence to governance principles. Support from all stakeholder groups in society throughout the value chain will further power the efforts.



Mr. Soopakij Chearavanont

Chairman

CP ALL Public Company Limited



Message from Chairman of Executive Committee



In 2020, CP ALL Plc. is steadfastly committed to conducting its business with a sustainable development approach. This contributed to the Company's success in exceeding its targeted sustainability performance as a good organization in society.

Dear all stakeholders,

In 2020, CP ALL Plc. is steadfastly committed to conducting its business with a sustainable development approach. This contributed to the Company's success in exceeding its targeted sustainability performance as a good organization in society. This has imbued pride and received recognition from various international agencies. The Company was awarded a 5-star rating an "Excellent" score by the Institute of Directors (IOD) in the Corporate Governance Report (CGR) for the second consecutive year. The Company was also included in the Thailand Sustainability Investment (THSI) list in the service industry by the Stock Exchange of Thailand (SET). Additionally, another source of great pride is the company's membership of the Dow Jones Sustainability Indices (DJSI) in the World Index and the Emerging Markets Index categories for the 3rd and 4th consecutive years respectively. The Company has also been a member of the FTSE4Good Index in the Food & Drug Retailers category for the 3rd consecutive year. The Company has also received A- rating (Leadership Level) on climate change management, as assessed by the Carbon Disclosure Project (CDP), and was awarded an ESG rating of "BBB" from MSCI ESG Research a higher rating compared to last year.

These awards of success in 2020 has motivated the Company to continue to operate its business following a sustainable development approach. It also remains cognizant of all stakeholder groups in every dimension under the Company's 2020-2030 Strategic Sustainability Plan, which harmonizes international sustainability approaches and salient global and local issues. The Company also adheres to the UN Guiding Principles on Business and

Human Rights in protecting, respect, and remediating rights holders. The Company is committed to execute this sustainability plan to achieve its goal in being a sustainable organization, supporting its long-term business operations. In addition, we have continuously communicated expectations to, created collaboration with, and promoted sustainable development with suppliers and business partners throughout the supply chain. This is to create an understanding that meets the expectation of the Company and stakeholders in growing together. We hope to become a leading organization that is sustainable and serves as an example in sustainability.

Lastly, I would like to thank everyone who has supported and has been part of our success. I strongly hope that the dedication and commitment in operating business following a sustainable development approach, and the respect for society and the environment with a resolve in adherence to good governance principles will be of value for the country, its citizens, and the Company in sustainably growing together.



Mr. Korsak Chairasmisak

Chairman of Executive Committee
CP ALL Public Company Limited

See Opportunities, Amidst Crisis

CP ALL stands by Thai people's side amidst crisis
Cares for stakeholders' smiles and safety
Think creatively, build opportunity and share
We shall get through this crisis together
Nobody will be left behind

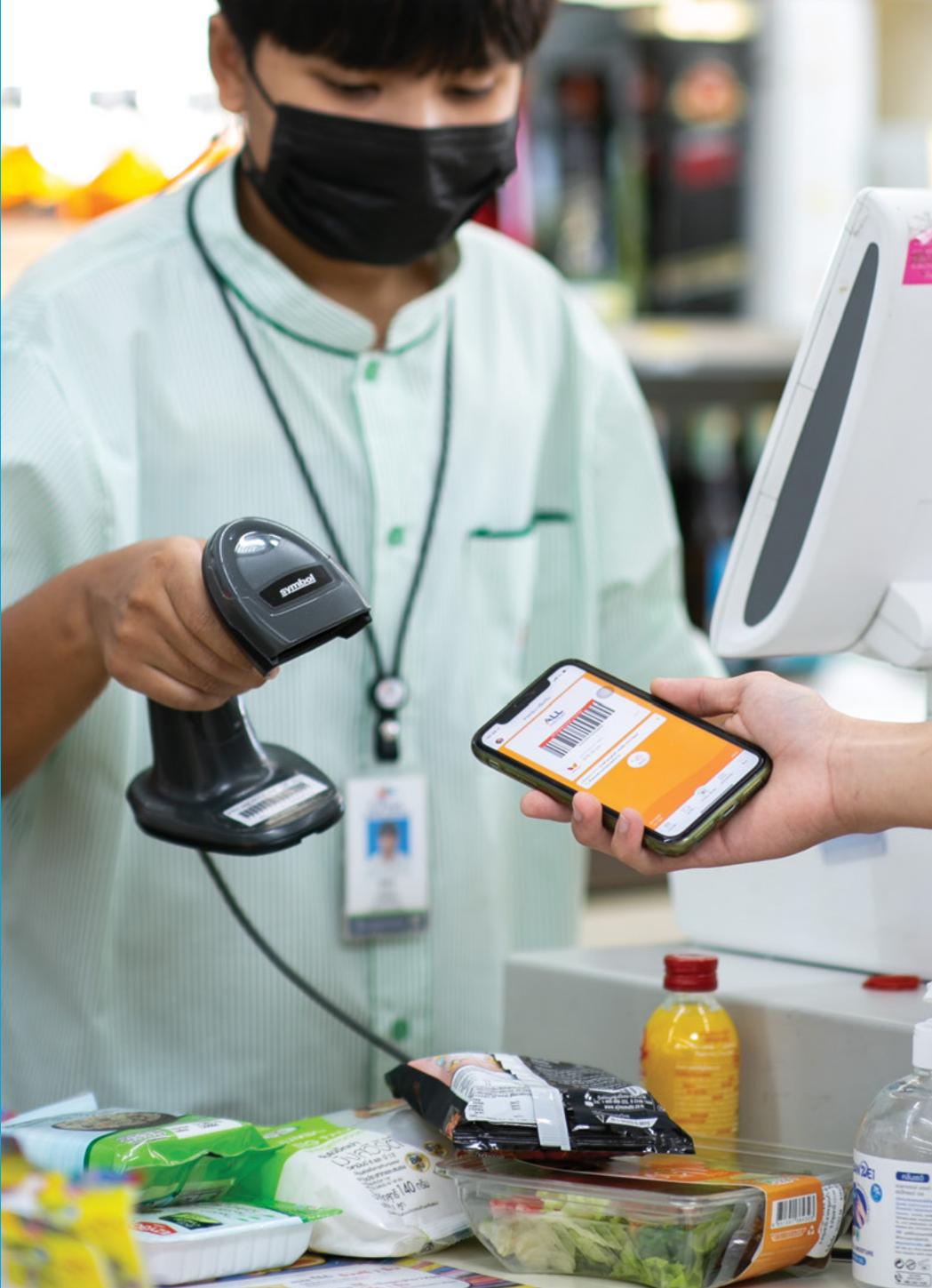




Build New Normal Life

CP ALL welcomes and adapts to New Normal
Designing services for 7-Eleven stores, 7 Delivery and ALL Online
With a customer-centric approach, employee is the heart
Build a society where everybody feels secure and safety
Providing convenience in shopping anywhere,
anytime and all convenient





Creating an Endless Cycle of Sharing

CP ALL co-developed community and society
In tandem with conserving the environment sustainably
All projects initiated are connected in all dimensions
Enabling a never-ending cycle of sharing for balanced
sustainability. In economic, social and
environmental dimension







Collaborative Value Chain for Everyone's Happiness



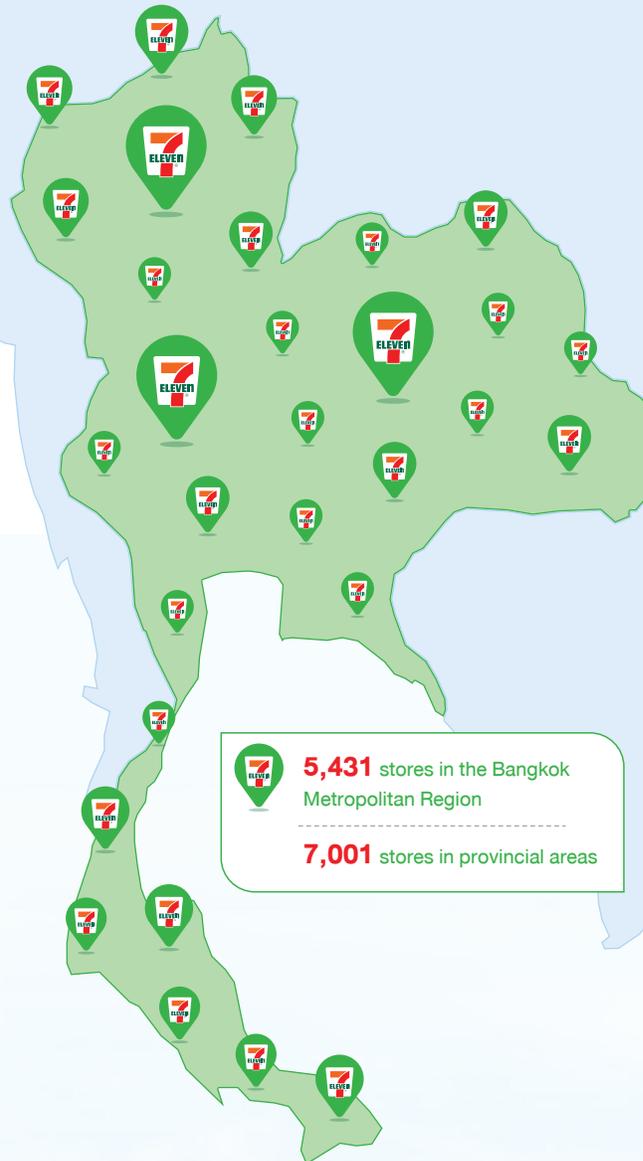
Total Revenues
546,590 million Baht

Net profit
16,102 million Baht

12,432 branches of
The 7-Eleven stores
in Thailand

102,227
of total Employees

An average of customer traffic at
11.02 million people per day



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 33 years through increasingly varied service channels, it creates good customer experience in accessing products and services. Additionally, with 102,227 staff, 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 related business, comprising 8 business units includes the following.

1. Convenient Store Service



1 7-Eleven

7-Eleven is a one-stop convenient store that offers fresh and a wide variety of products, ready-to-eat meals, and beverages. In 2020, the Company has 12,432 branches of the 7-Eleven stores, divided into 5,431 stores in the Bangkok Metropolitan Region (44%) and 7,001 stores in provincial areas (56%). Stores are clustered into 3 types: Company Stores (46%), Store Business Partner (48%), and Sub-Area License Stores (7%). There is currently an average of 11.02 million of 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 opens the gates to a delicious corner, allowing one to smell daily made fresh bakery of 7-Eleven. All of which can be freshen up with fresh coffee, meticulously and caringly prepared by professional baristas. All can enjoy pizzas, freshly made from ovens, using the very best and high-quality ingredients. Customers get to taste fresh delicacies, matching new generation's lifestyle focusing on the best-value purchase for themselves. Nationally, there is a total of 1,488 branches.

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



Bellinee's Bake & Brew

Bellinee's is a premium bakery-café notable for its freshly baked bakery and food. The menu was innovated and created to be distinctive by professional patisserie. This includes premium fresh coffee from Italy, serve with attentive service and sharing genuine happiness to customers through quality and delicious products. The vibe is Contemporary European, which is warm and welcoming. This reflects the concept of "Happiness Bring Us Together." There is a total of 48 branches across the country.

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



All café

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

For more information www.7eleven.co.th



eXta Plus

eXta 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.

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



3 CP Retailink Co., Ltd.

CP Retailink is a one-stop retail and convenient store equipment dealership with full potential to meet the needs of customers. Regardless of the quality of the product that can be delivered directly to the customer immediately and the excellent of after-sales service with multi skills technicians who are available 24 hours a day in all areas nationwide.

For more information www.cpretailink.co.th



Café MuanChon

Café MuanChon 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, such as the program to supporting the community by taken out 1 baht from its income for every cup sold for Wat Phrabat Nampu, Wat Suan Kaew, the Sutthasinee Foundation Noi-in for Children and Youth, the Ramathibodi foundation and supporting a steady continuous income for the farmer following the Ministry of Agriculture and Cooperatives' policy, in tandem with the expansion of Café MuanChon franchises nationwide.



4 24 Shopping Co., Ltd.

24 Shopping 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.



2. Wholesale Services



Siam Makro Public Company Limited and subsidiaries

Comprises product distribution center, both cash payments and self-service, serves under the name 'Makro.' The Company's focused customer groups are small and medium-size entrepreneurs. Primary customer group consists retailers, restaurateurs, hoteliers, event organizers, public sectors, freelancers and entrepreneurs of other business types. As of 2020, Makro has a total of 137 distribution centers in Thailand, 2 in Cambodia, 1 in China and 1 in India, under the name LOTS Wholesale Solution – totals to 3; as well as 1 in Myanmar. Furthermore, Siam Makro Company also imports, exports and distributes frozen and chilled food; as well as both domestic and international domestics. Headquarter is in Thailand, Singapore, Hong Kong Special Administrative Region of the People's Republic of China, Cambodia, Singapore, and United Arab Emirates, and operated with an efficient supply chain management system.

For more information www.siammakro.co.th



3. Financial Services



1 Counter Service Co., Ltd.

Counter Service 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.

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

For more information www.thaismartcard.co.th

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



1 CPRAM Co., Ltd.

CPRAM 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 and its subsidiaries has serving a products and services under the name of “Jade Dragon” brand, “Le Pan” brand, “DeliThai” brand, “Delicasia” brand, “Delicasia” brand, “CPRAM Catering” brand, and “Foodie:D” brand, with products of more than 900 SKUs distributes to 7-Eleven store, supermarket, restaurant, and leading store more than 20,000 stores throughout the country and exported to oversea around the world.

For more information www.cpram.co.th



2 CP Food Lab Co., Ltd.

CP Food Lab 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. It is also a coordination center on research and development with other public and private agencies.

5. Education Services



1 Suksapiwat Co., Ltd.

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



Panyapiwat Technological College

is a vocational training institute, for High Vocational Certificate in business and electrical engineering; High Vocational Certificate in retail business management. Bilateral teaching approach was used, along with theory-based and practical classes on-site. This is according to education philosophy ‘Building grit, becoming talents’ by developing students ready for job market.

For more information www.panyapiwat.ac.th



Panyapiwat Institute of Management (PIM)

is the sole higher education that focuses on reinforcing real work experience for students in all of its seriousness and completeness. The aim is to build quality graduates adept both academically and practically, by emphasizing on integrated learning method of both theoretical and practical, or a work-based education. There are 4 key components, comprises 1. Teaching by professionals 2. Work-based learning 3. Research works base on real-life research questions 4. University of network-building

For more information www.pim.ac.th



Panyapiwat Institute of Management Demonstration School (Satit PIM)

is a private middle and high school established to serve as the pilot school in addressing Thailand's issues in education. This is achieved through active learning approach in a Finnish style. Furthermore, it is also a school notable in its use of learning technological tools and innovation, eventually got recognized for "Apple Distinguished School (ADS)" award, as the very first middle and high school of Thailand.

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



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

Panyatara and All Training are 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

6. Information Services



Gosoft (Thailand) Co., Ltd.

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

For more information www.gosoft.co.th

7. Marketing Media Services



MAM Heart Co., Ltd.

MAM Heart 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.

8. Logistics Management Services



1 ALL NOW Management Co., Ltd.

ALL NOW Management provides consultation for Integrated Third Party Logistics Provider (3PL) through warehouse design that meets required standards, along with Warehouse Management System (WMS). This helps the collection, consolidate and distribution (cross dock) in one place throughout 24 hours. The set up ensures safe and systematic upkeep of products, whether it is management system of expiry date, manufacture date, product segregation into warehouses, or according to manufacturing plants, to name a few. Therefore it suits companies and entrepreneurs who need to delivery products to destination promptly, with guaranteed of services fully provides customers greatest satisfaction.

For more information www.allnowgroup.com



2 ALL NOW Logistics Co., Ltd.

ALL NOW Logistics provides integrated Third Party Logistics Provider (3PL) with trucks of every sizes and types. It services product transportation, to-pier transportation, cross-border transportation and small-size delivery via 7-Eleven stores. Customers can send and receive packages throughout 24 hours, Presently, there are 2 services, which are SPEED-D and Rider (7Delivery).

For more information www.allnowgroup.com

More details on the Company's operations in the following areas can be found in the Company's 2020 Annual Report:



Business Operations



Scale of the Organization



Financial Statement



Contact Information

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

Sustainable Development Promoting Division, Sustainable Development Function
CP ALL Public Company Limited

Headquarter: 313 CP Tower, Floor 24, Silom Rd., Silom, Bangrak, Bangkok 10500

☎ Telephone : 0 2071 9764 0 2071 9771 0 2071 2913 Fax : 0 2679 0580

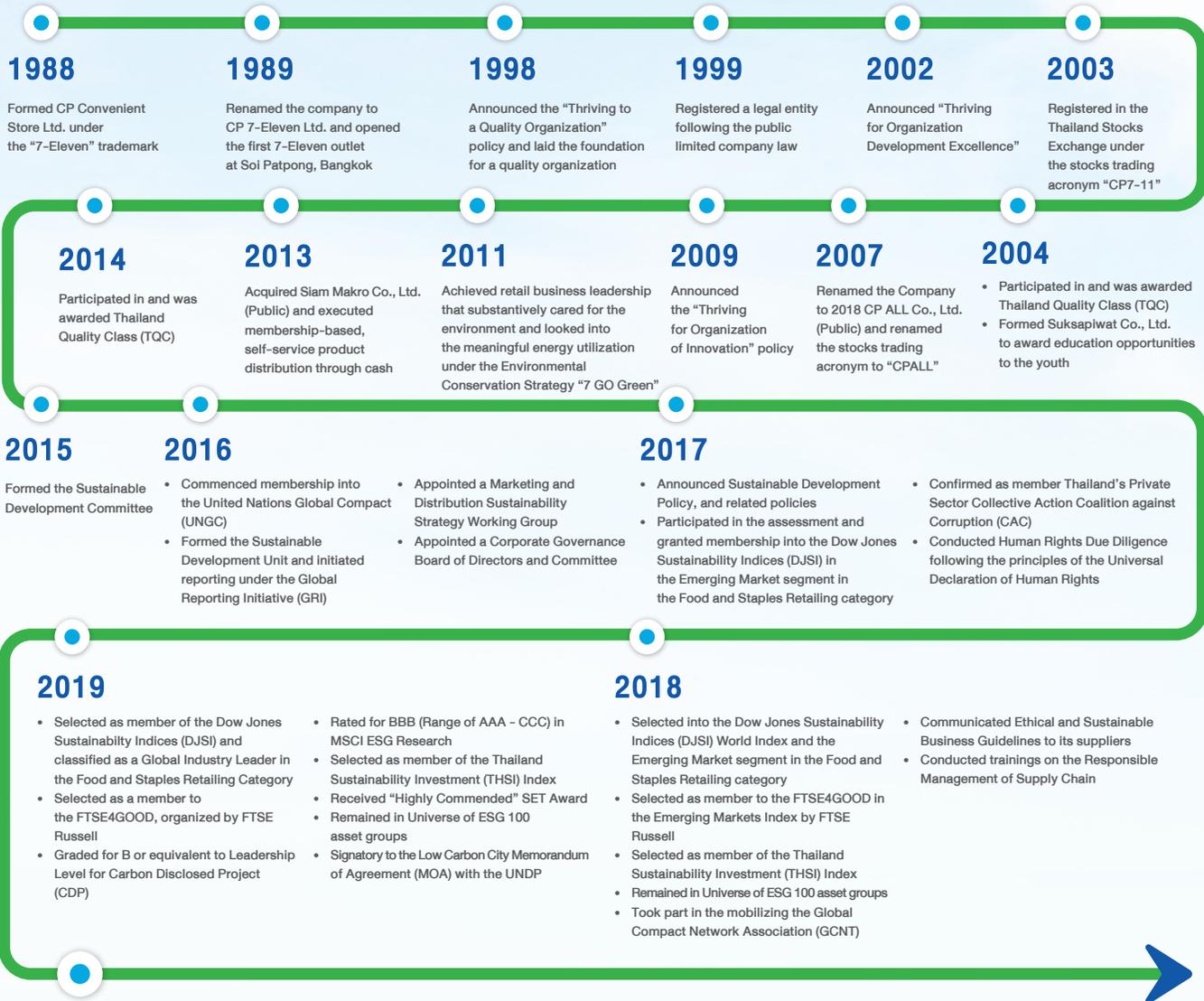
✉ Email : SDstrategyoffice@cpall.co.th

🌐 Website : www.cpall.co.th



The Road to Sustainable Development

Over the past 33 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.**



2020

- Selected as a member of the Dow Jones Sustainability Indices (DJSI) for the **4th Consecutive year**. Listed in both word for the **3th Consecutive year** and Emerging Markets for the **4th Consecutive year** in the Food & Staples Retailing Industry Sector.
- Selected as a member of **FTSE4GOOD** in Food & Drug Retailers Sector for the **3rd consecutive year**; with a score in the **top 5 highest** globally among leading companies.
- Graded for **A- or equivalent to Leadership Level** for **CDP** disclosure platform, **which is an improved result compares to previous year’s**.
- Rated for **BBB** (range of AAA-CCC) in MSCI ESG Research **which is a better result compares to previous year’s**.
- Selected as a member in Thailand Sustainability Investment (THSI) Index for the **3rd consecutive year**.
- Remained in Universe of **ESG 100 asset groups for the 3rd consecutive year**
- Reviewed framework, goals, strategy and 2021-2030 sustainable developmental plans.
- Established Business Capacity and Relationship Building Committee with SMEs.
- Set up Greenhouse Gas Management sub-division, to serve as CP ALL’s focal point in conducting emission accounting, risk assessment, analyses, trend forecasts, development of strategy and greenhouse gas measures. This ensures systematic management.
- Certified for renewed membership** from Thailand’s Private Sector Collective Action Coalition against Corruption (CAC) as of the 30th June 2020.



Supporting the United Nations Sustainable Development Goals (SDGs)

PEOPLE: Promoting people's quality of life



60,870 persons

Farmers, Small and Medium Enterprise (SMEs), and small entrepreneurs received support with job and well being

2,944 persons

Volunable groups received support with job and well being

865 million Baht

Economic value created (from the Golden Banana project)



149,754 persons

Gained access to safe, nutritious, and sufficient foods and water



1,164 persons

Gained access to quality, safe, and effective healthcare services



57,969 persons

Children, youths, and adults received access to education and necessary capacity building

39,690 scholarships

Support scholarship for vocational and tertiary education

1,412 million Baht

Total scholarships sponsored



55.8%

Females in all management levels

42.9%

Females in top management levels

20.47 : 17.35

Average hours of training for male employees and female employees

PROSPERITY: Fostering growth



104,167 GJ

Renewable energy usage

1.11%

Comparing with total energy consumption



191,480 persons

Employment within the CP ALL group

2,350 persons

Employment for the elderly and vulnerable groups



4,786 million Baht

Innovation value

1,308

products of innovative



84 million Baht

Value for employment of vulnerable groups



2,481 persons

Vulnerable groups, governmental agencies and communities received training for fire drill and emergency evacuation

PLANET: Environmental conservation

17.46 cubic meters per million Baht
Total water withdrawal intensity

9.54 million cubic meters
Total water withdrawal



11,289 tonnes
Reduced plastic packaging consumption

3,515 tonnes
Waste minimization by recycle & circular economy approach

1,648 tonnes
Eco-friendly packaging materials

61 : 39
Proportion of utilized waste per disposed waste



2.17 tCO₂e per million Baht
GHG emissions intensity per unit of revenue

12,269 tCO₂e
GHGs emission reduction

5 products
Certified with the Carbon Footprint Product label

2 products
Certified with the Carbon Footprint Reduction label



200,000 juvenile crabs
Released into sea to increase diversity



15,706 trees
Planted to rehabilitate the ecosystem

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

- Prescribed the Code of Conduct compliance with the Thai law and the other countries where the company operating, and in alignment with the UN Guiding Principles on Business and Human Rights (UNGPs)

- Be a member of the Thai Private Sector Collective Action Against Corruption (CAC)

- Supporting suppliers to be a member of the CAC

PARTNERSHIP: Elevating partnerships for collaboration

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



Progress Towards 2020 Sustainability Goals

The Company strives on taking action to achieve the sustainable development goals and realize the identified strategic plan in 2016–2020. The progresses of each goal are summarized which comprise of 5 goals that performances far exceed expectations; 7 goals that achieve the targets; and 3 goals that are unachieved the marks.



Heart Living Right

1. Good Governance

All company in business group has disclosed corporate governance and sustainability performances.

Goal
100%

Performance
100%

2. Human Rights and Labor Practice

All main business units. has performed Human Rights Due Diligence following the UNGPBHR standards

Goal
100%

Performance
100%

3. Leadership and Human Resource Development

Leaders and employees that took part in the training to enhance understanding and knowledge on sustainability.

Goal
100%

Performance
100%

4. Stakeholder Engagement

All business groups have stakeholder engagement procedures.

Goal
100%

Performance
100%

5. Anti-corruption

Percentage of misconduct cases per 7–Eleven store.

Goal
0%

Performance
0.032%



Health Living Well

6. Social Impact

Improved employment prospects and quality of life for farmers, small entrepreneurs and vulnerable groups.

Goal
10,000 persons

Performance
150,556 persons

7. Health & Well-Being

New products developed with emphasis on good health and well-being.

Goal
10%

Performance
19.6%

8. Education

Supported access to education and skills development.

Goal
100,000 persons

Performance
375,970 persons

9. Innovation Management

Innovation value of products, services, and processes increased from the base year 2016.

Goal
150%

Performance
160%

10. Occupational Health, Safety and Working Environment

Percentage of operational areas that met ISO450001: 2018.

Goal
100%

Performance
29%



Home Living Together

11. Climate Change Management

GHG emissions intensity decreased from the base year 2015.

Goal
10%

Performance
10.59%

12. Water Stewardship

Water withdrawal intensity decreased from the base year 2015.

Goal
10%

Performance
1.02%

13. Ecosystem and Biodiversity Protection

Assessment procured from responsible sources.

Goal
100%

Performance
100%

14. Responsible Supply Chain Management

Critical tier 1 suppliers have been assessed on sustainability.

Goal
100%

Performance
100%

15. Local Conflict Management and Community Acceptance

No significant conflicts for all business operations and in all areas where it operates.

Goal
No significant conflicts

Performance
No significant conflicts



Awards and Recognitions in 2020

Member of
**Dow Jones
Sustainability Indices**
Powered by the S&P Global CSA

01

CP ALL has been selected as a member of Dow Jones Sustainability Indices (DJSI) in Food & Staples Retailing Industry for the 4th consecutive year. The Company is listed in DJSI World for the 3rd consecutive year, and in DJSI Emerging Markets for the 4th consecutive year.



04

CP ALL has been recognized as a member in the ESG100 Service Group universe in 2020. This is the 3rd consecutive year the Company is recognized by ThaiPAT Institute, which assesses listed companies for notable environmental, social and governance performance.



07

CP ALL received the ranking of A- or equivalent to Leadership Level, reflecting an organization whose business operations and strategy focuses in greenhouse gas emission reduction and mitigation of the climate change risks and impacts on the Company's supply chain. The assessment was completed by CDP, a global non-profit that runs the world's leading environmental disclosure platform, in Climate Change program. The result is indicating a progress in comparison to last year's performance.



FTSE4Good

02

CP ALL has been selected as a member of FTSE4Good Index, in Food & Drug Retailers sector, for the 3rd consecutive year. The Company's score is top 5 globally across all dimensions (FTSE4Good Index by FTSE Russell).



05

CP ALL has received Excellence CG scoring, as a consequence of the disclosure of Corporate Governance Report (CGR) of Thai Listed Companies.



08

CP ALL secured 2nd place as the Company Most Committed to Social Causes, and the 5th place as the Best Managed Company, as in-depth analysis conducted by Finance Asia's 2020 Asia's Best Companies.



03

CP ALL has been selected as a member of Thailand Sustainability Investment (THSI) for the 3rd consecutive year.



06

CP ALL received a ranking of BBB (range made up of AAA-CCC) from the ESG Ratings assessment by MSCI ESG Research. This is an improved level in comparison to previous years.



09

'Suvarnabhumi' Distribution Center (DC) and Chilled Distribution Center (CDC) were awarded certificates and honorary plaque from Thailand Greenhouse Gas Management Organization (TGO) in "100 Hearts for Easing Global Warming" in 2020. The Company is recognized for partaking in the efforts to reduce greenhouse gas emission, under TGO's Low Emission Support Scheme (LESS).



10

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 2020 International Day of Persons with Disabilities.



11

7-Eleven Tara Pattaya Branch obtained the second runner-up in the Best Practices of Green Building Small & Medium Category at the ASEAN Energy Awards 2020, ASEAN Energy Efficiency and Conservation category. The Company remains the only Thai Company awarded.



14

CP ALL received LINE THAILAND AWARDS 2020, for the Best Sponsored Stickers in FMCG, Retail & Ecommerce



17

CP ALL received “Best overall investor relations (large cap)”, “Best investor relations officer (large cap)” and Consumer Staple Category Award from IR Magazine, at IR Magazine Awards – South East Asia 2020.



20

CPRAM Co., Ltd. (Ladkrabang) was recognized by the Ministry of Labor as an outstanding company, in excellent labor relations and welfare. This makes the 10th consecutive year.



12

CP ALL came first in the category 4, modern trade channels, under 24-hour convenient store. This makes the 8th consecutive year BrandAge Magazine recognizes the Company in its survey.



15

CP ALL was recognized as a company notable for products and services, in an award ceremony by Thailand's Reputation Awards. The ceremony was organized by Faculty of Communication Arts, Chulalongkorn University.



18

CPRAM Co., Ltd (Ladkrabang) received CSR-DIW Award 2020, and CPRAM Co., Ltd (Chonburi) received CSR-DIW Continuous Award 2020. The awards reflect the Company's responsibility towards society, the environment and nearby community; imbue with camaraderie for mutual growth, under sustainable environment and good quality of life. The awards were granted by Department of Industrial Works, Ministry of Industries.



21

CP ALL received Leader level in an assessment by Global Child Forum, Scoring 7.8 out of 10.



13

CP ALL received honorary plaque in recognition of its social development performance, as a private company with an excellent CSR efforts. The award was granted by Ministry of Social Development and Human Security.



16

Panyapiwat Technical College (PAT) received a recognition plaque as excellent supporter of vocational studies.



19

CPRAM Co., Ltd. received the certificate of Carbon Footprint for Organization, Carbon Footprint of Products, and Carbon Footprint Reduction Label. This distinction solidifies the Company's position as one of the best practice companies in domestic greenhouse gas management and reduction. The awards were granted by Thailand Greenhouse Gas Management Organization (TGO), Ministry of Natural Resources and Environment.



22

Siam Makro PCL was awarded “Best Companies to Work for in Asia 2020” from HR Asia Awards 2020. The ceremony recognizes companies in Asia with exceptional environmental management performance. The event was organized by HR Asia Magazine, Malaysia.



Building on Ambition, Strategy for Sustainability

CP ALL Plc. and its subsidiaries (“the Company”) have established a sustainability development framework and management approach which covers three dimensions namely economy, society, and environment, while striving to become a successful organization widely recognized by the community and society. Additionally, the Company has set up 15 corporate sustainability development goals in accordance to the United Nations Sustainability Development Goals : UN SDGs and 10 aspects of the United Nations Global Compact: UNGC. Furthermore, the Company believes that collaboration between stakeholders will support Company operations and therefore has created engagement opportunities for all stakeholder groups through communication channels and various activities.

The acquired stakeholder opinions, expectations, and suggestions, will be used to improve strategic movements and sustainably achieve the corporate goals.

In 2020, the Company has implemented effective policies and operations guidelines under the 3 pillars composed of Heart, Health, and Home, a commitment to conducting business with fairness and transparency, as well as the formation of a sustainable society and environment, with covers all aspects of operation incur the organization to be strong and grow in business in the long run, although adding value to personnel in the organization.

Home of Sustainability



Corporate Philosophy

Through happy employees, we desire to see smiles from customers

Vision Sustainability “An organization that provides convenience to the community and well-being and happiness to society”

Mission toward Sustainability

- Achieving operational excellence, creating sustainability in providing convenience to communities, creating well-being and happiness for society, achieving global and national recognition
- Improving the supply chain and value chain to meet ever-changing world conditions
- Cultivating good conscience and public mind in the DNA of employees

Principles / Guidelines Supporting Sustainability

Sufficiency Economy

CPG Values / Our Way

TQM / CP Excellence

The 10 UNGC 17 SDGs & UNGP

Domestic & International Regulations & STD

Element of Sustainability

Heart (Living Right)	Health (Living Well)	Home (Living Together)
Corporate Governance	Social Impact	Climate Change Management
Human Rights & Labor Practices	Health & Well Being	Water Stewardship
Leadership & Human Capital Development	Education	Ecosystem & Biodiversity Protection
Stakeholder Engagement	Innovation	Responsible Supply Chain Management
Anti-Corruption	Occupational Safety, Health & Environment	Local Conflict Management & Community Acceptance

ECONOMIC STABILITY

Harmony

5 Principles

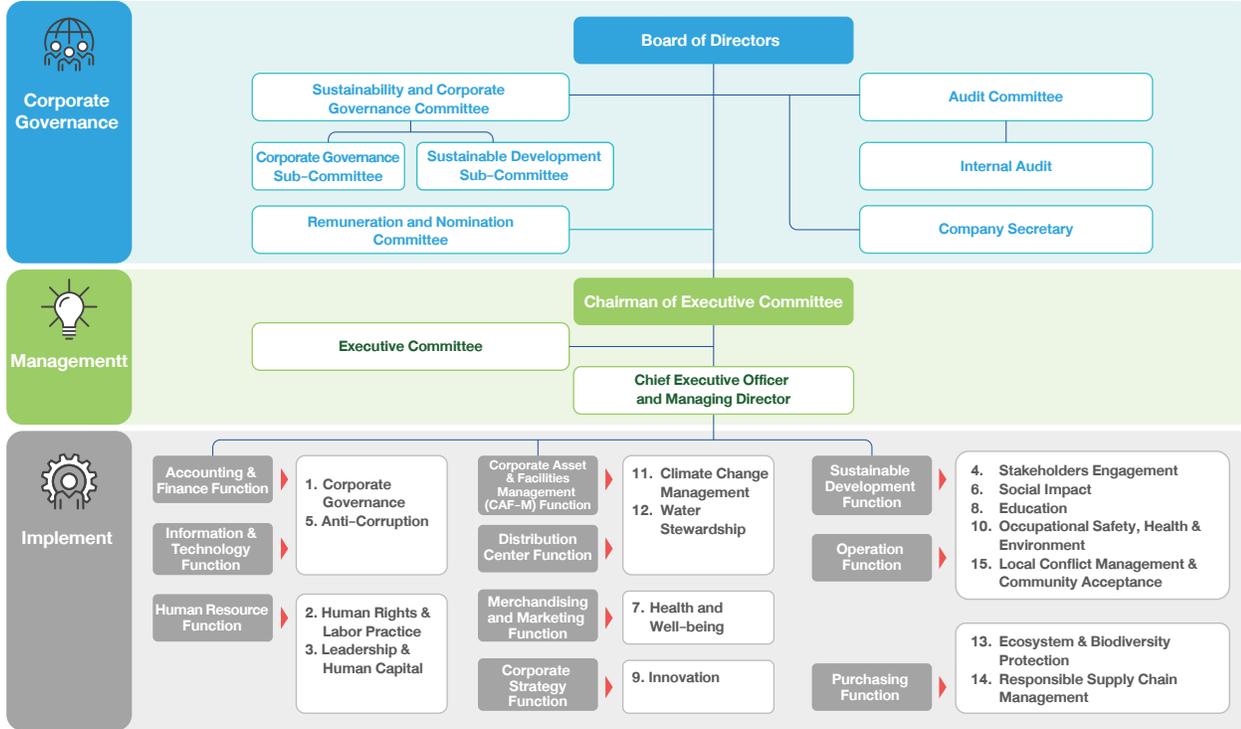
7 Values

11 Leadership

5 Core Competencies: The Company's desired employee competencies	7 Values: The Company's desired shared values	11 Leadership: Essential Leader Skills
<ol style="list-style-type: none"> 1. Achievement (love work) 2. Customer Service Orientation (love customers) 3. Integrity (love honesty) 4. Organization Commitment (love organization) 5. Team Work and Cooperation (love team) 	strength / courage / verbal honesty / unity / generosity / respecting others / enjoying beauty of life	Junior Management: sincerity / non-arrogance / verbal consciousness / non-power abusive Middle Management: good role modeling / possessing fairness / merciful / decisive Top Management: societal care / cultivating good people / open mindedness

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

CP ALL's Sustainability Development Structures



Strategy for Sustainable Development Goals

In 2020, the Company has developed and optimized operations through strategies improved during the year to continuously provide increased value towards society and the environment as follows.

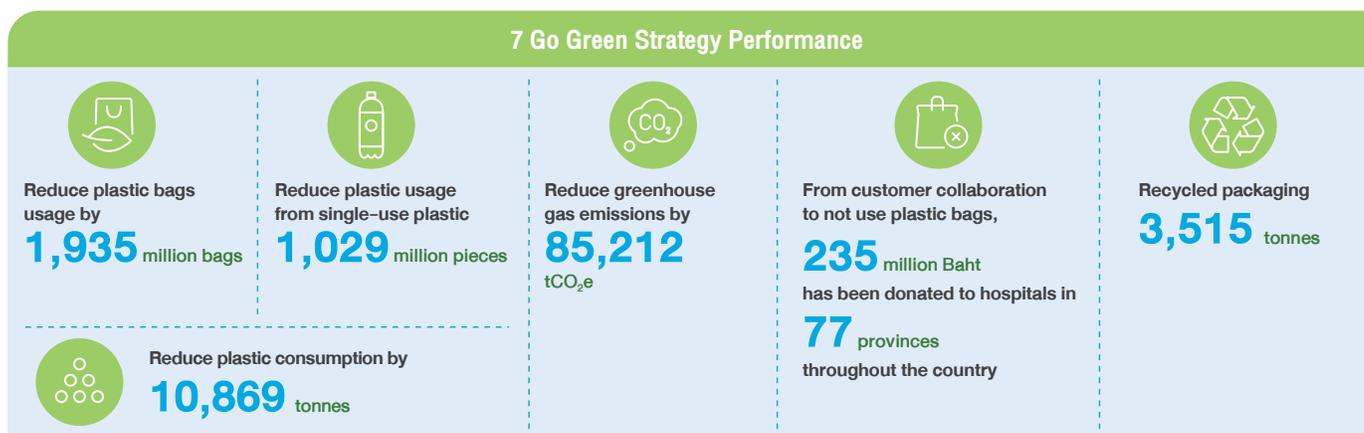


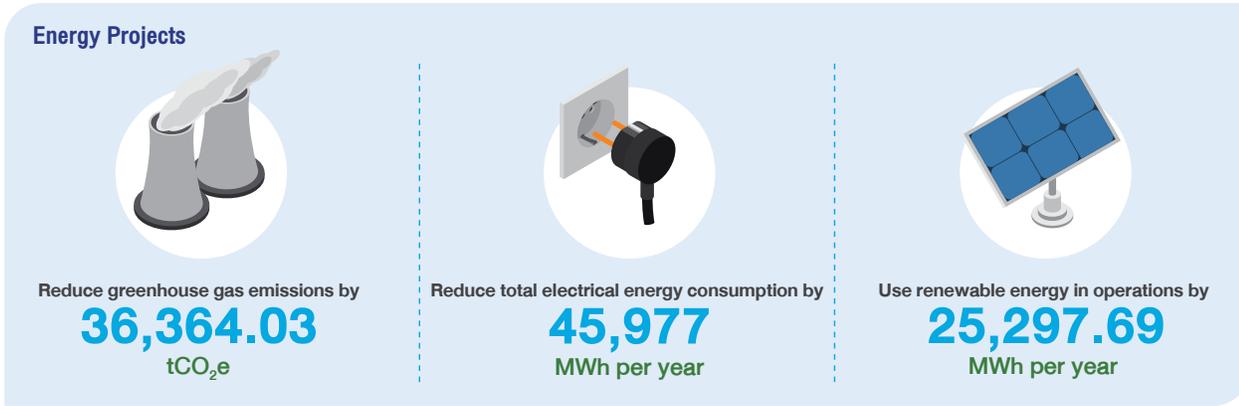
7 Go Green Strategy

The Company has implemented the environmental strategy, 7 Go Green, which aims to successfully realize strategies in 4 main aspects which include Green Operation, Green Product, Green Packaging and Green Awareness. The stated strategies have been consistently applied into various projects since 2018 and in 2020, the Company’s increasingly proactive approach has enable successful goal completion in the form of the project “Thais united against plastic bags” at all 7-Eleven stores nationwide. This effort has been expanded to include other plastic packaging under the project “Reduce and

Replace” to encourage the reduction in single-use plastics, including spoons, forks, straws and cups. Furthermore, the strategy encourages the beneficial reuse of plastic wastes in accordance to circular economy. Additionally, the Company has proceeded with the reduction of energy consumption, such as changes to more energy efficient equipment within 7-Eleven stores and the utilization of solar energy, a circular energy, in an effort to reduce fuel consumption and reduce greenhouse gas emissions.

 <p>Green Store</p>	<ul style="list-style-type: none"> • Increase energy efficiency • Increase the proportion of renewable energy • Reduce greenhouse gas emissions • Improve refrigerant system • Electric vehicles utilization
 <p>Green Logistic</p>	<ul style="list-style-type: none"> • Increase energy efficiency • Increase the proportion of renewable energy • Electric Vehicle (EV) • Reduce GHG emissions
 <p>Green Packaging</p>	<ul style="list-style-type: none"> • Reduce plastic consumption • Reduce single-use plastic consumption • Increase the 'Recycle, Reduce, Redesign, and Resource
 <p>Green Living</p>	<ul style="list-style-type: none"> • “Thais united against plastic bags” project • Support the reduction of single-use plastic usage





Further details are available in the Climate Change Management and Ecosystem and Biodiversity Protection chapters.

Giving & Sharing Opportunities For Society Strategy

The “7-Eleven and Thai Farmers Collaboration” project has allowed the Company to assist farmers by providing knowledge, support the building of careers, introduce distribution channels to increase agricultural product sales and thereby improving the agricultural community incomes, and support small scale entrepreneurs. This project is an extension of the Golden Banana project and focuses on four categories of agricultural produce including seasonal fruits, cut fruits, ready-to-cook vegetables and salad vegetables. The Thai farmers development project is an extension of the “Honoring Rice Farmers – the Cultivators of the Thai Essence” project and aims to support and develop skills for students within the Rai Cherntawan farmer school. The content taught include topics in bakery tips and beverages using local ingredients. Other development measures include the promotion of knowledge for a sustainable community and

the provision of opportunities to vulnerable groups and the handicapped in society. Various other community building and quality of life enhancing projects include the “Returning Good People to Society” project, the “CP ALL x Art Story by Autistic Thai” project, the “Giving Ambassadors: from “Care” to “Share” by CP ALL Plc.” project, the “Coffee-based Job Creation” project, and “Create a career for psychiatric patients returning to society” project allows career creating opportunities for people in vulnerable groups and coffee farmers groups from upstream roles to downstream roles. Additionally, the Company has provided everyone in society access to quality education at every level through various projects. The Company has also established educational institutions to enhance education through providing knowledge and scholarships to youths within the country. There are also opportunities to improve career skills to allow the creation of income in the future.

 <p>Sharing Opportunities for Society</p>	<ul style="list-style-type: none"> • Building knowledge and support career creation <ul style="list-style-type: none"> - Farmers - Micro, Small and Medium Enterprise Vulnerable groups • Providing opportunities and social roles to improve quality of life <ul style="list-style-type: none"> - Create jobs for local communities - Volunteer activities
 <p>Sharing Educational Opportunities</p>	<ul style="list-style-type: none"> • Establishment of education institutions <ul style="list-style-type: none"> - Panyapiwat Technological College (PAT) - Panyapiwat Institute of Management (PIM) - Panyapiwat Institute of Management Demonstration School (Sathit PIM) • Providing scholarships and access to quality education opportunities • Creating jobs and income • Promoting essential knowledge skills

Giving & Sharing Opportunities Strategy Performance

Sharing Opportunities for Society



Farmers
28,319 persons
Purchase value
987 million Baht



Small and Medium Enterprises (SMEs),
including micro entrepreneurs
32,551 persons
Purchase value
9,671 million Baht



Vulnerable group
2,944 persons
Monetary value of
84 million Baht

Sharing Education Opportunities



48,204 persons
Supporting youth access to quality education



39,690 scholarships
supported



57,969 persons
Children, youth, and adults who have been trained necessary skills

Additional information is available in “Sharing Opportunities and Creating Value for Society” chapter, “Creating Educational Opportunities, Creating Jobs, Creating the Future” chapter, and “Spread the Love from Hearts, Fostering Community’s Resilience” chapter.

Good Governance Enhancement Strategy

The Company has proceeded to revise and improve corporate governance policies to better suit and cover various issues as a measure to successfully operate and realize the importance of anti-corruption activities. The Company has established the Digital Compliance System project, a digital system used as a repository for regulations relevant to the respective Company department. Furthermore, the Company has reviewed Emerging Risk issues which may have an effect towards business operations in the future and focuses on finding solutions to accommodate and respond to those risks in a timely manner. The mentioned risks include the risk of

customer’s behavioral changes due to the New Normal, the risk of demographic shift towards super-ages society and risks towards business operation as a result of more dependence on digital systems. The Company has therefore established a cybersecurity management system which integrates a personal data protection policy covering customers, employees and suppliers, to reduce risks pertaining to information technology and to build confidence among the stakeholders. Concurrently, the Company has communicated to employees the different risk prevention policies through various communication channels such as seminars and online testing.

 <p>Legal Compliance</p>	<ul style="list-style-type: none"> • Digital Compliance System
 <p>Anti-corruption</p>	<ul style="list-style-type: none"> • Whistleblowing channel for fraud • Fraud prevention measures • Employee training for anti-corruption operations
 <p>Risk Management</p>	<ul style="list-style-type: none"> • Operation Risk • Sustainability Risk • Emerging Risk
 <p>Personal Data Protection</p>	<ul style="list-style-type: none"> • Personal Data Protection Policy • Complaint Tracking • Employee awareness, knowledge and understanding

2020 Increase of Corporate Governance System Performance

 <p>100% functions have undergone risk assessment</p>	 <p>100% of functions have risks management plans</p>
 <p>No breach case on personal data protection</p>	 <p>100% of employees have received training on personal data protection risks</p>
 <p>100% employees have been communicated the policies regarding anti-corruption measures through t he Business Ethics and Code of Conduct</p>	 <p>Processes which support the ISO20000 and ISO27001 standards</p>



The current corporate sustainability goals and development plan will conclude in 2020. The revised long-term sustainability goals, which covers operations from 2021 to 2030, will be decided with strong determination and will take into consideration various previous situations, global trends and company capability. The Company will evaluate and focus on important rising matters which will be challenging nationally and globally; issues such as food safety, sustainable plastic and waste management, energy management, and sustainable environment and biodiversity conservation. Nevertheless, the Company strives to achieve the sustainable development goals in 2020 as follows.



Heart (Living Right)

01 Good Governance	02 Human Rights and Labor Practice	03 Leadership and Human Resource Development	04 Stakeholder Engagement	05 Anti-corruption
Become an organization accepted as a leader in good corporate governance	Become an organization accepted for human rights from all stakeholder groups	Become a leading organization for human resource development throughout the value chain, provide knowledge and business management skills while taking into account sustainable development	Become an organization trusted by all stakeholder groups locally, nationally and globally (as determined appropriate for that business)	Become an organization trusted by all stakeholder groups for anti-corruption



Health (Living Well)

06 Social Impact	07 Health & Well-being	08 Education	09 Innovation Management	10 Occupational Health, Safety and Working Environment
Become an organization that is accepted for supporting farmers and micro entrepreneurs in terms of career building and income improvement, enhance quality of life for vulnerable groups in society	Become an organization that supports the health and well-being of people in society	Become an organization accepted for providing access to education, knowledge and skills for life	Become a leading organization in new product and service innovations, and Company operations to positively and widely impact society and the environment	Become a leading organization accepted for occupational health, safe and working environment



Home (Living Together)

11 Climate Change Management	12 Water Stewardship	13 Ecosystem and Biodiversity Protection	14 Responsible Supply Chain Management	15 Local Conflict Management and Community Acceptance
Become an organization accepted for tackling climate change in partnership with business allies and world leading organizations	Become an organization that focuses on reducing negative impact towards water resource	Become an organization that systematically manages the ecosystem to protect resources and biodiversity	Become an organization in collaboration with suppliers and allies to sources raw materials responsibly for sustainable development and continuous improvement	Become an organization accepted by the local community in every operating area

2020 Prized Awards



The Company was selected to become a leader in the Dow Jones Sustainability Indices at the DJSI World level for the 3rd consecutive year and in the DJSI Emerging Markets for the 4th year.



The Company was selected as a member of the FTSE4GOOD in the Food & Drug Retailers category, which is organized by FTSE Russell, for the 3rd consecutive year with a top score which ranks the Company 1 in 5 of global companies from 3 evaluation areas composed of corporate management, society and environment.



The Company was selected as a member of the Thailand Sustainability Investment (THSI), a nomination by the Stock Exchange of Thailand, for the 3rd consecutive year through evaluations in economic, social and environmental aspects.



The Company received the SET AWARD 2020 in the category of Sustainable Excellence for Services, an award granted to listed companies which has adopted sustainable development operations.



The Company has received a score of A- (Leadership Level) from the CDP evaluation, also known as the Carbon Disclosure Project, through climate change management.



CP ALL Plc has received an ESG Ratings of BBB (range AAA-CCC) from MSCI ESG Research which is an improvement from the previous year.



Emphasis on All Material Issues for Sustainability in All Dimensions

CP ALL Plc. and its Subsidiaries (“the Company”) has continuously published its sustainability report for the 5th consecutive years. In 2020, the Company has disclosed its sustainability report as a communication channel for performances under sustainable development policies and strategic frameworks for all stakeholder groups. This is inclusive to the Company’s economic, society, environment and corporate governance dimensions. Published performances cover the period of 1 January to 31 December 2020. In 2020, the Company’s net profit was at 16,102 million Baht. Additional information regarding subsidiaries is disclosed in on page 2 of 2020 annual report.

The Company framed this report’s content according to overall operations and material issues affecting sustainability, in economic, social and environmental aspects, through the perspectives of all stakeholder groups. This report has been prepared in accordance with the GRI Standard: Core option. A sector-specific disclosure in The Food Processing Sector Supplement indicator has been included. The reporting scope encompasses overall performance of the Company, covering 8 businesses. The report is verified and validated by Lloyd’s Register International (Thailand), a credible third-party auditor, serving as the independent assurance statement for this report.



**Convenient
Store Services**



**Wholesale
Services**



**Financial
Services**



**Producing
and Distributing
Bakery, Frozen and
Chilled Ready
to Eat Foods**



**Educational
Services**



**Information
Services**



**Marketing
Media Services**



**Logistic
Management
Services**



Defining the Report Scope

The Company developed its report with considerations from both internal and external factors relating to the operations. This was achieved by materiality assessment, framed by 10 indicators per Global Reporting Initiative Standards (GRI), comprises.



This information serves to facilitate stakeholders’ decision-making. The principles contain processes and steps for materiality assessment as follows.



Materiality Assessment Results 2020



HIGH

- 1. Corporate Governance
- 2. Human Rights and Labor Practices
- 7. Health and Well-Being
- 11. Climate Change
- 13. Ecosystem and Biodiversity
- 14. Responsible Supply Chain

MEDIUM

- 3. Human Capital Development
- 4. Stakeholder Engagement
- 5. Anti-Corruption
- 6. Social Impacts
- 9. Innovation
- 10. Occupational Health and Safety
- 15. Local Conflict

LOW

- 8. Education
- 12. Water Stewardship

Topic Boundaries

Topic	Materiality	GRI Indicator	Boundaries						
			Internal	External					
				Supplier and Subcontractor	Government/ Opinion leader/ NGOs/CSOs/ Media and Blogger	Customer	Community	Store partner	Shareholder
ECONOMIC	Corporate Governance	102-19	✓						✓
	Anti-Corruption	205-2	✓	✓				✓	✓
	Human Rights and Labor Practice	412-2	✓	✓		✓	✓		
	Stakeholder Engagement	103-1, 103-2	✓	✓	✓	✓	✓		
	Human Capital Development	404-2, 404-3	✓						
SOCIAL	Innovation	203-1	✓	✓		✓	✓		
	Occupational Health and Safety	403-4	✓	✓					
	Health and Well-Being	FP5-FP7, 417-1	✓	✓		✓			
	Education	103-1, 103-2	✓		✓		✓		
	Social Impacts	103-1, 103-2	✓	✓	✓		✓		
ENVIRONMENTAL	Climate Change	302-4	✓		✓	✓			
	Ecosystem and Biodiversity	304-2	✓		✓	✓			
	Water Stewardship	103-1, 103-2	✓	✓					
	Responsible Supply Chain	204-1	✓	✓			✓		
	Local Conflict	103-1, 103-2	✓	✓			✓	✓	

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

 BUSINESS UNITS	 ECONOMIC	 SOCIAL	 ENVIRONMENTAL
Convenience Store Services			
CP ALL Public Company Limited	✓	✓	✓
ALL Wellness Co., Ltd.	✓	✓	
CP Retaillink Co., Ltd.	✓	✓	
24 Shopping Co., Ltd.	✓	✓	
Wholesale Services			
Siam Makro PCL	✓	✓	✓
Financial Services			
Counter Service Co., Ltd.	✓	✓	
Thai Smart Card Co., Ltd.	✓	✓	
Food, Bakery, and Ready-to-Eat Meal Services			
CPRAM Co., Ltd.	✓	✓	✓
CP Food Lab Co., Ltd.	✓	✓	
Education Services			
Suksapiwat Co., Ltd.	✓	✓	
Panyapiwat Technological College	✓	✓	
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.	✓	✓	

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 v3 audit standards where the statement is presenting in the appendix.



HEART

Thai corporate, Governance at hearth

Good business governance is led by governance principles. It is the heart enabling CP ALL to continue operating retails business sustainably for over 30 years. This was in parallel with serving as good citizenship of society and the nation, as well as caring for stakeholders in all sectors in the best possible way – as families. Such principles ensure stable growth and mutual sustainability.



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,
Make Good and Talented
Individuals, Mold to
Unite a Force

Corporate of Good Governance, Manage Transparently

CP ALL believes in policies and committedly practice according to good governance approach. All of the Company's directors and employees operate all steps openly, transparently, with fair hearts. There are measures in place to mitigate risks and address crisis, providing confidence to all groups of stakeholders. This ensures the Company can achieve its aspiration as one welcoming co-creation.





Corporate of Good Governance, Manage Transparently



2020 Goal

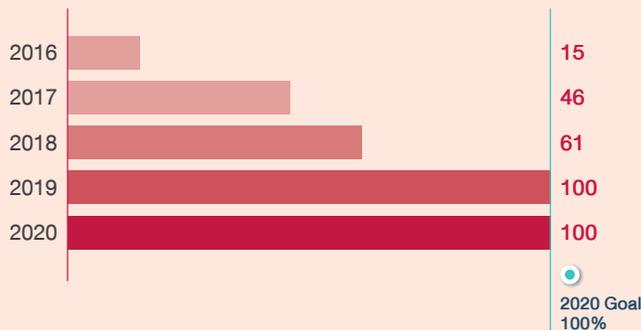


100%

of the Company discloses governance performance according to OECD (the Organization for Economic Co-operation and Development) framework and sustainability performance via the Company's report

Performance Against Goal

Percentage of all company in business group has disclosed corporate governance and sustainability performances



Key Performance in 2020



Assessed for Corporate Governance Report by Thai Institute of Directors (IOD) to be Excellent



100% of Tier-1 Suppliers have been communicated the Business Ethics and Supplier Code of Conduct



100% of Tier-1 Suppliers have provided a written acknowledgement of the code



100% of employees at all levels have been trained and passed assessment tests on governance and anti-corruption

Supporting the SDGs



SDG16 Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

- 16.3 Promote the rule of law at the national and international levels and ensure equal access to justice for all
- 16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels

Risks and Opportunities

CP ALL Plc. and its subsidiaries (“the Company”) recognizes the importance of corporate governance. The Company is confident that business operations in compliance with good governance guidelines enhance the Company’s competitive edge, as well as stable and sustainable growth. This reflects efficient organizational management, one which is ethical, fair, transparent, and traceable. Stakeholders’ trust is also boosted in the long run. Furthermore, appropriate management of risks toward the Company’s operation reinforces the Company’s stability, strengthening its sustainability. Therefore, in order to create sustainable value through corporate management system, the Company is determined to stipulate an effective corporate governance structure – under possible changes. Such structure ensures transparency and traceability, as well as compliance to the laws, regulations, rules and international standards. The Company also builds understanding and communication to employees, enabling further benefits for the Company’s business operations and society.

Management Approach

The Company has set the Sustainability and Governance Committee to stipulate corporate governance policy, anti-corruption policy, business ethics and code of conduct. Furthermore, the charter of the Committee has specified duties and responsibilities that cover reviewing policies to ensure suitability to any changes, as well as alignment to corporate governance principles of government authority and international standards. In 2020, the Company has promoted understanding and knowledge of governance and anti-corruption principles for all levels of employees. This has always been the core principle of the Company’s business operations, to ensure all levels of employees are of good conscience and actively partake in the efforts against all forms of corruption. Building understanding and knowledge to all employees are leading to enable good and transparent operations. Additionally, there are also Governance Sub-Committee and Sustainable Development Sub-Committee, which serve as an important mechanism in driving the Company’s corporate governance policy, as follows.

Progress in 2020



Developed the Business Ethics and Code of Conduct (revised version)



Organized training on personal data protection-related risks to employees at all levels, via E-Learning platform



Announced the Information Technology Security Policy

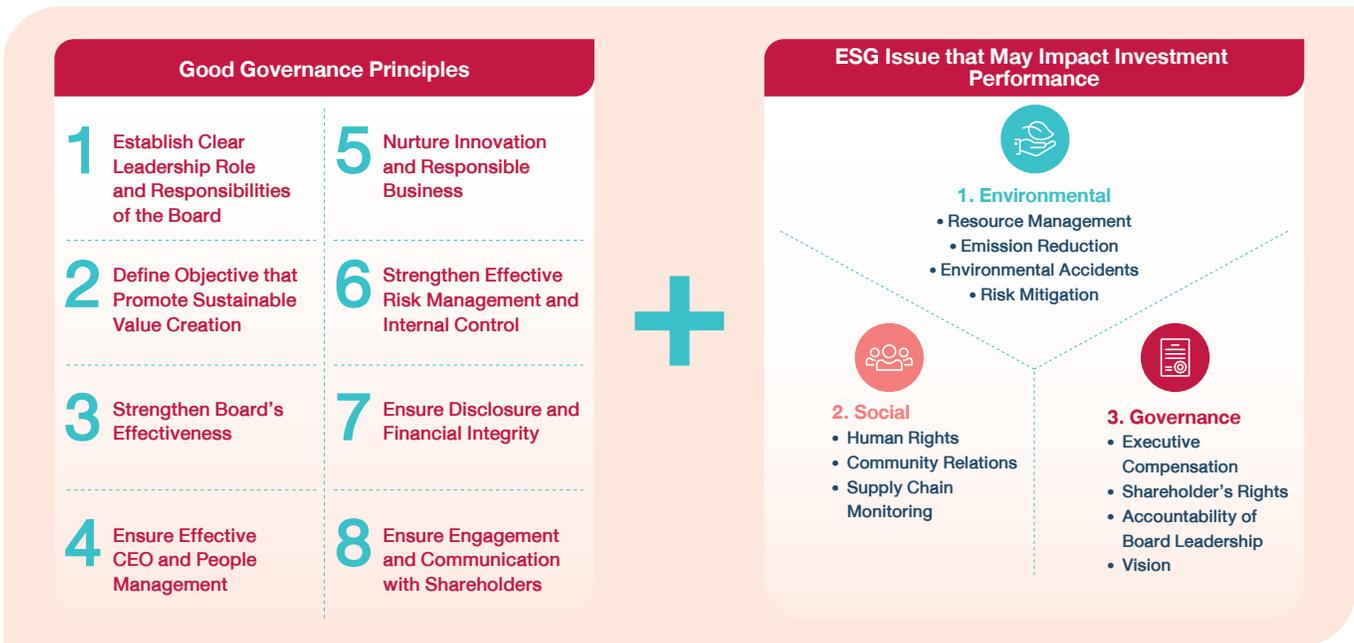


Conducted CG Self-Assessment for General Manager executive



Guidance on Mitigating and Preventing the Risk of COVID-19

The Coronavirus disease (COVID-19) pandemic, since started in early 2019, has impacted all industries, wellbeing, and livelihoods of global citizens. The Executive’s decision or issues for considerations are thus crucial, affecting the Company’s operations under such circumstances. Furthermore, considerations must also be made to all stakeholder groups to ensure the Company’s quick response with minimized impacts. The Company took action by establishing COVID-19 prevention measures at 7-Eleven. This includes 7Devliery process to protect employees and customers alike from COVID. For employees, there are also work from home measures, flexible time measures, and welfare to support the employees and respective families affected by COVID-19.



Corporate Governance Policy



Corporate Governance Dashboard

Number and Percentage of Employees Trained and Tested in Corporate Governance and Anti-Corruption Program



Management Level
2,142 Persons
100%



Supervisor Level
6,052 Persons
100%



Officer Level
70,030 Persons
100%

Number and Percentage of Tier-1 Suppliers' Participation



Trained
4,504 Persons
100%



Provided written acknowledgement
4,504 Persons
100%



Communicated
3,653 Persons
100%

Risk Management



of functions at risks of legal misconduct and corruption received risk assessment



of employee have been trained in personal data protection risk



of new projects conducted impact and risk assessment on personal data



of employees is aware the Company operates ethically and has positive feelings towards the Company



of functions at risks have risk management plans

BLACK SWAN AWARD



1,849
Identified risks as submitted by employees



5 Risks recognized for award comprises,

- the capability in handling the new pandemic wave
- personal data breaches
- environmental issues
- products and services
- human rights and safety

Personal Data Breaches



0
CASE

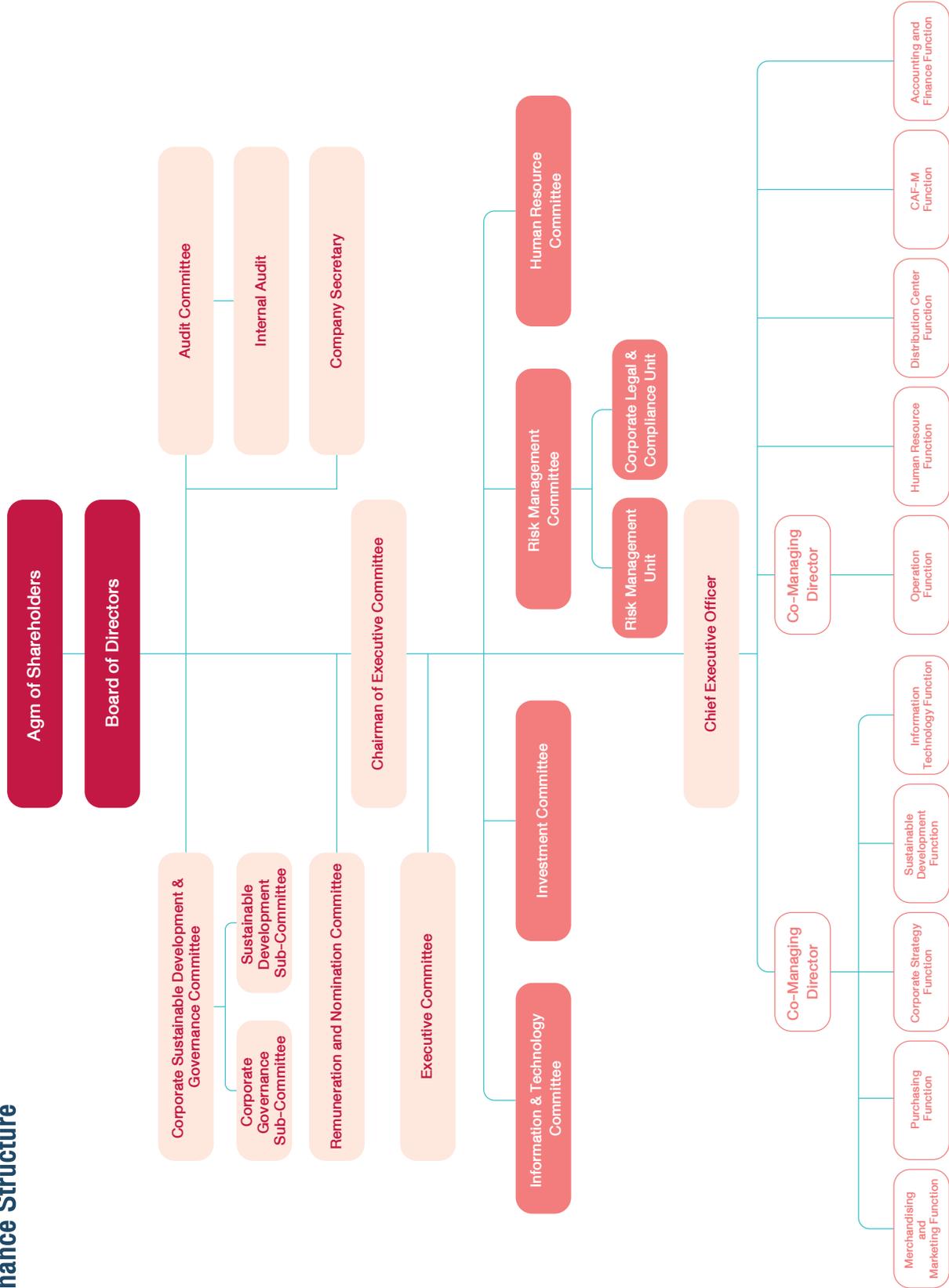
substantiated case of customer's personal data breaches

substantiated case of supplier's personal data breaches

case obtained from regulatory agencies



Corporate Governance Structure



The Company has set up independent sub-committees operating and serving under the Board of Directors. This comprises 1) Audit Committee 2) Corporate Sustainable Development and Governance Committee 3) Remuneration and Nomination Committee, which have duties and responsibilities as follows.

 Audit Committee	 Sustainability and Corporate Governance Committee	 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 a stringent risk management system. • Consult with financial auditors for feedback regarding financial statement and internal control. • Consider lists which are relevant or pertain conflicts of interests, in compliance to the laws and Stock Exchange of Thailand’s rules. • Report summary of operation performance and recommendations to the Board of Directors 4 times per year. 	<ul style="list-style-type: none"> • Develop policies on corporate governance, anti-corruption, sustainability, and relevant practices; including business ethics and code of conduct. • Review policies to ensure its relevance and consistency at least once annually. • Ensure the Board of Directors and employees’ operation is according to relevant policies • Review and assess policy compliance performance of the Board of Directors and Management. • Report relevant performance and provide recommendations to the Board of Directors twice a year. 	<ul style="list-style-type: none"> • Consider criteria determining the Board’s and high-level Management’s remuneration and form of compensation; will be subsequently proposed to the Board of Directors for feedback. The Board of Directors is the approver for high-level Management’s compensation; whereas the Board of Directors’s compensation is proposed to Annual General Meeting for approval. • Assess high-level Management’s remuneration to ensure alignment with operational performance. • Consider criteria and process in nominating appropriate individual to appoint as the Board of Directors member. • Select nominees for nomination process, that included those nominated by Minority Shareholders. • Provide feedback to the Board of Directors’s meeting, prior to the Annual General Meeting for the Board of Directors appointment.

Business Ethics and Code of Conduct

The Company is cognizant of the importance of operating business ethically and has thus published Business Ethics and Code of Conduct (revised version) for Executives, employees, suppliers and contractors to adhere to. This serves as guideline for their duties and responsibilities, whilst maintaining honesty, virtue, and ethics to all stakeholder groups. The Conduct instills a stance against human rights violation, corruption, other conflicts of interests, money laundering, as well as any actions that may infringe others’ rights.



100%

of the employees is aware of the Business Ethics and Code of Conduct, as communicated in various forms.

Risk Management Committee

The Company has set up a Risk Management Committee, comprises of Risk Management Unit and Corporate Legal and Compliance Unit. The units serve as a mechanism facilitating the work. Risk Management Committee supports the Board of Directors in governing in adherence to good corporate governance principles. This ensures the Company’s risk management is both effective and efficient in achieving business targets, with alignment to the Company’s vision

and directions. Such risk management helps reduce impacts induced by uncertainties from both internal and external for the organization. Risk Management Committee is responsible in summarizing and reporting performance summary; subsequently presenting to the Audit Committee and the Board of Directors twice a year. This process enables reviews of the Company’s effectiveness regarding the risk management process.

Risk Management

Risk management serves as a mechanism in identifying likelihoods and potential issues that may affect business operations. Risk Management Unit is tasked with managing

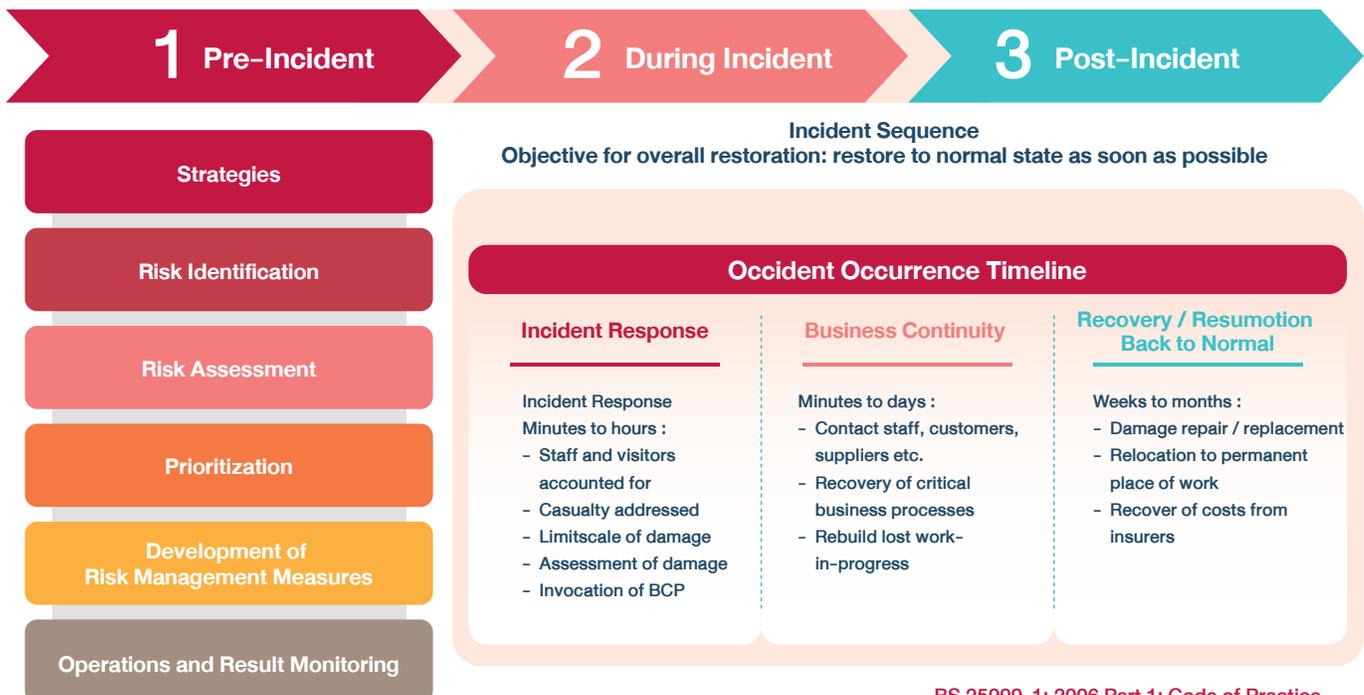
any risks effectively, ensuring the Company is able to achieve its goals – whilst creating values for all groups of stakeholders. This is according to the Company’s Risk Management Policy.

Legal Compliance

The Company respects and strictly adheres to the laws. Corporate Legal & Compliance Unit (L&C) is responsible for governing and ensuring all functions are in compliance with applicable laws. The unit also serves as the center in monitoring, consolidating new regulations from the government and inform employees. In 2020, L&C Unit has organized training to inform the Company’s personnel regarding Thailand Personal Data Protection Act 2020. The training

communicates entitled benefits, raises awareness and ensures understanding of the need for compliance with to aforementioned laws. Furthermore, in 2020, there have been proclamations of over 970 rules and laws stipulated from governmental agencies, which are relevant to the Company. L&C Unit has communicated and emphasized to ensure relevant functions are in strict adherence to the rules and regulations declared by the government.

Risk and incident Management Framework for Sustainable Business Operations



The Company organizes the risk management structure focusing on potential business impacts into 3 groups, comprises.

- 1 Operational risks
- 2 Sustainable risks and non-financial risks, and
- 3 Emerging risks

The Company has conducted risk assessments annually. Representatives from different functions are nominated as Risk Champion, also received training, according to each quarter’s risk mitigation measures. The internal control process, rigorously risk and performance monitoring are presented as follows.

Risk Assessment	Identify High-Risk Process	Set Up Risk Control Measures	Randomized Assessment of Control Measures by Auditors	Review Internal Process and Control of Risks Quarterly
<ul style="list-style-type: none"> Conducted by risk champions Assessed risks include legal compliance, data security, cyber threat, human rights, corruption, randomized assessment by governmental agencies and consumers' complaints 	<ul style="list-style-type: none"> In 2020, 25 processes have been identified as high-risk processes from 254 processed conducted across marketing, production, procurement, and distribution 	<ul style="list-style-type: none"> In 2020, there are 10 control measures in total for 25 high-risk process There has been communication on risk control measures to relevant parties, along with risk champions 	<ul style="list-style-type: none"> Auditors comprise of risk management function, corporate process simplification function, and audit function 	<ul style="list-style-type: none"> Review by risk champions along with the process' function owners

Emerging Risks

The Company has reviewed issues and trends posing risks to business operations, as well as analyzing numerous changes that may become an issue or new risks, on a yearly basis. This enables the identification of measures and management approaches in response to said risks, ensuring prompt response to them. In 2020, 6 emerging risks with potential impacts to business have been identified, as follows.



Risks from Customers' Behavioral Changes Due to the New Normal

Following the COVID-19 pandemic, customers become more mindful regarding safety. This shifts customers' behavior according to new normal, including customers' buying habits favoring, even more, convenience and speediness amidst digital society. Such changes result in a decreased number of customers visiting the 7-Eleven stores.

Management Approach

- Develop the forms, channels for customers' access to products and services via Online to Offline (O2O), for both 7-Eleven and online stores. There are various promotions allowing customers to make purchases through 7-Eleven across the country, and via online systems across all platforms. This provides greater ease to customers for every product and services purchases, across all communities.





Risks of Pandemic Occurring More Frequently and Became a Norm

In recognition of the COVID-19 pandemic at present, scientists have reasons to believe that humans may have to continue co-existing with the virus. It is predicted that there are many virus strains capable of inducing other diseases. Notably, the spread of such communicable diseases may become more frequent and normalized in the future. This may affect business continuation and stimulate further customers' behavioral change towards new normal.

Management Approach

Develop products and services continue to keep pace with changes as they happen. Such effort would ensure customers are able to access products and services convenient and safely, examples are as follows.

Vending Machine	
Mobile Application Counter Service Pay	
Product and Service Payment	
Product and Parcel Delivery	



Risks from Demographic Shift Towards Super-Aged Society

Globally, the world population's birth rate has a tendency to decrease, while the existing population has better life expectancy. This presents an important factor that can cause a shift in demographical structure, as also applicable to Thailand. The country is on track to fully become super-aged society within a few years. At the moment, elders have strong preference for the best, safest and most convenient options; inclusive of multiple technologies that further facilitate daily life routines.

Management Approach

The products and services development served for elderly customer groups needed has implemented as follows.

 <p>Develop food and beverage products that promote health and Well-being.</p> 	 <p>Launch the Eat Well Corner</p> <ul style="list-style-type: none"> A corner offering fresh vegetables, fruits, herbs and other healthy product; a one-stop service  <ul style="list-style-type: none"> A corner offering common household medicines, as well as health and wellness product "eXta" 	 <p>Accessibility channels for products and services</p> 
--	---	--



Risks from Customers' Behavioural Shifts Follow Movements on Circular Economy

Plastic waste is one of the key environmental issues prioritized around the world. Customers have become even more aware regarding of the issues and started to switch their behavior to support the reduction of plastic packaging usage. There is now a preference to optimize resources for greater efficiency, whilst remaining environmentally friendly.

Management Approach

The Company adopted to address new customers' needs, which shifted

according to circular economy trends. There are strategies with the intent to reinforce sustainability for the environment, society and community, when it comes to product and service development throughout the supply chain. This includes fortification of waste management understanding. The efforts were executed through 7 GO Green Strategy, such as.

- Incentives encouraging customers to refuse plastic bags. For every refutation, a donation of the value of the plastic bag is made to “Thais together, Quitting plastic bags” project.
- Utilizing leftover materials and plastic bags for reuse, such as 7 Go Green Recycled Plastic Road Project, which uses plastic waste as materials to build roads. Parking spaces in front of 7-Eleven stores serve as pilot sites.



Risks from Lack of New Skilled Workers Following Fast-Paced Digital Transformation

Presently, technology is advancing – resulting in business operations shifting forms towards digital systems in recognition of customers' behavioral changes and preferences. Reinforcing necessary work skills for employees to ensure they are able to keep up helps increase competitive edge and create value-added to the Company.

Management Approach

Strategies and personnel training plans for new skills have been stipulated, as follows.



Adjust curriculum to address work-related technology skills



Develop specific vocational paths in alignment with business expansion, such as coffee experts, food management experts



Adjust the Company's structure to become leaner and more streamlined, by cutting down several steps. This enables quite changes and integrative cross-functional work.



Collaborate with the public sector to build 'Premium Graduates' in various fields, such as retail management, electrical technology, food and beverages.



Risks from Deep Fakes News Risk

Advancement in new digital technology leads to the increasing number of fake contents, photographs, videos and texts; including dissemination of fake news. The Company thus needs to consider its presence and stance in the digital world regarding information or opinions shared, in order to maintain the Company's reputation and competitive edge.

Management Approach

Adjust business form to facilitate digital society more effectively, such as.

- Integrating digital transformation and disruptive technology as part of the Company's short- and long-term strategy.
- Develop Customer Relation Management (CRM) system for communication with customers, as well as collecting feedback from and ensuring access to them closely and effectively. This includes sell-promotion activities through online channels, phone application, such as 7-Eleven Thailand Facebook, Line, and Youtube.

Black Swan Award

The Company started Black Swan Award to promote all personnel's participation, covered management to the officer, in identifying corporate risks. Such risks may obstruct the Company from achieving its goal or causing instability and insecurity to the Company. Activities are organized for management and officer to join in by submitting their perceived risks through different channels, such as Black Swan Online QR code. This was executed under the concept "To seek and address for prevention and handling of potential black swan risks." Risk issues recognized for awards are considered by executives, in order to develop appropriate measures. The measures will be developed and implemented effectively, according to the relevant 6 issues, as follows.

1

Continuous Business Operations

2

Work Process

3

Products and Services

4

Outsources Hiring

5

Corporate Sustainability

6

Activities Related to the Company's Subsidiaries

Impacts and Benefits

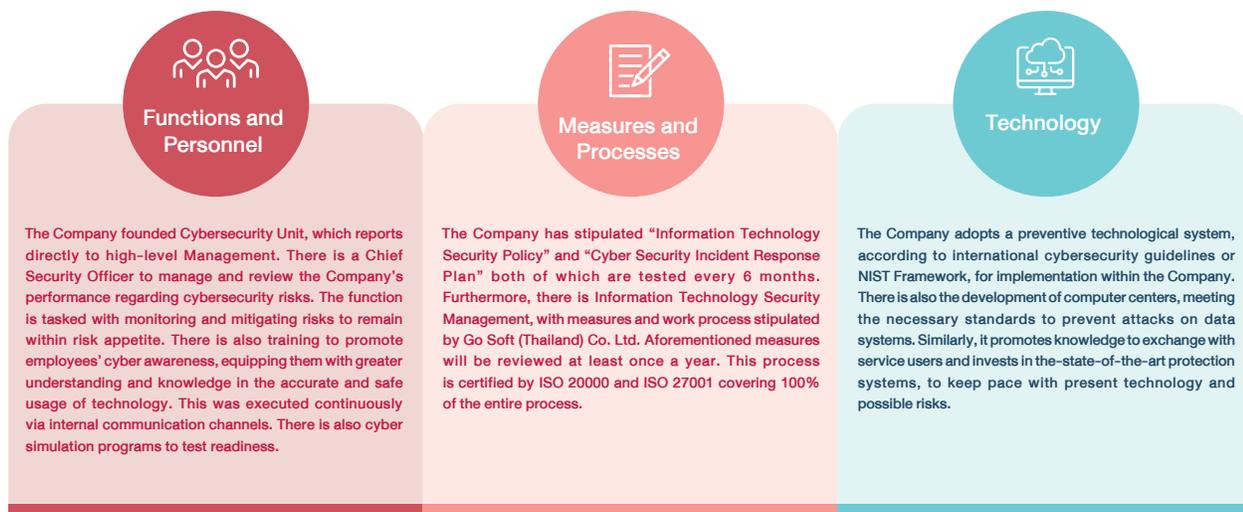
There are **1,849** risks submitted by employees.

5 risks recognized for awards comprises

- Personal data breaches
- Capacity in handling a new wave of pandemic
- Environmental issues
- Products and services
- Human right and safety

Progress on Cybersecurity Management

One of the risks occurred from the change in business operating format, which is more reliance on a digital system, is the cybersecurity risks. This consists of various service provisions through online systems, which may result in greater cyber risks. Recently on an international scale, there has been an increase in data privacy violation cases, such as trade data theft and customers' personal data. Such incidents may affect the Company's image, reputation and trustworthiness. The Company thus established the Information Technology Security Management and the Cybersecurity Risk Management. This comprises 3 components, as follows.



Functions and Personnel

The Company founded Cybersecurity Unit, which reports directly to high-level Management. There is a Chief Security Officer to manage and review the Company's performance regarding cybersecurity risks. The function is tasked with monitoring and mitigating risks to remain within risk appetite. There is also training to promote employees' cyber awareness, equipping them with greater understanding and knowledge in the accurate and safe usage of technology. This was executed continuously via internal communication channels. There is also cyber simulation programs to test readiness.

Measures and Processes

The Company has stipulated "Information Technology Security Policy" and "Cyber Security Incident Response Plan" both of which are tested every 6 months. Furthermore, there is Information Technology Security Management, with measures and work process stipulated by Go Soft (Thailand) Co. Ltd. Aforementioned measures will be reviewed at least once a year. This process is certified by ISO 20000 and ISO 27001 covering 100% of the entire process.

Technology

The Company adopts a preventive technological system, according to international cybersecurity guidelines or NIST Framework, for implementation within the Company. There is also the development of computer centers, meeting the necessary standards to prevent attacks on data systems. Similarly, it promotes knowledge to exchange with service users and invests in the state-of-the-art protection systems, to keep pace with present technology and possible risks.

Personal Data Protection

The Company stipulated Personal Data Protection Policy, encompassing customers, employees, and suppliers in the most stringent manner in every step of the process. This includes customers buying the Company's service. Communication to data owners, or the customers, pertain to following information.

Notably, customers can also exercise their rights and make requests concerning collected data, as follows

-  **Objectives of the data collection**
-  **Duration of the correction**
-  **Types of personnel or functions that may disclose the information**
-  **Contact information or channels of the Company**
-  **Owner's right for personal data**
-  **Inform impacts if one chooses not to provide one's personal data**

-  **Opt-Out**
-  **Access their own personal data**
-  **Request for copies**
-  **Object to the collection, usage or disclosure**
-  **File complaints**
-  **Request to transfer their own personal data to other data controllers**
-  **Request to update data**
-  **Request for data deletion, data destruction or a pause in usage**

There are also continuously reviews of policy compliance, as well as monitoring of potential grievances. In 2020, it appears there are no grievances regarding personal data breaches filed from the Company's own personnel: employees; externally, there are suppliers. Two grievances have been filed from customers, although both are matter which the Company came to an understanding with the customers. However, to ensure the Company's operations are in line with Personal Data Protection Act (PDPA), and boosts confidence of all stakeholder groups, the Company thus stipulate strategies and plans for data protection efforts. This is as follows.



Corporate Strategy

- Raise awareness, understanding and enhance knowledge of PDPA for employees in each level.
- Improve working process in accordance to PDPA.
- Reduce risks and damages that may occur from activities with personal data.

*PDPA is Personal Data Protection Act, B.E. 2562 (2019)

Simultaneously, the Company aims for employees to aware the importance in operating business ethically, as well as understanding cybersecurity risks. This is achieved through support and trainings through the following projects.

Business Ethics and Code of Conduct Training

The Company has provided training on Business Ethics and Code of Conduct for executives and all levels of employees. The content is annexed into the On-boarding training for new employees, to ensure all employees are aware and understand the practice, in-line with corporate governance principle. Employees should also be able to practice good governance accurately, whilst remaining ethical. Furthermore, all employees trained must take CG Quiz to assess their understanding upon completion of training.



Impacts and Benefits

100%



of employees have been trained

80%



of activities with personal data complies with PDPA

100%



of new activities conducted risk assessment regarding personal data protection

Impacts and Benefits

Employee training coverage

100%

Number of participants completing the CG Quiz (percentage)

100%

New employees trained in On-boarding (percentage)

100%

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 2020, 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 2020, 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

CG Self-Assessment 2020

The Company recognizes the importance of leader in General Manager-level (equivalent) in corporate governance. Thus, the Company has developed a CG Self-Assessment to assess the level of compliance and governing in accordance to corporate governance principle. This includes utilizing the information as guideline for awareness of corporate governance's importance, as follows.

- **3 Assessment categories**
 - Practice according to corporate governance principle to lead by example for subordinates **100% (Excellent)**.
 - Raise awareness for compliance to corporate governance principles within functions **89% (Very good)**.
 - Govern and manage subordinates according to corporate governance principles **93% (Excellent)**.
- **Overall research is 94% (excellent)**.
- **There were 694 respondents to the survey.**

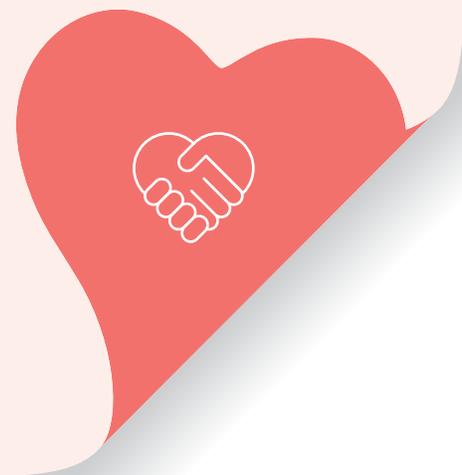
Project to Communicate with and Raise Awareness of Employees According to Corporate Governance Principles

- **Corporate Governance Principles** : CP ALL Plc.'s Chief Executive Officer strongly prioritizes corporate governance, and has shared a mantra and respective meaning "Honest. Transparent. Fair. Considerate to community, society and the environment." The Company has communicated the principle to ensure employees are fully aware and hold as the guiding work principle. The principle has been communicated via various channels, such as campaigning troops, posters at 7-Eleven stores/offices, public relations through the Company's online channel.
- **InfoGraphic** : The Company communicates corporate governance principles in the form of Infographic via various channels, both online and offline, to inform employees.
- **Training of corporate governance with MR.-MS. Good Governance** : The Company organized trainings in corporate governance principles for MR.-MS. Good Governance, with the topic of 'governance with the Company's new generation.' There are MR.-MS. Good Governance, which are representatives of their functions, totals to 93 participants.



Standing Beside Honesty, Stepping Aside Corruption

Corruption is the ultimate enemy against sustainable development. CP ALL aims to serve as a good example to society and has thus instill heart of good governance to directors and all levels of employees. All is proud to operate with honesty, doing what is right – this is part of the small but powerful power in national anti-corruption efforts.





Standing Beside Honesty, Stepping Aside Corruption



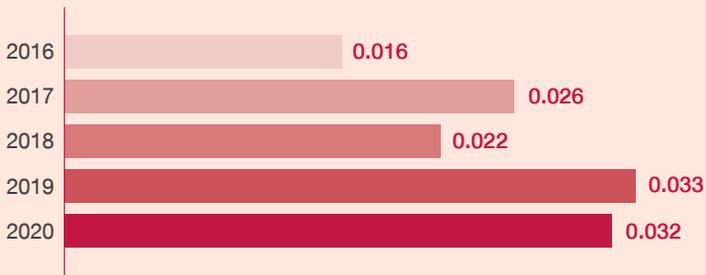
2020 Goal



The Company is determined to prohibit any form of corruption in every function including critical tier 1 supplier

Performance Against Goal

Percentage of Misconduct Cases per 7-Eleven Store (%)



Key Performance in 2020



Maintaining member status of the Thai Private Sector Collective Action Against Corruption (CAC)

Supporting the SDGs



SDG16 Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

16.5 Substantially reduce corruption and bribery in all their forms

Risk and Opportunity

Corruption is a major issue and a hindrance towards sustainable development in terms of economy and global society, especially in business operations as its occurrence will affect the confidence of all stakeholder groups. Corruption inherently causes difficulty in both business operations and sustainability that may obstruct the Company from achieving its goals. CP ALL Public Company Limited and its Subsidiaries (“the Company”) recognizes the importance of this matter and therefore conducts business by adhering to the principles of good governance. Additionally, the Company has announced anti-corruption policy and various good practices guideline which enhance confidence of stakeholder groups. Furthermore, this approach is used as guidelines for employees at all levels, including executives, to operate with honesty in an effort to become a wholly talented and decent individual in society.

Management Approach

The Company has continuously conducted business operations under the anti-corruption policy and expands the policy coverage to include all business activities including the organization’s supply chain. Additionally, the Company has continuously focused on improving the policy framework to comply with changing of the legal requirements. Policies and guidelines have been communicated to employees at every level and suppliers. All have acknowledged the stated practice, ensuring further operations will be conducted in alignment. In 2020, the Company designed corporate governance and anti-corruption training courses for executives, employees, and store staff who have continuously emphasized adherence to business ethics for company operations. In accordance with the stated policy and goals to support all employees’ operations and create awareness for correct working practices. Grievance mechanism was created for all stakeholder groups. This system manages occurrences of any form of corruption within the Company and provides transparency in work operations throughout the Company and supply chain.

Progress in 2020



CCTV efficiency improvement project in 7-Eleven stores



Transaction notification system via banking agent



Anti-Corruption Awards 2020 project

Guidance on Mitigating and Preventing the Risk of COVID-19 Since COVID-19 pandemic,



New forms of corruption such as the hoarding of masks and other products of high demand, have arisen. These forms of corruption which are considered most directly relevant to individuals have prevented citizens from access to those vital products. Additionally, corruption has rapidly effected society and caused immediate shortage. Simultaneously, it’s been observed that corruption during the COVID-19 pandemic and its effects have not spared any citizen and has especially affected those with lower incomes and unregistered laborer more than others. In response to the situation and risks arising from corruption, the Company has devised the following guidelines:

- The production management department plans distribution of products which are high in demand during the COVID-19 pandemic to 7-Eleven stores throughout the country. A policy to limit the quantify of items purchasable per person has been established to allow greater distribution of products.
- A system limit on staff purchasing privileges reduces ordering errors
- The Quality Store System Inspection Unit (QSSI) randomly inspects services and sales information during peak sales hours

Anti-Corruption Dashboard



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



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



Total number of reported breaches
409 cases



Confirmed breaches
409 cases



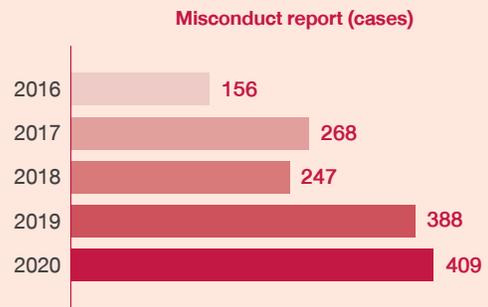
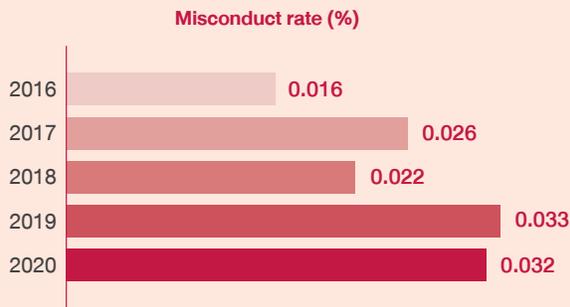
Corrective action taken
409 cases
or **100%**

The Company has Issued the Following Policies and Guidelines to Prevent Corruption



Further information on policies and procedures to prevent corruption can be accessed through the Company website <https://www.cpall.co.th/sustain/economic-dimension/anti-corruption>

Average Incidence of Fraud per Store per Year



Whistleblowing and Corruption Management

The Company recognizes the importance and value of employees which are encouraged its employees to whistle-blow observed cases. The unethical practice, corruption, and information that are not in-line with anti-corruption and relevant guidelines have to report to the complaint committee through various channels such as email, letters, telephone and various digital platforms as follows.

Whistleblowing Channels for Code of Conduct and Ethical Violations

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

The Company has complainants and whistleblower protection measures which covers all stakeholder groups in addition to an established compensation scheme directed towards whistleblowers who experience reprisals. In 2020, the Company has received the following number of breach cases in the categories, as follows.

CATEGORY (CASES)	2016	2017	2018	2019	2020
 <p>Conflict of interest</p>	0	0	0	1	0
 <p>Canard</p>	N/A	N/A	N/A	4	5
 <p>Misappropriation</p>	N/A	N/A	N/A	383	404

Upon receipt of the complaint, the designated committee personnel will investigate the matter. If the complaint is identified as misconduct, violators will receive appropriate disciplinary actions and corrective measures such as the follows.



Supervise employees to follow the designated procedures



The shop property verification team conducts physical counts of received cash at stores in addition to crosschecking inventory with records immediately upon arrival at stores



The Quality Sales Standard Inspection (QSSI) team performs inspections on product and service quality and standards conformance;



The Loss Prevention team tracks information related to missing products from physical counts



Communication and awareness raising with store employees

Furthermore, the Company communicates and prepares its employees for situations where corruption is present through development and training. This enables understanding and emphasis in carrying out duties with integrity, honesty, and the strict compliance to anti-corruption measures.

Anti-Corruption Training Project

The Company has added governance and anti-corruption content into the standard training modules via the E-learning system platform for operational level staff and employees. Additionally, the Company continues to expand the training modules and in 2020 the following results were achieved.



100%

of the company's supervisor management have completed an anti-corruption training



100%

of new employees and store partners have completed an on-boarding training



100%

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



100%

of staff and employees have completed an anti-corruption training

CCTV Efficiency Improvement Project

The project have been initialed aiming to reduce the inefficiency time spent by employees at 7-Eleven stores and lower corruption risks, which includes the reduction of difficulty in inspecting cash balance inconsistencies and for inventory oversight. In 2020, the Company has increased the number of high resolution and digitized CCTVs in 9,271 stores. A work committee tasked with follow up operations via CCTV cameras via online systems to inspect irregular working activities is capable of corruption prevention and assists in the investigations leading to the determination of the actual violators without error. Furthermore, this system allows the tracing of cash and assets involved in corruption and currently enables a 99% recovery rate.

Transaction Notification System Via Banking Agent

The ‘Fraud Counter Service’ closed system records irregular and suspicious payment activities through the counter service. This system seeks to reduce money laundering risks and acts as a tool for store managers to prevent corruption within the branch. The ‘Fraud Counter Service’ system is capable of assisting the audit supervisor and monitors corruption or irregular transactions via banking agent in a timely manner. Furthermore, this system allows the violators to be accurately determined, was in operation nationwide from October 7, 2020.

Corporation with the Government Network “Joining Forces, Combatting Corruption”

As the Company’s position and commitment to conduct business under transparency and without corruption in all its forms have announced. In 2020, the Company encouraged employees to attend the Anti-corruption Organization of Thailand event “Catching corruption at your fingertips – Power of Data” which was organized in a new setting known as Virtual Collaboration. This debut where the usually offline event has taken place online is titled ‘Catching COVID budget fraud using ACT Ai’ and upholds the concept, “Catching corruption at your fingertips – Power of Data”. This preventative measure focuses on utilizing data and technology to allow participation from citizens, enables participation of societal powers in a safe environment and has relevance to the COVID-19 situation. The National Anti-Corruption Day was organized by the Anti-Corruption Organization (Thailand) in conjunction with network partners, which consists of representations from government and private sector agencies, civil society and mass media. More than 65,000 people have participated in this event.

Thai Private Sector Collective Action Coalition Against Corruption for Small and Medium Enterprises (SMEs)

The Company emphasizes anti-corruption measures in business activities across the value chain and expands this scope to include suppliers. Through the organization of seminars, suppliers are provided with knowledge in accordance to the Thai Private Sector Collective Action Coalition Against Corruption for SMEs.

2020 Anti-Corruption Awards Project

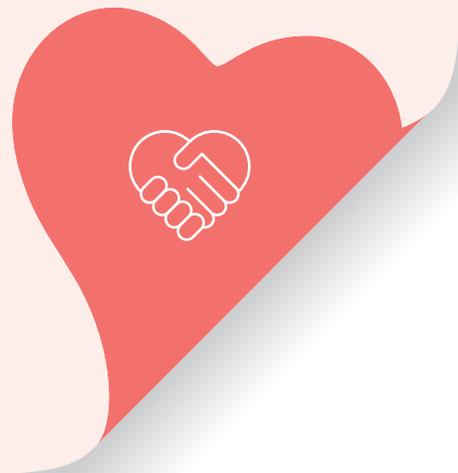
In order for changing society by raising Thai people’s awareness of anti-corruption measures to be stimulated in an expansive circle, and for the enrichment of corruption combatting morale in personnel, organizations and the mass media, the Company in collaboration with Anti-corrupt Journalists Association (Thailand), Organized Event (Public) limited, Expressway Authority of Thailand, and PTT Public Company Limited has supported the “Anti-Corruption Awards 2020”. This anti-corruption activities support in 2020 aims to encourage, honour, and elevate personnel, organizations and mass media entities which stress the significance of corruption problems and thus being a role model for society and the country.





Respecting Human Rights, Committed to International Principles, **Creating Peace**

CP ALL aspires to create a society of quality working people, where all is kind and respect each other's human rights. The Company has non-discrimination policy, readily offers opportunity for career advance equally, and care for welfare genuinely. This ensures everybody is able to live together with generosity, in an organization that cares for working people's happiness.





Respecting Human Rights, Committed to International Principles, Creating Peace



2020 Goal



The Company has performed Human Rights Due Diligence (HRDD) based on the United Nations Guiding Principles on Business and Human Rights (UNGPHR) guideline with

100% of all business activities and in all operating areas.

Performance Against Goals

Percentage of business activities and operating locations that have undergone Human Rights Due Diligence (HRDD) based on the UNGPHR guideline



Key Performances in 2020



100%

of all business activities and in all operating locations has performed Human Rights Due Diligence (HRDD), including store partners and critical suppliers.



90%

of employees in General Management level to Salient Issues have passed training on the "Business and Human Rights" curriculum.



100%

of store partners have provided with knowledge on Human Rights.



81%

of Tier 1 Suppliers have provided with knowledge on Human Rights.



Awarded Outstanding Organization on support given to people with disabilities for the **4th** consecutive year.



Outstanding Workplace in Employee Relations and Welfare for the **10th** consecutive year.



Received Leader level in an assessment by Global Child Forum, scoring

7.8 out of 10

(average score of industry peers is at 3.9)

Supporting the SDGs



SDG5 Achieve gender equality and empower all women and girls

5.1 End discrimination against women and girls everywhere



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

8.5 achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value

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



SDG10 Reduce inequality within and among countries

10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard.



SDG16 Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

16.3 Promote the rule of law at the national and international levels, and ensure equal access to justice for all

Risks and Opportunities

The responsible conduct of business following the international human rights framework is currently an issue of international attention. In particular, as business expands, there is a workforce need to drive the business towards success. This reason has created risks towards human rights violations, which in recent times have occurred in various forms such as rights violations on labor, personal data privacy, freedom of expression, among others. Additionally, the world has also placed significance on gender equality, as well as social equality in other areas such as religion, race, and differences in opinions. To internalize these values, CP ALL Plc. and its Subsidiaries (“the Company”) recognizes the importance of human and labor rights in the systematic conduct of business. In order to prevent potential impacts of stakeholders’ or any concerned individuals’ rights violations, the Company has committed to adapting and preparing risks mitigation in business operations throughout the value chain.

Progress in 2020



Expansion of the Human Rights Impact Assessment (HRIA) of the organization’s units with the significant risks throughout the Value Chain.



Provided human right trainings to employees related to Salient Issues, store partners and suppliers within the supply chain.



Determined procedure for office work, including employee welfare measures to aid employees to assist them through the Covid-19 pandemic.

Management Approach

The Company is committed to operating its business following its human rights policy and the Company’s labor practices to prevent human rights violations of all its stakeholders throughout the supply chain. The Company has determined guidelines in accordance with the UN Guiding Principles on Business and Human rights (UNGPs) and the Declaration on Fundamental Principles and Rights of the International Labour Organization (ILO), including the local labor laws of the countries in which the business operates. In 2020, the Company committed to a comprehensive Human Right Due Diligence (HRDD) effort in all its business activities and within all operating areas. This includes

promoting Store Partners and Critical Tier 1 Suppliers to comprehensively address human rights through knowledge sharing on respecting and complying to the international human rights principles, conducting Human Rights Impact Assessment (HRIA) within the organizations’ units that possess risks, and performing the Human Rights Risk Assessments. Further, the Company has promoted employees’ awareness and understanding on human rights and ability to effectively comply with their principles by organizing a training program on “Business and Human Rights” for employees who are directly concerned with the organization’s human rights risks.

Human Rights Due Diligence Process



Guidance on Mitigating and Preventing the Impact of COVID-19



The Covid-19 pandemic promoted a rapid government response which may affect rights violations or conflict with human rights principles. Respecting human rights in all dimensions will be an important foundation towards a public health success by using adherence to laws and the international human rights standards as the centerpiece of the Covid-19 response. Additionally, the government's protective public health measures, including quarantines, travel restrictions, access to products and appropriately priced services, access to social security and labor rights, protection against discrimination, and protection of medical personnel should all be in line with legal and the international human rights standards. They also need to consider specific needs of vulnerable groups and at-risk populations, while supporting corrective and remediation actions on human rights risks emerging from the Covid-19 response. The Company has hence approached its human rights agenda during the Covid-19 pandemic in the following ways, having considered:

It has also determined employee welfares measures to care for employees and their family members who have been affected by the pandemic

- Supported treatment expenses for employees illness from Covid-19; medical expenses exceeding the social security coverage can be reimbursed following company regulations;
- Provided food and beverage coupons to ameliorate family financial pressures of employees affected by the pandemic; and
- Assisted in educational expenses of employees' children in the case wherein the employee's spouse has been affected by the Covid-19 pandemic, following company guidelines



Human Rights Dashboard

Risk Assessments of Business Activities



100%

of the business's operating areas and activities have undergone the Risk Assessments.



84.6%

of all operating locations and business activities have been identified human rights risks.

High Risk Issues



1. Guideline on labor practices, health, safety and welfare of suppliers' employees



2. Health and safety of 7-Eleven customers



3. Health and safety of 7-Eleven store employees



100%

of the Company's operating areas and business activities have impact remediation on the identified risk issues

Risks Assessments of Tier 1 Suppliers



100%

of Tier 1 Suppliers have undergone Risk Assessments.



0.69%

of Tier 1 Suppliers have been identified human rights risks.



100%

of Tier 1 Suppliers have mitigation measures on the identified risks.

Human Rights Violations Grievances



0 case

of Human Rights violations

Remediation

Following the Company's human rights management in the past year, there has been no case of human rights violations in the business operation. Hence, no remediation has been undertaken. Nevertheless, as the Company is cognizant of the possibility and risks, it has prepared remediation guidelines to ameliorate the impact of a human rights violation.

Comprehensive Human Rights Due Diligence (HRDD) in all Areas and business activities, including with store partners and Tier 1 suppliers



Number of people engaged in comprehensive Human Rights Due Diligence (HRDD) from Assistant General Manager and above **300** Person

Building awareness on respecting and complying with the international human rights principles through Tier 1 suppliers

81%



Building awareness on respecting and complying with international human rights principles through store partners

100%



Human Rights Impact Assessments (HRIA) on the activities and areas of the organization

100%



Integrated Preventive and Mitigation Measures of High-Risk Human Rights Impact

(Under the responsibility scope of the store partner and Tier-1 Suppliers)

 High Risk Issues	 Preventive and Mitigation Measures	 Integrated Measures
<p>Suppliers' Labor Practices, Safety, and Well-being</p> <p><i>Further details are available in "Cascading responsibilities throughout the value chains" Chapter</i></p>	<ul style="list-style-type: none"> • Development and communication of a Supplier Code of Conduct • Conduct of supplier trainings on Sustainable Development • Requiring all new suppliers to conduct sustainability self-assessment • Conduct of Site Visit Audits among supplier groups classified with high risk • Encouraging supplier to develop a quality improvement plan and monitor the results • Supplier performance improvement based on identified high-risk issues 	<ul style="list-style-type: none"> • Suppliers' Labor Policy and Procedures • Suppliers' Code of Conduct Handbook • Standard Operating Procedures of the Procurement and the Research and Quality assurance (RQD) Divisions
<p>Health and Safety of 7-Eleven Customers</p> <p><i>Further details are available in "Elevating the occupational safety and creating a friendly work environment" and "Selecting hygienic food with the consumer health and heart" Chapters</i></p>	<ul style="list-style-type: none"> • Product quality assurance before placement in 7-Eleven stores • Monthly verification of practices against safety standards set up by the Quality Store System Inspection (QSSI) unit • Monthly safety inspection • Selection of for-health products, such as Calorie-control menus, the Eat Well, Live Well, Stay Happy" project and the Eat Well project • Guidelines to care for customers and stores during the Covid-19 pandemic (additional measure from a review meeting) • Product recall system and customer grievance management system • Availability of nutrition facts, indicating fat, sugar, GDI sodium content on food and bakery products 	<ul style="list-style-type: none"> • Corporate policies • Standard Operating Procedures for 7-Eleven stores
<p>Health and Safety of 7-Eleven Staffs</p> <p><i>Further details are available in "Elevating the occupational safety and creating a friendly work environment" Chapter</i></p>	<ul style="list-style-type: none"> • Job Safety Analysis conducted • Provision of Personal Protective Equipment (PPE) and labor saving device for employee by their relevant tasks • Project to increase road safety for Riders • Project to improve road safety for store branch employees • Guidelines and employees procedure during the Covid-19 pandemic (additional measure from a review meeting) 	<ul style="list-style-type: none"> • Corporate policies • Announcement of Fleet Safety Goal • Standard Operating Procedures for 7-Eleven stores and related units

“Business and Human Rights” Curriculum

The Company strives to increase awareness on the National Action Plan on Business and Human rights (NAP) and create a greater understanding on human rights among employees engaged in at-risk locations and activities. The objectives are employees not only recognize the importance of human rights, but are also able to appropriately operationalize their principles. This includes preventing human rights violations within and without the organization, and demonstrating a commitment to follow the UN Guiding Principles on Business and Human Rights (UNGPs). The “Business and Human Rights” curriculum is delivered for employees from the level of assistant general managers and above who are engaged with the organization’s Salient Issues. The curriculum encompasses topics on international human rights standards, guidelines to prevent human rights violations, and Human Rights risks assessment. In 2020, there were two (2) cohorts of participants in the “Business and Human Rights” curriculum, totaling 300 people. In 2021, the Company plans to expand this coverage to include 100% of management staff at the level of department manager (or equivalent) who are directly engaged in “Salient Issues” and employees at the level of assistant general manager and above outside units that are directly engaged in “Salient Issues”. The Company also has plans to increase awareness and understanding among all levels of employees in every location, including those of its store partner and Tier 1 suppliers—achieving 100% coverage through an online platform by 2025.

Impacts and Benefits

2 Cohorts
total **300** people
participants in the
“Business and
Human Rights”



Proactive Communication and Awareness-Building on Human Rights

Additionally, the Company places an importance on proactively raising awareness with employees through various media channels, including email, Pop-Up notifications on the Store Controller (SC) system in 7-Eleven and Bellinee's stores, including proactive communication to store business partner through the SBPMALL system.



Human Rights Impact Assessment (HRIA)

The Company has continuously conducted Human Rights Impact Assessments (HRIA) of affected groups to study the impact level of remaining human rights risks by collecting information from surveys and opinion interviews of rights holders. In 2020, the impact assessment was expanded to cover 100% of employee groups within at-risk locations by gathering information from employees operating in 7-Eleven stores, distribution centers, CPRAM factories, and 24Shopping services nationwide during 23–30 November 2020, with the participation of 4,100 people.



Impact Assessments results and additional information are available on the Company website:

<https://www.cpal.co.th/sustain/social-dimension/human-rights>

Additionally, the Company is committed to a continuous human rights management effort. A Human Rights Risk Assessment (HRRA) are conducted every three (3) years, while a review of preventive and impact mitigation measures on human rights risks is conducted every year. Regular monitoring and review of human rights performance with relevant units are conducted quarterly to track progress and identify opportunities to improve preventive and impact mitigation measures that are appropriate and adequate for the changing circumstances. These efforts reflect the Company’s commitment for its employee, broader society, and the Company to coexist in a nurturing, compassionate, and respectful manner for a sustainable growth together.

Labor Practices

The Company has strived operating businesses under respecting the labor rights of its employees, including adhering to local and international labor standards in managing the organization’s excellent human resource and providing freedom of expression to share opinions and concerns through the Company’s grievance channels. The Company has also driven to ensure just and appropriate recruitment, wages, working hours and breaks, including creating a good working environment and social welfare. The Company has arranged various welfare and benefits that are just and appropriate for employees, including those of its regular and daily-wage workers, as shown in the table below.

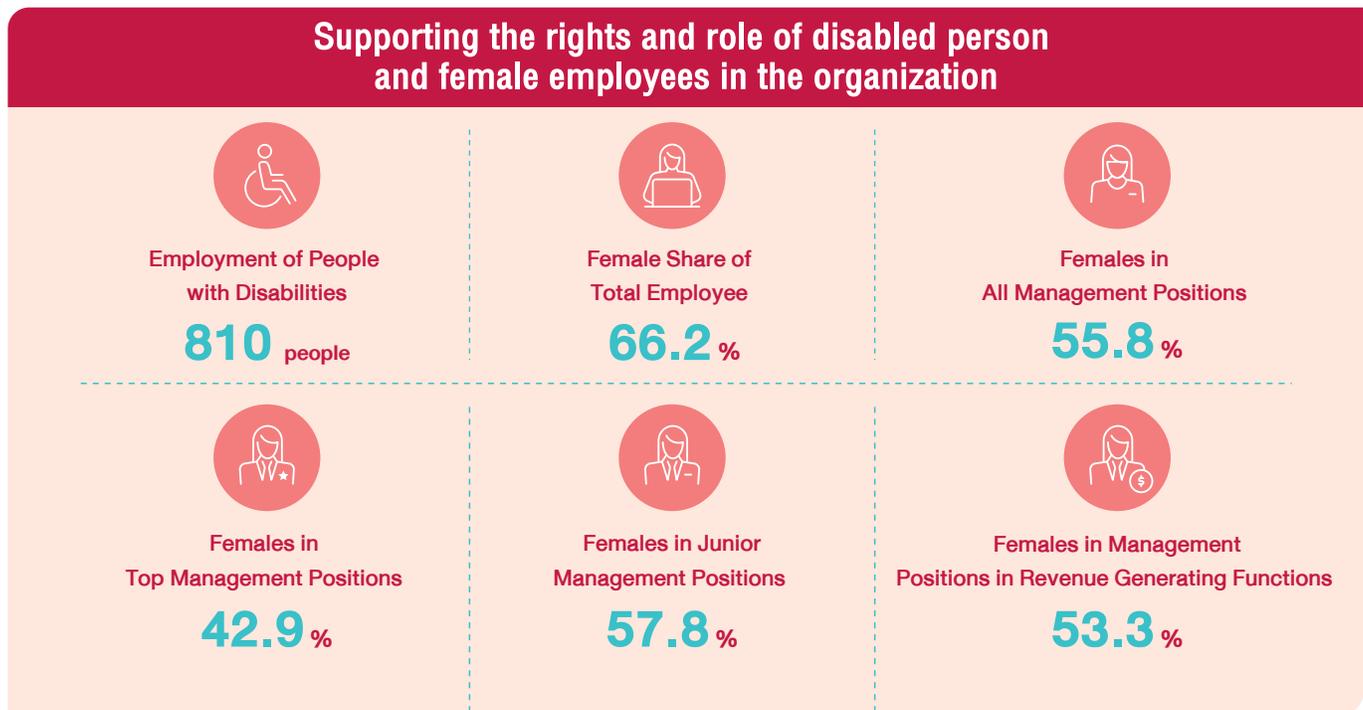
Welfare	Legally-Mandated rights	Rights Provided by the Company
Maternity leave days	98 days	120 days
Public Holidays	Not fewer than 13 days	14-18 days
Annual Leave	Not fewer than 6 days	6-15 days
Personal Leave	3 days	3-7 days

Additionally, other welfare benefits are provided to employees, including an emergency loan provided by a financial institution with special interest rates, accommodation and rental financial assistance, hardship allowance for those stationed in the provinces, among others. Employees also receive lifelong welfare benefits, such as a providence fund, life insurance, accident assistance fund, and the Employee Joint Investment Program (EJIP).

Respect for Diversity

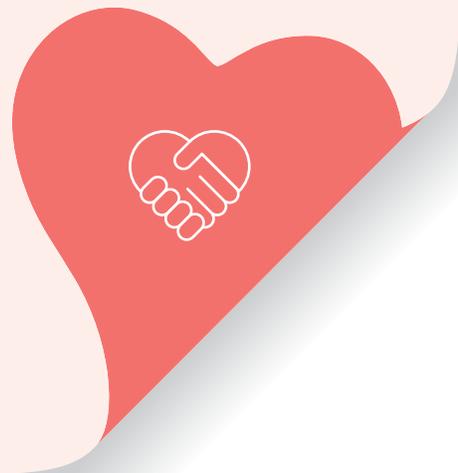
The Company is committed to respecting the diversity of its employees by striving for equal treatment of all employees, irrespective of nationality, citizenship, religion, color, gender, sexual preferences, age, including those of people with disabilities, and the fundamental human rights. In the past year, the Company has done this through various programs to support equal treatment guidelines and appropriate recruitment of people with disabilities, wherein the latter can work in their location of residence following the Company's declaration to create jobs for people with disabilities. This has led to an income dispersion into communities. In 2020, the Company supported 810 people with disabilities through its various programs.

The Company also respects and supports the equality among its women and male employees by creating equal career improvement opportunities, fostering respect, and not discriminating. This has also included hearing diverse viewpoints from various genders to move the business forward.



Embracing Differences, Building Bridges, and Forging Shared Benefits

Every lives around us are CP ALL's family. They are all important and have differing needs. However, because we speak to each other through hearts, this enables understanding and maintenance of sustainable relationships to these days. Whether in times of good or bad times, the Company is ready to hold hands, give encouragement, and walk towards the success the eyes are set upon.





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
Guidance on Mitigating and Preventing the Risk of COVID-19		
	<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 	<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
	<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"> Improving and redeeming the branding of the organization 	<ul style="list-style-type: none"> 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
	<ul style="list-style-type: none"> Improving the work systems of the organization to appropriately response to the current world events 	<ul style="list-style-type: none"> Changing 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"> Good and quality service 	<ul style="list-style-type: none"> 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
	<ul style="list-style-type: none"> Good and quality service 	<ul style="list-style-type: none"> Constant improvement to services
<p style="text-align: center;"> Guidance on Mitigating and Preventing the Risk of COVID-19</p>		
<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

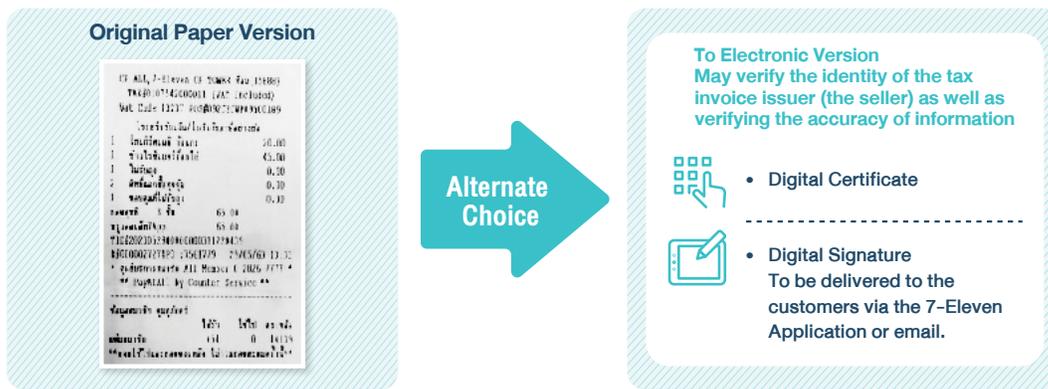
CP ALL Plc. participated in the working group for the development and usage of plastic waste “Circular Economy Project” under the subcommittee on managing plastic waste, national environment committee, of the Ministry of Natural Resources and Environment, tasked with jointly submitting proposed amendments 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
<p>Landlord</p> <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 <p>Publishing the policies and direction of the companies of the store partners</p>	<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
<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

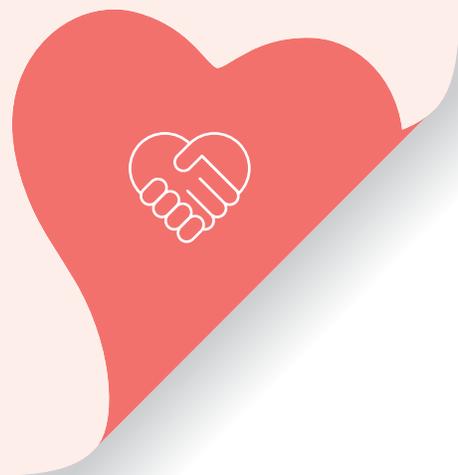


Creditors

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

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

All personnel in CP ALL family has been developed to become good and talent, with adaptive attitude ready for changes amidst digital era. They have new skills necessary to future growth. Even if everyone hails from different place, but all has a loving heart and trust in the Company. Everyone is ready to drive forth the efforts to build success for CP ALL together.





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



Key Performance in 2020



100%

executives and employee at all levels in the office, distribution center, and operations have passed the training and were evaluated on the "Digital Mindset" course.



96%

store partners have passed the training and were evaluated on the "Digital Mindset" course.



98%

talents continue to work with the company.



26%

talents have been designated as successors.

2020 Goal

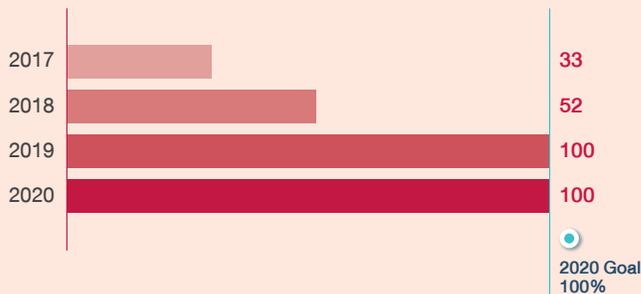


Completion of sustainability development training for

100% of company leaders and employees.

Performance Against Goal

Leaders and employees completed sustainability development trainings (%)



Supporting the SDGs



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

4.4 substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship



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

8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high value added and labor intensive sectors.
8.5 Achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value

Risk and Opportunity

Personnel is an essential resource in driving the Company towards its goals. Therefore, human resource management is a key performance indicator of the business’s success. With the current COVID-19 pandemic serving as a catalyst for Digital Transformation in the business sector, personnel competency development has become paramount for competencies, such as Cloud Technology, Social Media, Online Entertainment, and Online Payment. Furthermore, data and information analytics have become significantly beneficial in boosting productivity, designing new essential job skills for the present (Re-skill) and for the future (Up-skill), and sharpening the competitive edge. CP ALL Plc. and its subsidiaries (“the Company”) recognizes the importance of its personnel and has thus, developed a strategic framework in developing its personnel into “good and smart people” for the organization and society, increasing engagement, and retaining employees to thrive with the organization.

Management Approach

Since the Company recognizes the importance of personnel competency development, which is a key in driving the organization towards its goals and success, it aims to enhance competency and develop personnel. The Company has designed a personnel competency development framework to cover the entire process from recruitment, preparation before employment, and on the job training to welfare and opportunities for retiring employees. The framework adds value to the organization by developing competencies and providing advancement opportunities throughout an employee’s career.

Progress in 2020



Adjusted personnel training and development via a Digital Platform and created a new learning experience through Virtual Learning.



Extended training and evaluation of the “Corporate Sustainable Development” course to managers and officers, including 7-Eleven store staff.



Extended training and evaluation of the “Digital Mindset” course to store partners via online platforms.



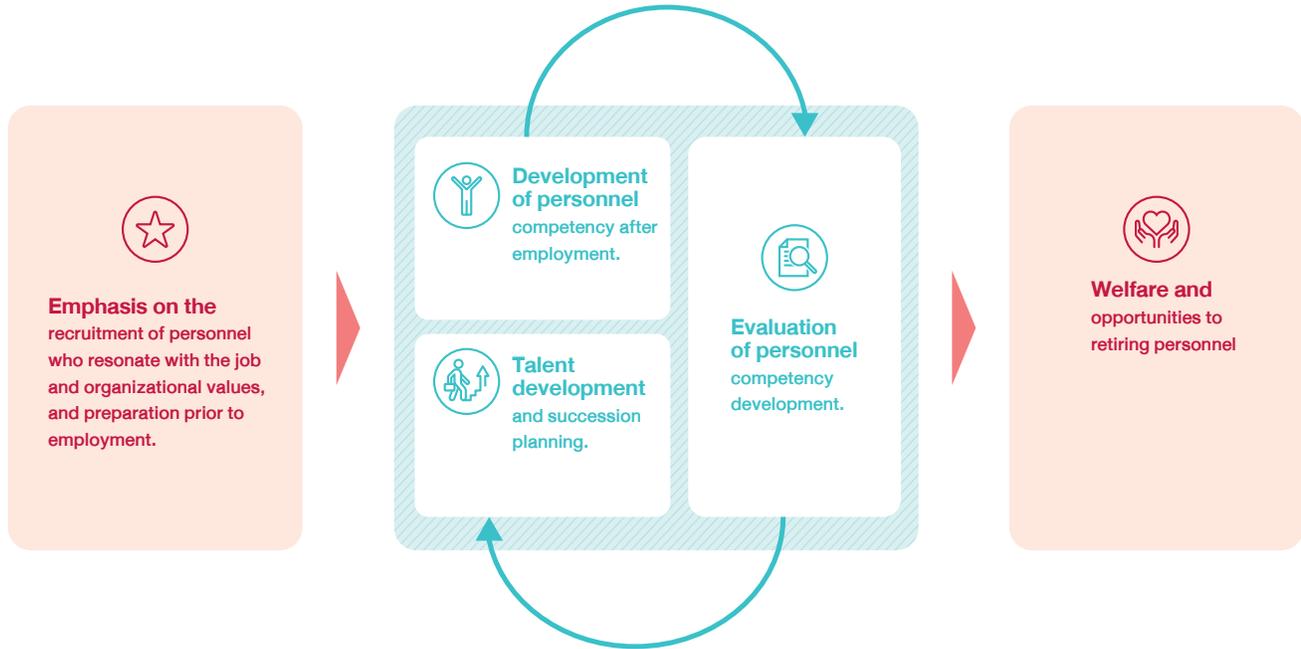
Extended the training and evaluation of the “Digital Mindset” course to executives and employees in store operations via online platforms.

Guidance on Mitigating and Preventing the Risk of COVID-19



The Coronavirus disease (COVID-19) pandemic has affected various operational processes, such as the communication of employee needs, personnel development, and recruitment. Thus, the Company set out to find a new approach and methods to support remote working as well as digital and online technology as a guideline for operations during the crisis.

Sustainable Skill Development and Professional Advancement Opportunities



 Preparation Prior to Employment	 Talent Development and Evaluation	 Knowledge Retention and Experience Accumulation
<ul style="list-style-type: none"> • Emphasize on the recruitment of quality personnel who resonate with the job and organizational values. • Provide scholarships in the relevant curriculum that meets needs. • Develop curricula and modern learning paths which can be accessed anywhere, anytime and give importance to learning through real experiences and cross-functional learning. • Provide opportunities and prepare for learnings within and across job families on skills, career, culture, and work environment. 	<ul style="list-style-type: none"> • Long-term planning for 30-year corporate sustainability through CP ALL our way and 6 Values. • Promote teamwork under the “mixing the similar, merging the different” concept, respect differences and diversity, and create harmony as does a music band. • Give importance to all job positions, appreciate accomplishments, successes, and opinions from all channels. • Give the opportunity to grow through work and have a platform to showcase work accomplishments. • Evaluate work competencies to advise right and clear development directions. • Programs building and developing next generation leaders, such as the CP ALL Young Challenger program. 	<ul style="list-style-type: none"> • Benefits, health and good quality of life • Support personnel into “good and smart people” and encourage them to stay long-term with the organization. • Creating working environments that encourages teamwork and communication between departments. • Give opportunities and encourage employees to invest and do business with the company

Human Capital Development Dashboard

Average Training Hours

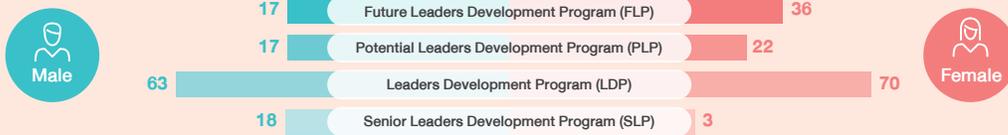
By Gender



By Level

	Male	Female
Top Management	83.29	85.88
Management	40.03	40.62
Junior Management	39.42	40.71
Officer	16.43	19.96

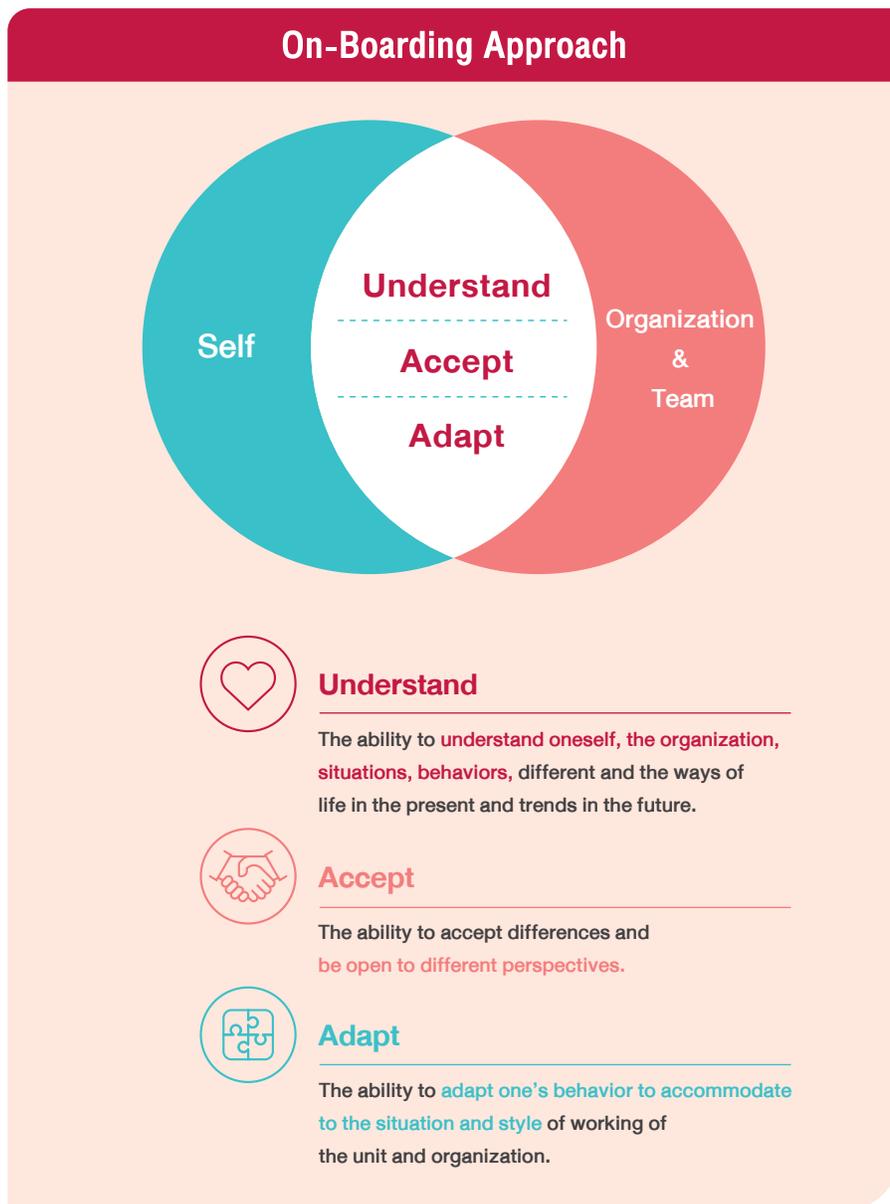
Participation in Leadership Development Programs



Preparation Prior to Employment

On-Boarding Program

The Company recognizes the importance of personnel management that accepts Diversity and Inclusion, such as differences in race, culture, and age. Likewise, the senior management team is concerned for employees of all levels, especially new employees, who are seen as young seedlings that will grow into new varieties of trees that will help the organization to grow sustainably. This dedication has brought forth 3 new approaches toward taking care of new employees, which are understanding, acceptance, and adaptation in aligning with 2 groups – the team & organization, and new employees – as illustrated below.



By continuously developing the on-boarding program for new employees of all levels in the organization to match the present situation, the program aims to enable new employees to learn and adapt to the corporate values and culture quickly. In the program, the new employee's unit is responsible for the new employee while the HR department and other affiliated departments provide support in learning and understanding the cultural foundation, organizational values, overall business, important policies and other necessary topics. Additionally, there is a policy for new employees of all levels in the office career path to complete their training in a 7-Eleven store so as to understand the organization's business context and recognize the significance of stores, which are the main source of income to the organization.

In 2020, the program was designed to accommodate more online forms and reduce the amount of time spent in classrooms in order to provide higher convenience and safety for employees of all units during the COVID-19 pandemic. From November 2020 with a total of 4 cohorts, the on-boarding program integrated with the "Life is Better with ALL" initiative, which focuses on creating experiences that will instill pride in being a part of the CP ALL family and thriving together. The efforts of the program have resulted in a better perspective towards work by employees, and faster adaption with the team, organization, and culture. Currently, new employees have rated an average satisfaction level of 91.30% towards the new work experience and care from supervisors, mentors, and teams during the first month of work.

Impacts and Benefits

The On-Boarding program was rated at an average employee satisfaction level of **93%** on job applicability.



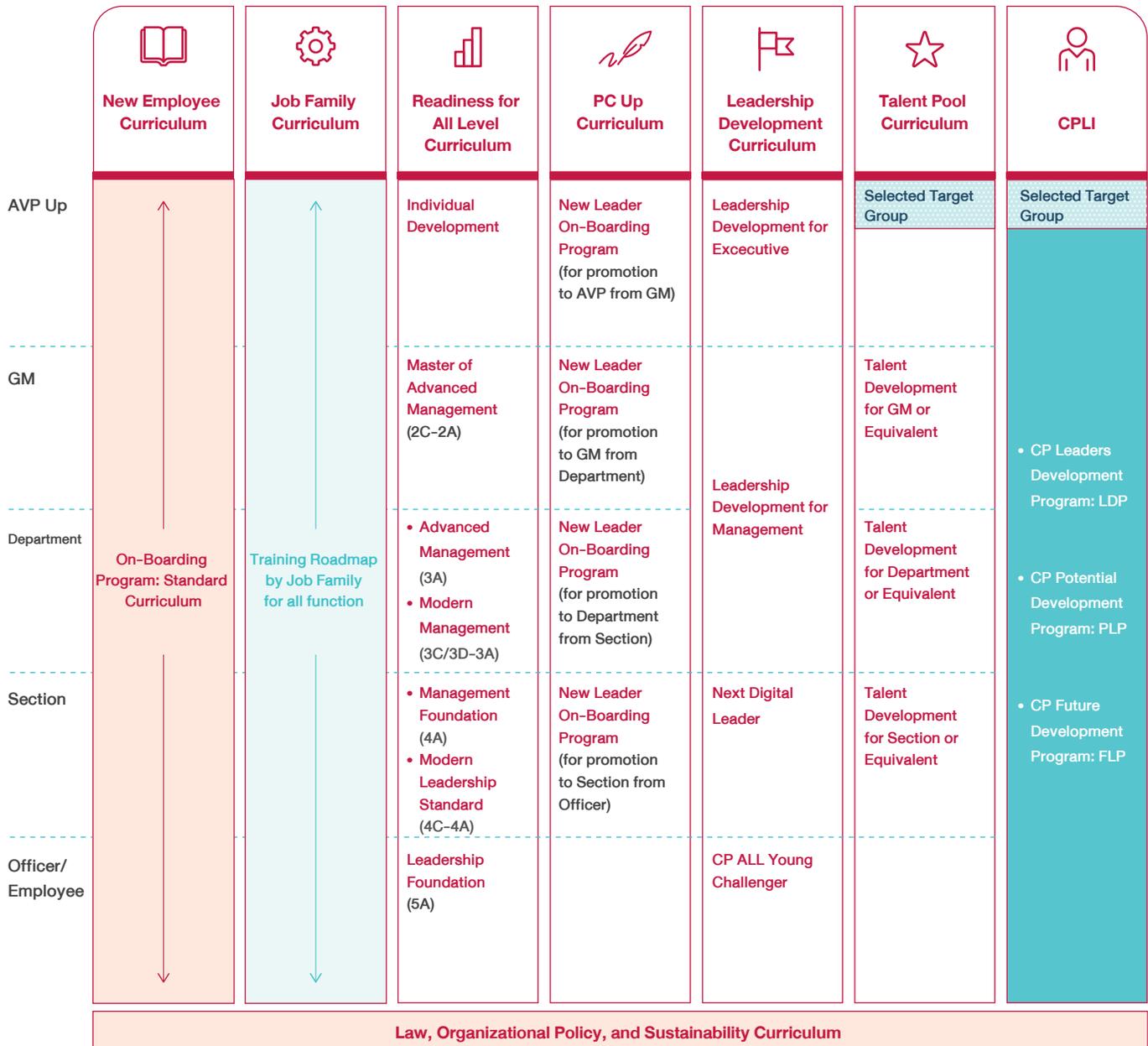
Personnel Competency Development

The Company operates under a concept and framework of personnel training and development with consideration to various factors, such as corporate vision, mission, goals, and human resource management policies of the Charoen Pokphand Group as follows.

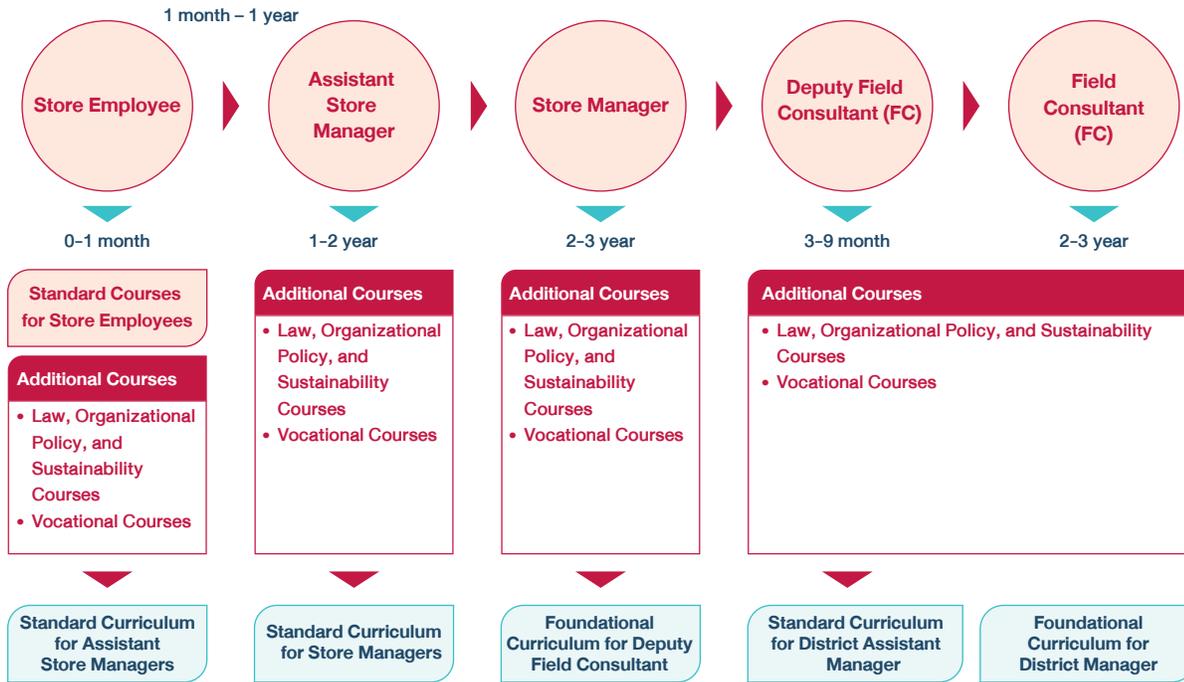
- Corporate business strategy.
- Essential job skills and future job skills.
- Evaluation of satisfaction and engagement from employees, customers, and suppliers.
- Employee development research and approach.
- Academic research and published articles from leading consultancy firms.

The Company has designed a development path for personnel in the office, operations, and distribution centers as follow.

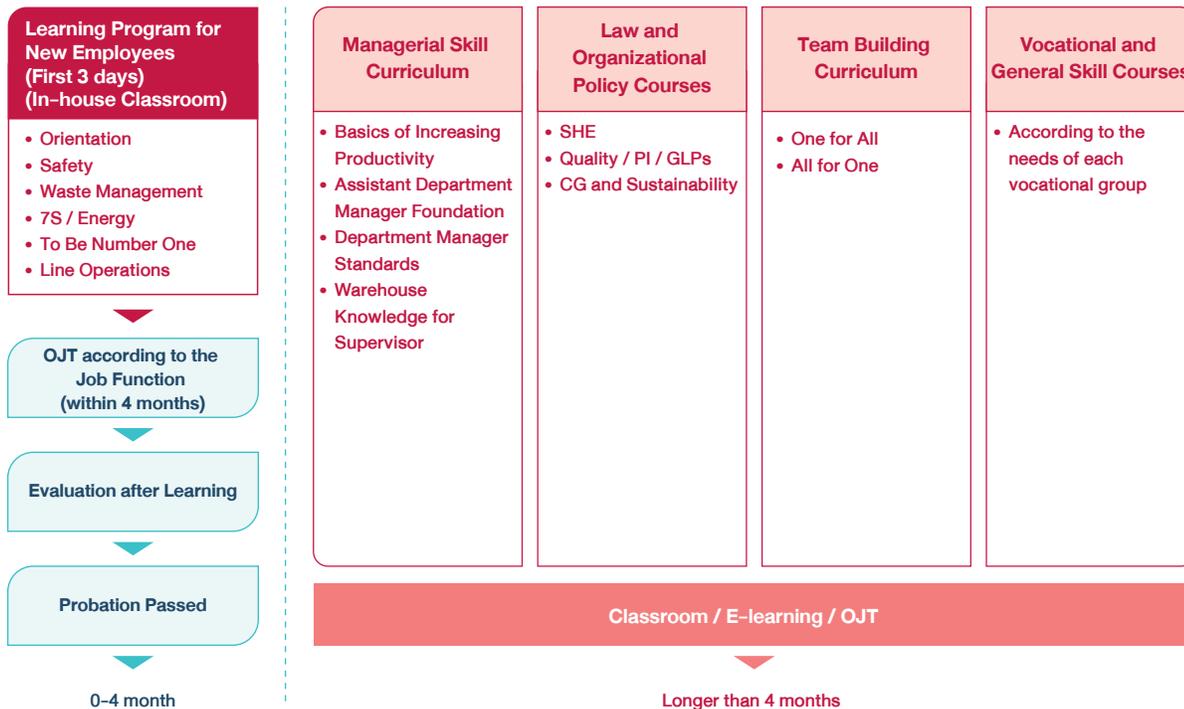
Development Path for Personnel in the Office



Development Path for Personnel in Operations



Development Path for Personnel in Distribution Centers



In 2020, the Company adjusted its personnel development process onto Digital Platforms, created new learning experiences through Virtual Learning, and created Online learning material. The objective of the adjustment is to provide employees with quick access to effective learning and a means to adapt to business changes and growth as well as development programs suitable to each target group.

The “CP ALL Young Challenger” Program for New Employees

Program Background

Fast changes in today’s digital technology and innovation have shifted the Company into the technology age and must be correspond by increasing the competitiveness of the business. In response, the Company has established the CP ALL 4.0 and Our Way policies which focus on developing the competency of next generation employees through hands-on experience. Furthermore, the policies encourage employees to dare to think, act, and showcase their abilities and initiatives for self-development and for driving the organization as a digital age leader.



Impacts and Benefits

In 2020, there was 1 cohort with a total of 40 participants. From monitoring and assessing the potential of employees who took part in the program, the Company observed leadership development in terms of “Leadership Competency” and “Future Competency”. As for the results, the program manifested 8 model projects.



The “Next Digital Leaders” Program

From the global shift into the Digital Transformation age, the Company has had to change its business operations to become more modern and up-to-date with the latest technology. Therefore, the Company established this program to prepare talented leaders on the necessary knowledge, skills, and competencies needed in the future with the following curriculum. With advice from project development experts, the learning process was designed to focus on Action-based Learning and to instill an entrepreneurial mindset in developing and expanding the program in line with the corporate strategy.

 Digital Transformation	 Building Digital Culture & Disruptive Technology	 Pitching Perfect	 Project Pitching
 Digital Marketing & Digital Hypermarkets	 Transformation Project Ideas	 Design Thinking	 Digital Business Model

Impacts and Benefits

- **12** role model for digital projects
- **71** participants
- **100%** of employees were trained and evaluated

Additionally, the Company has designated an online learning course on “Digital Mindset”, which has 3 parts with evaluation criteria for each parts. After finishing the course, there are assessments to evaluate an employee’s knowledge and understanding to ensure that the employee is ready to become a digital citizen.


Part 1
 Welcome to the Digital


Part 2
 Digital Citizen


Part 3
 Security in the Digital Age

Sustainable Development Program

One of the Company’s goals is to sustainably develop the organization and thus, has established this program to develop necessary knowledge and competencies for employees, suppliers, and business partners. The organization is determined to be a leader in personnel competency development across the value chain and aims to develop a vision of sustainable business development for leaders through training for managers, officers, and staffs in operations and distribution centers. In 2020, there was a total of 57,529 participants who underwent training.

Productivity Improvement Program

This program was established to develop the competency of personnel on improvement mindset, productive workplace atmosphere, and management cost reduction. The program aims that employees at all levels in the organization must be ingrained with an improvement mindset through working in Cross Functional Teams. The 5 desired areas of effectiveness are as follows.



The improvement process of skills via different tools, including active learning, is achieved through the mentorship of a senior manager who will provide advice and techniques, track progress, and report results periodically. This method allows the employee to learn through practice so that the learnings can be applied to solve actual problems, create value, and add value to the organization in the future. Finally, productivity improvement is measured through 2 dimensions as follows.

1. Process Efficiency Increasing
2. Financial Value

Impacts and Benefits

<p>Reduced cost 199.17 million Baht</p>	<p>Over 2.83 million Baht increase in accumulated income.</p>
<p>11,869 participants</p>	

The Development Program for Food & Beverage

The Company established the program to train employees in competencies, knowledge, and skills on food and beverage product management, such as:

1. Product recommendation and preparation of ALL Café products to standardize product quality, increasing service skills, and in-store revenue management.
2. Product selection development methods to reduce costs and improve sales.





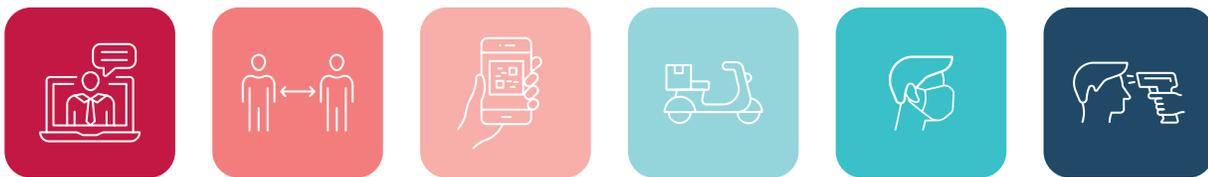
Generated an average sales of
2,367.71 baht
per store per day

and hosted
33,031 participants.



Personnel Development Programs under the Coronavirus Disease (COVID-19) Pandemic

- The Company organized personnel development programs through increased online forms to reduce traveling and in-person contact as a suitable option to prevent the spread of COVID-19.
- The Company supported the development program for 7-Eleven store employees on safely serving food to consumers.
- The Company organized training on communication skills for 7-Eleven staffs to communicate store regulations with customers before there entering to the store, such as measuring body temperature and wearing face masks.



Performance Assessment on Personnel Competency Development

The Company assesses personnel competency development in order to review the approach to increasing the level of employee engagement and satisfaction toward the organization through various programs as follows

Employee Engagement Assessment

Employee engagement toward the organization changes on a daily basis. On some days, there may be high engagement while on other days, there may be low engagement. The Company sees the importance of these daily changes in employee feelings and has designed an employee engagement and satisfaction assessment toward the Company's operations in 2 forms as follows.

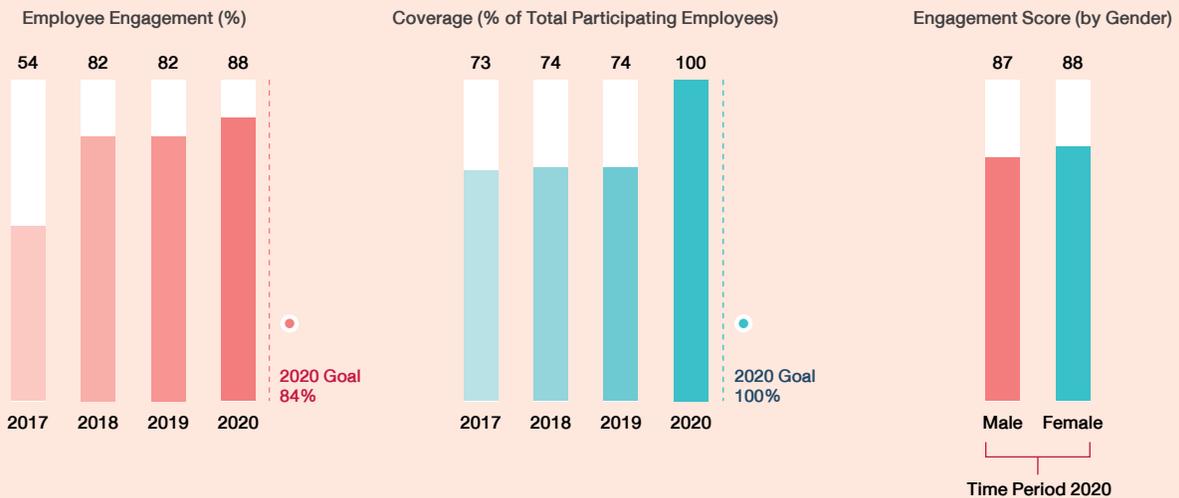
- Employee Engagement Full Surveys conducted every 2 years.
- Employee Engagement Pulse Surveys conducted once or twice every year in March and/or November

Despite the spread of COVID-19, the Company has continued to assess employee engagement. In 2020, the Company conducted the employee engagement assessment in the form of Pulse Surveys. Between 19-30 October 2020, the Company conducted the assessment through 6 questions in the following framework and compared it with the results from a different period of time in order to analyze and prepare actions to increase the level of employee engagement and participation in supporting the organizational goals. During this assessment, the target group were employees who have been working for more than 4 months. All employees were able to access online survey and exhibited a 100% Response Rate. The 2020 employee engagement and satisfaction assessment received a clear increase to 88% and exceeded the Company's target of 84%.

● Agree or Agree Strongly ● Somewhat Disagree ● Somewhat Agree ● Disagree or Disagree Strongly



Overall Employee Engagement Survey Results



Improvement Program for the Performance Evaluation System

The program enables team leaders to change the form of management to an overall management strategy through communication with team leaders and team members to create a new working environment and culture. The evaluation results can be measured quantitatively and qualitatively within the ALL Perform system (SAP Success Factors). In 2020, the Company expanded the program to employees at all level and has conducted its annual evaluation with the following methods

Type of Performance appraisal	Evaluated Employee	Total Workforce	%
Management by objectives	102,227	102,227	100
Multidimensional performance appraisal (e.g. 360 degree feedback)	17,426	102,227	17
Formal comparative ranking of employees within one employee category	102,227	102,227	100

Improvement Program for the Career Path System

The program is designed to give team leaders a means to communicate with team members on work directions and opportunities for future vertical and horizontal future career growth via job-rotation training under the Career Policy and 4-color Career Matrix as follows

Color	Definition	Competency	Other evaluation criteria, such as interviews	Experience	Certifying qualifications
Green	Movable within Family (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	Rarely to Move Across Job Family/Sub Job Family	●	●	●	●

Awards and Recognition Project

To promote employee engagement and to create an environment for fostering stronger relations between departments, colleagues, and team leaders, several projects were established, such as the Our Way Idol project, the Work Life Quality project, the Newcomers Meeting Executives (Seniors Meeting Juniors) project, the Full Gang, Thank Group project, the Happy Survey project, and the Hall of Fame project to honor personnel with merit. Furthermore, the Company has continuously strived toward employee compensation and welfare suitable to each and every level as well as annual salary adjustment policies in order to attract and retain quality personnel to the organization, which have resulted in higher employee engagement.



Talent Management and Succession Planning

Talent Management

The Company recognizes the importance of developing people into good and smart people and molding future managers who will grow the organization, create good, and drive sustainability. Accordingly, the Company prioritizes the management and continuous development of talented employees. Since talented employees seek challenges, self-development, new knowledge and skills for career advancement, the Company has prepared different criteria in selecting employees into high potential groups as follows.

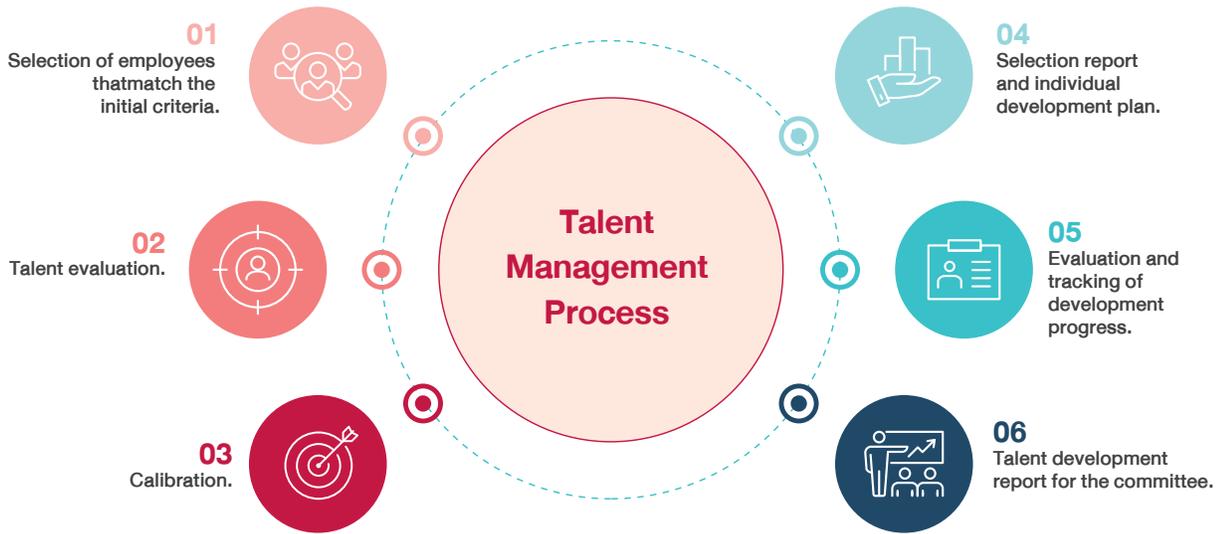
- Qualifications and work achievements
- Talent evaluation by line managers and assessment reports to senior managers
- 360 Degree Feedback

In parallel, committees of each job family calibrate the assessment results based on the Company's regulations and criteria. Candidates who have passed the selection will be introduced to the Talent Pool curriculum and CP Leadership Institute (CPLI).

Selection Criteria for Talented Employees



In 2019, the Company reviewed and selected talented employees. The selection is done every 2 years. There is planning for successions of every management position. In 2020, the Company selected 568 candidates to succeed 145 managers, which is 26% of the talent pool. The Company promoted 17 talents to managers, making up 12% of the succession candidate pool, retaining 559 talents, making up 98% of the talent pool.



Succession Planning

The Company has continuously developed the talent pool to plan the succession of senior management as follows

Succession Planning Process



In 2020, the Company expanded this process to management level by selecting succession candidates from the talent who performing the important role.



In relation to developing the talent pool and succession plan, the talents and candidates receive their own evaluation results and must design their Individual Development Plan (IDP) to boost strengths and eliminate weaknesses that may be an obstacle to career growth. The Company complements the development with a program specifically tailored to this group using the 70:20:10 learning model as follows.

1. 70% Learning and developing through hands-on experience

- Perform within and across job families.
- Perform within the Charoen Pokphand Group under the Charoen Pokphand Group Leadership Development Program, which is categorized as follows.



- Act as Project Sponsor for the Company’s projects.
- Learn by shadowing a line manager.
- Participate in Job Rotations within and across job families.

2. 20% Learning and developing from colleagues in other roles



In addition to guidance from a direct line manager, a senior manager played a teaching role in various learning material, such as articles and VDOs.

3. 10% Learning and developing through training

The Company supports learning from both inside and outside of the organization through various institutes. Due to the COVID-19 pandemic in the past year, the learning process was adjusted to be as similar as possible to reality and included self-learning through various E-Learning courses, such as:

- Leader as Coach
- Management Finance for Business
- Digital Disruption Program



With the aforementioned training, the organization developed an information storage platform to ease online searching and to serve as a self-learning center.

Welfare and Opportunities for Retiring Personnel

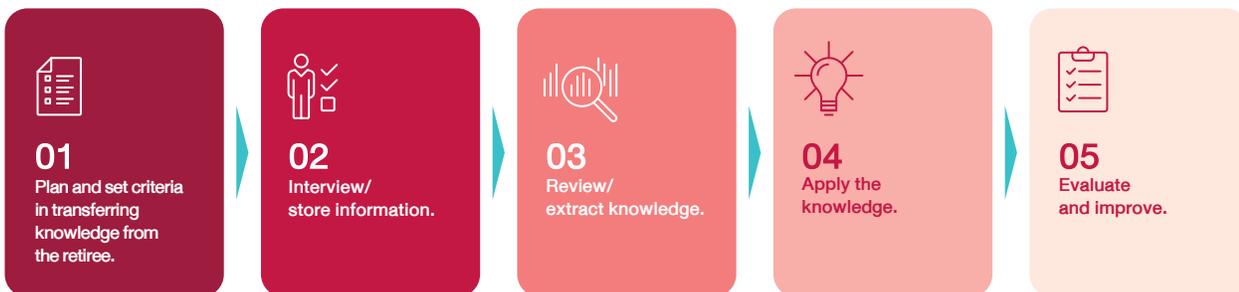
Employee Pre-Retirement Preparation and Post-Retirement Programs



Under the Company’s human resource development framework which aims to continuously enhance the competency of employees of all levels, personnel in every job family have come to possess various skills, knowledge, and expertise. The Company values these personnel who have invested time and effort, are loyal, and have grown with the organization over the long years. As thus, the Company has developed a program to prepare retiring employees of all levels that fit the criteria on retirement plans. The program provides online courses on retirement policies and rights as well as sessions for experts to share knowledge, such as planning, investments, and health. Additionally, the Company

allows employees who will retire to assess one’s readiness for retirement in aspects on physical health, emotional health, financials, income and post-retirement careers, family, and relationships with other. The Company established the Alumni Club and provides opportunities for retirees to become consultants for the organization or become a “store partner” type 7-Eleven store owner according to the Company’s conditions. In 2020, a total of 39 retirees were hired as consultants for the organization and a total of 4 retirees become 7-Eleven store owners. Furthermore, the Company prepares the successor to the retiree’s position through the transfer of skills, knowledge, and accumulated work as follows.

Knowledge Transfer Process







HEALTH

Distributing opportunities with a great Heart
for Thai society to eat well,
prosper and be happy

CP ALL employees are those with innovation at hearts; who enjoy pondering, taking actions, developing diverse goods and services; of which are convenient, clean, and safe in every meal of the day. Employees aspire to create happy smiles for customers, facilitates social value creation to small farmers and vulnerable groups in society. All should have good quality of life, be strongly self-sufficient, and able to jointly build an endless cycle of sharing.



Sharing Opportunities and
Creating Value for Society



Selecting Hygienic Food
with the Consumer Health
at Heart



Creating Educational
Opportunities, Creating Jobs,
Creating the Future



Innovation Creates Intellect,
Increases Business Value



Elevating the Occupational
Safety Creating a Friendly
Work Environment

Sharing Opportunities and Creating Value for Society

CP ALL has achieved sustainable success because of farmers, Small and Medium Enterprises (SMEs), as well as micro entrepreneurs and vulnerable groups in society. All has received the chance to grow together. The Company has dedicatedly developed capacity and trained them with knowledge and skills, so that they may have stable jobs, long-term income, and better livelihood. Most importantly, all should be aware of their own values and be ready to always be serviceable to society.





Sharing Opportunities and Creating Value for Society



2020 Goal



Support **10,000** farmers,
small entrepreneurs and vulnerable groups on
their careers and income

Performance Against Goal

Number of farmers, small entrepreneurs and vulnerable groups that have received career and income supports (accumulated persons)



Key Performance in 2020



Supported **28,319** farmers on
improving their careers and income



Supported **32,551**
Small and Medium Enterprises on
improving their careers and income



Supported **2,944** persons
of vulnerable groups on improving
their careers and income

Supporting the SDGs



SDG1 End poverty in all its forms everywhere
1.2 Eradicate extreme poverty for all people everywhere
1.3 Implement nationally appropriate social protection systems and measures for all, including floors, and achieve substantial coverage of the poor and the vulnerable



SDG2 End hunger, achieve food security and improved nutrition and promote sustainable agriculture
2.3 Double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment
2.4 Ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality



SDG10 Reduce inequality within and among countries
10.1 Progressively achieve and sustain income growth of the bottom 40 percent of the population at a rate higher than the national average



Additional information
is available through QR Code

Risk and Opportunity

The World Bank officially reported that Thailand’s poverty rate has been steadily increasing. The decline of the average household income has posed a challenge in reducing poverty and has been further exacerbated by the coronavirus disease (COVID-19) pandemic. Consequently, CP ALL Public Company Limited and its Subsidiaries (the “Company”) is aware that it is a part of society and strives to create social and environmental impact in its business operations rather than focusing sole on business results. The Company is also determined to support society both during normal circumstances and crises in order to achieve more sustainable success in the organization’s business operations.

Progress in 2020



Continuing “the Golden Banana” project and the “7-Eleven and Thai Farmers Collaboration” project



Continuing “the Farmer Capability Development” program



Continuing “the My Farmer, My Life Partner” project



Continuing “the Coffee-based Job Creation” project



Continuing “the Hill Tribe Farmer Development Program for a Better Life” project

Management Approach

The Company aims to conduct business in awareness of the society in which it operates in through creating value with various means, such as promoting capabilities and knowledge, creating jobs, and providing distribution channels. These endeavors are designed to open opportunities for farmers, and micro, small and medium enterprises, and vulnerable groups to play a role in society and improve the quality of life. In 2020, the Company continued to develop long-term projects and initiate new projects to adapt with the changing situation so that it may continually and sustainably create value to the society.



Guidance on Mitigating and Preventing the Risk of COVID-19



The COVID-19 pandemic has affected the lives and livelihood of people across society, and has triggered a loss of income and jobs. Thus the Company implemented measures to support farmers, small entrepreneurs, and vulnerable groups and mitigate the impact as well as spread news and knowledge about the COVID-19.

Social Impact Management Dashboard



Farmers Received Carrier and Income Supports

Total number of farmer (person)



Type of farmer (person)

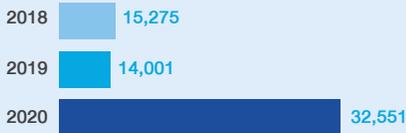


Purchase Value
987
million Baht



Small and Medium Enterprise (SMEs) Received Carrier and Income Supports

Total number of SMEs (person)



Type of SMEs (person)

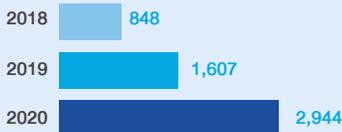


Purchase Value
9,671
million Baht

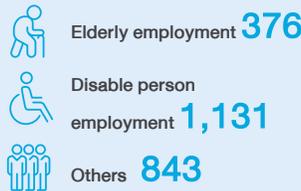


Vulnerable Groups Received Carrier and Income Supports

Total number of vulnerable groups (person)



Carrier support for vulnerable groups by category (person)



Value for vulnerable groups support

84
million Baht

Skill improvement support for vulnerable groups by category (person)



In 2020, the Company created social value in the form of support and opportunity provision such as charitable donations, community investments, and commercial initiatives. The different forms of support were given through various means such as budgets, items, management fees and employee volunteer hours, which can be calculated with the following values.

Form of Support



Cash Contributions
248.52
million Baht



Product or Services Donations
141.84
million Baht



Management Overheads
3.15
million Baht



Employee Volunteering During Paid Working Hours
6.08
million Baht

Type of Philanthropic Activities



Charitable Donations
14.20%



Community Investments
41.14%



Commercial Initiatives
44.66%

Supporting Farmers to Improve Their Quality of Life

The Company has continuously supported farmers to improve the quality of life through knowledge sharing in developing, managing and increasing the productivity of the arable land. Additionally, the Company provides support in building capabilities for agricultural technology and agricultural distribution channels. In 2020, adding onto the success of the Golden Banana Project, the 7-Eleven and Thai Farmers Collaboration project further supported farmers by expanding its reach to 4 agricultural product groups, namely seasonal fruits, cut fruits, ready-to-season vegetables, and salad vegetables. The objective of the project was to increase the value of agricultural products, ensure marketability, and spread income to locals.

Additionally, the efforts made to improve the quality of life of farmers are in line with the United Nations' Sustainable Development Goals (SDGs) comprising, Goal 1 is advocated by reducing economic poverty economically and poverty in other related dimensions, Goal 2 is advocated by increasing agricultural productivity and income of producers in order to eliminate hunger, and Goal 10 is advocated by growing the income of the general population so as to close the inequality gap of farmers.

Impacts and Benefits 7-Eleven and Thai Farmers Collaboration Project

Generated income and stability for farmer families and SMEs



The Golden Banana Project

The Golden Banana project is an on-going project since 2012 that promotes products from farmers and small entrepreneurs. The support covers various aspects from sharing knowledge and promoting standardized cultivation, traceable production, packaging, preservation, and processing to providing distribution channels through 7-Eleven.



The Golden Banana Project has not only succeeded in fulfilling the Company’s goal of increasing the income of farmers and small entrepreneurs, but has also helped to create more jobs in the community. In 2020, the Golden Banana Project covered 19,056 rai over 41 provinces across Thailand. From the previous year’s performance review, the Golden Banana Project resulted in a positive impact greater than 42 times the negative impact.



An average income increase of 776,282 Baht for SMEs and farmers, which can also be calculated as a 3.61% increase from before the project.



A 7.8% reduction in number of participants (compared to 2019) and a 32.5% increase of cultivation land from 2019.



More than 275,000 golden bananas per day were distributed into the market, which is more than 100 million bananas per year, and can be calculated to possess an economic value of 865 million Baht.



Economic Impact

- Generated stable income.
- Increased the value of agricultural products.
- Raised the standard of agricultural products.



Social Impact

- Created a learning center for banana plantations.
- Built a successive career to be passed on from generation to generation.
- Promoted a sustainable self-reliance within the community which resulted in a strong and competitive farmer’s group.
- Improved the health of community members through the reduction of chemical usage.



Environmental Impact

- Reduced the usage of chemicals and increased the usage of organic reagents.
- Reduced chemical contamination and residuals in agricultural land.
- Reduced that usage of water and other resources and utilized those resources efficiently according to GAP.
- Preserved the quality of soil through GAP.



Economic Value

- A total of 1,125 farmers and SMEs participated in the project.
- A total of 19,056 rai of cultivation land was covered.
- An average increase in income of 776,282 Baht per participant per year.
- A total of 275,000 golden bananas per day or more than 100 million golden bananas per year were introduced into the market, which possessed an economic value of 865 million Baht.



Social Value

- Created employment and careers for the community by encouraging the packaging center of each region to receive golden bananas from local farmers and spread income and employment to the community.
- Increased distribution channels by expanding packaging centers to every region across the country and distributing golden bananas to more than 12,432 7-Eleven stores summing to a value of 865 million Baht.



Environmental Value

- Used chemicals in a safe amount and promoted the use of organic fertilizers which reduced the usage of pesticides and chemical fertilizers by 50% and lowered the expense of farmers by 600 Baht per rai.
- Used resources more efficiently.
- Preserved the quality of soil.

Impact Measurement and Evaluation

Economic (million Baht)

(Total annual additional net revenue generated for farmer)

Social (million Baht)

(Total annual societal impact from plastic production)

Environmental (million Baht)

(Total annual downstream impact from plastic waste)

Upstream Impact

Downstream Impact

130.9

1.2

1.9



The Golden Banana Project resulted in

42 times

greater positive impact > negative impact

The Seasonal Fruits Project

In addition to the Golden Banana project, the Company dedicated to continuously improve the wellbeing of farmers through the seasonal fruits project, whether the seasonal fruit may be Monthong durian, organic mangosteen, Siam Ruby pomelo or Bang Mot tangerine (Sai Nam Phueng orange). The Company provided assistance beginning from the production process and delivery of the agricultural products until the sales channels via 7-Eleven stores, online channels, such as www.shopat24.com, Facebook, and www.24catalog.com, and customer information center. In 2020, the Company aided farmers and vulnerable groups by supporting their products such as Sai Nam Phueng orange from Rom Klao, phop Phra district, Tak province, as follows.



Number of farmers who were provided with distribution channels for agricultural products

21 persons



Amount of fruits and agricultural products that were distributed

81 items



The Farmer Capability Development Program

An extension of the “Honoring Rice Farmers – the Cultivators of the Thai Essence” project CP ALL in collaboration with Cherntawan Chawna Buddhist Economics School in Chiang Rai province helped communities by promoting and developing skills on sustainability. Practical training was provided to farmer students on the product development of beverages and bakery goods in order to share knowledge and a sustainable means of income. The aim was to help the students at Cherntawan Chawna Buddhist Economics School gain knowledge of bakery and beverage secrets and apply them to local ingredients, such as longan and strawberry. By using local produce as the main ingredients, the students can experiment with other raw material in the area to develop products into a local signature, such as longan cookies and steamed mushroom buns.



Furthermore, training on “modern retail store management” and “good manufacturing practices (GMP) for food production” were offered. The Company’s knowledge and experience on the aforementioned topics, as well as preparation for Food and Drug Administration (FDA) product licenses, contribute to developing ALL–Organic stores which distribute products from participating farmers. It was also an opportunity to use this body of knowledge and apply it to new ranges of products.



Impacts and Benefits
in 2020,

250 farmers
were participated in the project



Additional information
is available through QR Code

The My Farmer, My Life Partner Project

The “My Farmer, My Life Partner” project by CP RAM Co., Ltd. is one of many ongoing projects to elevate the quality of life of farmers in communities, promote employment, and build stable careers for farmers. Additionally, the project aims to integrate different fields of knowledge to maximize the effectiveness and efficiency of agriculture, emphasize on the importance of cultivation under good agriculture practices (GAP), and build career stability. In 2020, the project expanded its production across areas in 5 provinces, namely, Pathum Thani, Nonthaburi, Khon Kaen, Lamphun and Surat Thani. The expansion has sustainably resulted in a stable income and mutual benefits between the community and organization.

The project provided knowledge to Thai farmers in following 3 main topics.



Academic knowledge on agriculture



Marketing knowledge



Knowledge on financial investments

Impacts and Benefits



91 farmers received cultivation support.



100% of farmers were certified by the GAP standard



100% of farmers joined the implementation of traceability via a Cloud system.



An average increase in income of **1.6 million Baht** per month to the community.



A reduction of **4.3 million Baht** per year for raw material transportation cost.

Smart Farm Development Project

This project aims to support partners who are farmers and agricultural SMEs in raising the standard and quality of agricultural products, gaining acknowledgement from state authorities, and achieving relevant standards. The method of attaining this goal is by focusing on and utilizing technology that supports participation, learning, measurement, and assessment of products by the farmers themselves.

Impacts and Benefits



More than **200** farming families attained a career and increased income of **90%** from before participating in the project.



An increased **50%** of farmers were accredited and passed the assessment criteria.



Farmers earned an increased average income of **3.24 million Baht** per year per person from selling products to customers.

The Hill Tribe Farmer Development Program for a Better Life Project

This project seeks to increase employment and generate income to hill tribe farmers in the 4 northern provinces of Thailand. The objective of this project is to increase the value of agricultural products, such as cabbage and Chinese cabbage that are safe and meet the standard of good agriculture practices (GAP). The project offers training and knowledge on applying the Makro i-trace system for tracing products. In complement, the project includes an evaluation of the products to ensure that the agricultural products are fresh and free of residual chemicals.

Impacts and Benefits



Sales of **9,000 Tonnes** of agricultural products worth **162 million Baht**.



Double increased average household income.



More than **1,000** hill tribe farming families participated in the project.

The Resource-to-Wealth Sharing Project

This project pursues a higher quality of life through creating jobs and generating income for the farmers residing in the high elevation areas of Fang district, in Chiang Mai province. The project hopes to incentivize the farmers to switch to a variety of organic agricultural products and collaborates with various local authorities in managing the product supply chain. The purpose of the cross-organizational partnership is to ensure a safe product that can be traced by the Makro i-trace system.

Impacts and Benefits



An additional **50** farming households achieved certified production according to the organic agriculture standard.



A lowered expense of **4,000 Baht** from using less chemicals.



An increase in the value of products by **15 – 20%** from changing to organic agricultural products.



An increased income of **12,000 Baht** per year per farming household.

The Coffee-based Job Creation Project

CP Retail Link Co., Ltd. continues its efforts in building careers for Thai coffee farmer. The project started from a field visit to Bo Kluea district in Nan province to share knowledge with the locals on coffee cultivation while conserving the forest, avoiding shifting cultivation, and increasing the green space. The field visit then proceeded to integrate correct coffee processing methods to produce quality coffee, a supply of occupational tools, and buying of coffee from the community at a higher price than that of the market. The goal was to sustainably generate an income for the farmers, co-exist with the community, expand the market for coffee to support the product supply, and sell it as a beverage at All Café and Café MuanChon

stores. In alignment, the expected end result was to consistently develop a range of products for distribution to coffee shops in the network and customers elsewhere. At present, the project has covered additional areas to build career for farmers within the country, such as Pong Khon in Chiang Rai province, Doi Chang in Chiang Rai province, and Laewo in Kanchanaburi province. The latest cultivation area was at Thi Lo Su in Tak province in partnership with the Sueb Nakhasathien Foundation. In 2020, a total of 478 farming households participated, which covered 1,459 rai. The project bought a total of 1,850 kilograms of coffee.



The “One Baht One Cup” Project

Café MuanChon under the business concept of “Coffee of the Community”, has taken out 1 baht from its income for every cup sold. Each year, the sum is donated to the community and society, temples, foundations, and various charity organization, such as Wat Phrabat Nampu, Wat Suan Kaew, the Sutthasinee Foundation Noi-in for

Children and Youth, the Somdet Chaopraya Hospital Foundation under the Royal Patronage, and the Chakri Naruebodin Medical Institute of the Ramathibodi Hospital. In 2020, a total sum of 3.1 million Baht was donated, accumulating to 18 million Baht over the past 10 years.

The Social Re-Entry Program for Psychiatric Patients

This program provides psychiatric patients with occupational training to restore psychosocial function so that patients will be able to support themselves and carry out life in society with pride. CP Retailink Co., Ltd., in partnership with the Somdet Chaopraya Hospital Foundation under the Royal Patronage and the Lady Auepranee Chiaravanond, established the “Red Roof Café”, built the café, provided training equipment for brewing coffee, and offered training on store management to patients and staff. The objective of the café is to train patients on occupation skills and hire them to work at Café MuanChon as career support so the patients will be able to support themselves when reentering society. Additionally, the project serves as a means of income for the foundation to continue developing other career choices for the next batch of patients. In the present, 24 patients have been trained and 3 patients have been hired to work at Café MuanChon.



The Phu Fah Center Co-Product Development for Café MuanChon Distribution Project

This project was designed to build careers for farmers and develop local products toward a sustainable community. As a partnership between the Charoen Pokphand Group and the Projects under Her Royal Highness Princess Maha Chakri Sirindhorn, the project follows the concept of “using local knowledge to earn a living under sufficiency” and has developed the agricultural products from the locals living in Bo Kluea district, Nan province. The products incorporated

modern packaging and information on nutritional value to allow the image of the product to resonate with present day consumers. Some of these products are raw banana chips, dried banana, ripe banana chips, mulberry jam, mulberry juice, Phu Fah green tea, and Phu Fah organic tea. Additionally, some of the community’s products were developed into a signature menu across more than 100 Café MuanChon stores in Thailand.

Creating Careers Opportunities for the Small and Medium Enterprises (SMEs)

Supporting the business of small and medium enterprises (SMEs) is one of the approaches to creating value in society. The forms of support encompass marketing knowledge to adapt with changes in the future, acquisition funds, recruitment of workers to operate the business, and application of technology to manage different factors in the business operations. The range of support enables SMEs can carry out businesses smoothly and provides a chance to become a successful business owner and grow sustainably in the future. The Company is therefore

determined to consistently support SMEs toward growth through various projects, such as the Day of Opportunities Project, the Business Matching Project, the 24 Shopping Project, and the TSC On-site visit at CP ALL project. The Company has fostered cooperation with the community in developing internationally standardized products which raises the local potential, leads to economic growth, and raises the competitiveness of the country.

Day of Opportunities @CPALL Project

CP ALL has run this ongoing project under the concept “Giving and sharing opportunities for all” to provide chances for small entrepreneurs to conduct business together whether it be through distributing products via 7-Eleven stores or online stores. Small entrepreneurs can register online for a Business Matching appointment or seek information from the SMEs Clinic on product quality management, product development or market expansion guidelines so small entrepreneurs may have multiple options for distribution channels, such as 7-Eleven stores, 24 Shopping online platform, ALL online platform and eXta Plus pharmacies stores. Additionally, small entrepreneurs may seek advice from the Company’s allies in the government sector, such as the Office of SMEs Promotion (OSEMP) and the Thailand Institute of Scientific and Technological Research (TISTR), acquire investment funds from leading banks, and learn about business practices from the Chamber of Commerce of Thailand. Aside from business partnerships, the project offers location proposals for opening 7-Eleven stores. As for support on human resources, there are opportunities for students to apply for education scholarships so that they may become people with knowledge and skills to improve the economic system on the organizational level, community level, societal level, and national level in the future.

Impacts and Benefits



Created more than **12** jobs
 for career opportunities with the Company.



Offered opportunities for more than
135 small entrepreneurs to propose products.



“Supporting SMEs for 24 Shopping” Project

The Company has continuously supported 24 Shopping small entrepreneurs. To cater to the changing consumer behavior, product sales and distribution channels are provided to social enterprises, small entrepreneurs, and OTOP entrepreneurs through the 24 Shopping online platform and mobile application. These channels provide an online shopping experience for customers that is available 24 hours a day.



Business Matching Project

The Company proceeds to create and share opportunities to SMEs. Together with the Federation of Thai Industries, the Company organized the 2nd event for “Business Negotiations and Alliances with CP ALL Non-Trade” to provide an opportunity for contractors, contractor businesses, and support service businesses, such as building contractors, furniture manufacturers, and IT equipment stores. Over 20 companies attended in the seminar on the business direction where the initial terms and conditions explained so that contractors could prepare for business partnerships matching to their needs and specific selection requirements.



The 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. The goal of the project is to develop the capabilities of retail store owners in adapting to the present changes, strengthening the business, and sustainably creating sales channels. As part of the project, Makro’s mentors and participating retail store owners must together design necessary development plans and improve the store based on guidelines and advices. At every step, the plans are reviewed by experts in procurement, product arrangement, store management suitable to specific customer groups, and advertisement. Additionally, Makro aims to raise the competency for competitiveness, knowledge management, and store management. For 12 consecutive years, Makro has shared its experience in competency development and adaptation to an ever-changing situation under the “Makro Retailer Alliance” project. In collaboration with the Department of Business Development, the Ministry of Commerce, this project raises the standard of retail stores toward Sustainable Retail 4.0 and ensures that stores are modern and international through the introduction of various methods, such as Big Data Analysis, activities, and tools as follows.

 <p>The manual for “Professional Retail Management” comprises of 8 principles of retail management for those who are starting a new store or entrepreneurs who wish to develop their stores, store layout, and product placement layout as well as techniques for increasing sales and profit.</p>	 <p>Consultation on store management encompasses the principle of profession retail store management as well as techniques that adapt to the changing needs and behaviors of consumers through training, seminars, and workshops in every region by Makro.</p>	 <p>Designing services for 3D store layouts.</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>	

Impacts and Benefits in 2020

“Makro Retailer Alliance” Project			The U-Project “Strengthening Partners and Developing Your Business”		
 <p>A total of 67,325 participating retail stores, a total increase of 13,267 retail stores or equal to 24%</p>	 <p>An average income has increase of 15% for participated retail stores</p>	 <p>The retail stores participants’ satisfaction scoring at 4.35 from 5 (Maximum at 5)</p>	 <p>A cumulative total of 7,867 retail stores were participated as of 2020</p>	 <p>A cumulative total of 41,114 students were participated as of 2020</p>	

The Platform for Sustainable Thai SMEs Project

This project focuses on building an online platform where communities of entrepreneurs can exchange information and learn from one another. A mentor supports the community in finding and connecting businesses of both supply and demand sides to prepare the readiness of Thai SMEs in entering modern trade. The project increases opportunities for Thai SMEs to achieve sustainable growth and stability, strong operations, and standards so that SME groups that possess the capability may start to become well-known while supporting new entrepreneurs that have not met the standard.

Impacts and Benefits



The project became a tool to create the online community platform and opened the opportunity for SMEs across the country and projects to collaborate in activities, such as the Day of Opportunities @CPALL, SME D Bank, and Biz. Matching. The various parties became a single community to test and evaluate one's own products on strengths and areas for improvement toward selling in the modern trade.

Supporting Vulnerable Groups and Creating Equality in Society

Another approach to creating social equality is providing a good quality of life to vulnerable groups. The increase in population, fast-paced transforming technology, and natural disasters resulting from climate change have contributed to the social gap and inequality.

The Company is therefore determined to create social equality and raise the quality of living and wellbeing of vulnerable groups and the disabled, as well as enable access to basic equal rights. Various projects were designed to effectively respond to the expectations of these vulnerable groups and the disabled. One such example is the CP ALL x Art Story Project by Autistic Thai.

The Returning Good People to Society

CP ALL Public Company Limited and its Subsidiaries acknowledge the importance of giving opportunities to those who have erred to return to society with greater value. These opportunities should especially include the chance for a career, education, and training as the basic foundation to continue living in society, as follows.

The Returning Capable and Good People to Society Program

By Siam Makro PCL.

Impacts and Benefits

- The program has initiated in 5 prisons comprising Khao Kling Agricultural Prison (Phetchaburi province), Kae Noi Agricultural Prison at (Phetchaboon province), Lomsak Agricultural Prison at (Phetchaboon province), Phetchaboon Provincial Prison, and Nonthaburi Provincial Prison.
- A total of 361 prisoners participated in the program.
- The 100% of ex-convicts have a zero recidivism rate.



Education Scholarships in the Returning Good People to Society Program

By Panyapiwat Institute of Management (PAT)

Impacts and Benefits



- A total of **430** youth participated in the program.



- A cumulative total of **51** students were granted scholarships to study at the Panyapiwat Learning Center, worth is **2.7** million Baht.



- An accumulated total of **125** equipment/computers were granted.



- An allowance of **28,080 – 52,416** baht per children and youth was granted during the education period.



- The labor rate of the organization/occupational training establishment for the students was **6** months per person per year.

The Support Program for People with Disabilities

The Company focuses on the importance of “giving and sharing opportunities” and has exhibited this focus through ongoing projects that give career and income opportunities to the disabled. Taking special consideration, the projects adjusted the form of work to accommodate the disabled and provided suitable capability training. In 2020, the Company expanded the extent of employment and capability training and continue additional projects to provide opportunities and income for disability person in the society.

The CP ALL x Art Story by Autistic Thai Project

To promote the career and earnings of the youth and the autistic, CP ALL Public Company Limited coordinated a joint effort with the Autism Thai Foundation to develop and distributed a collection of special products, such as fabric masks and bags, through the Boutique for All stores and www.shopat24.com. The total proceeds after the initial expenses of developing the products were donated to the foundation so that it may continue its operations.



Impacts and Benefits

A sales of more than **2,000** fabric masks.



A donation of

184,184 Baht as the total proceeds after the initial expenses.



Career support to a total of

20 persons.

The CP ALL Giving Ambassadors Program : from “Care” to “Share”

The Company collaborated with artists who design famous characters and disability organizations that showed interested to develop and design products, especially sewing products, from the disabled. The products were then sold on 24 Shopping and the earnings after the fulfillment fee were donated to a total of 4 disability foundations/organizations, namely the Heart of Disable Association in Udonthani province, the Sustainable Integrated Handicapped Club in PakThok sub-district, Phitsanulok province, the Ang Thong Provincial Disabilities Association in Ang Thong province, and the Vocational Rehabilitation Center for Persons with Disabilities in Phra Pradaeng district, Samut Prakan province. Without deducting the cost of the canvas cloth, bag straps, etc.

Impacts and Benefits



Career support was offered to

95 disabled persons.



A sales of more than

1,276 products.



Create income of

332,482.35 Baht
for disabled person.

The CP ALL Giving Space Project

The Company has allocated space in front of 7-Eleven stores for the disabled to sell products from disabled groups without any fees. In 2020, the project was piloted in 2 provinces, namely Ang Thong with the Ang Thong Provincial Disabilities Association and Udonthani with the Heart of Disable Association. A total of 55 disabled people was offered career support.



Guidance on Mitigating and Preventing the Risk of COVID-19



The Company has continuously strived to create opportunities for the society, including farmers, entrepreneurs, and vulnerable groups. In order for these groups to safely pass through the hardships brought by the COVID-19 pandemic, the Company focused on providing help to adapt to the new normal.

Support Activities Under the COVID-19 Pandemic

The Sustainable Restaurant Owner Program

This program helps Makro partners to turn the food industry crisis into a context for sustainability during the COVID-19 pandemic. The pandemic has led to an economic crisis and forced various parties from the unemployed to people in the food business to adapt to the new normal. Through the Makro HoReCa Academy, the program provided a network to learn about the entire integrated food business. This encompassed both online and offline channels as well as methods to strengthen the network of restaurant owners. Another offer by the program was a way to alleviate the hardship during the crisis in the short term and long term with free-of-charge spaces in front of local Makro branches for food entrepreneurs to set up operations. Additionally, the program provided raw ingredients for the Chef Hug food box program, which offered food boxes to 5 communities in Bangkok.



Impacts and Benefits



More than

9,000 Facebook followers on Makro HoReCa Academy page.



More than

1,475,000 Facebook participation activities on Makro HoReCa Academy page.



Increase the audience via online

training courses by **370%** as of 2019.



A total of **2,000** shops accepted the free space offered by 64 Makro stores during the COVID-19 pandemic.



A total of **40,000** food boxes were sent to 50 communities in Bangkok.



Selecting Hygienic Food with the Consumer Health at Heart

Good health and quality of life start with food. CP ALL aims to become the 'convenient and filling store' for all communities. The Company aspires to develop and seek food products, which are delicious, safe, and nutritious. Knowledge regarding healthcare is also shared. It serves as the heart in reinforcing present day's consumers' good health.





Selecting Hygienic Food with the Consumer Health at Heart



Key Performances in 2020



149,754 persons
Promoted access to hygienic foods and clean drinking water



799 locations
Supported the purchase of medical supplies for hospitals, educational institutions, vulnerable groups, including temples, and governmental agencies



239 million Baht
Supported the purchase of medical supplies

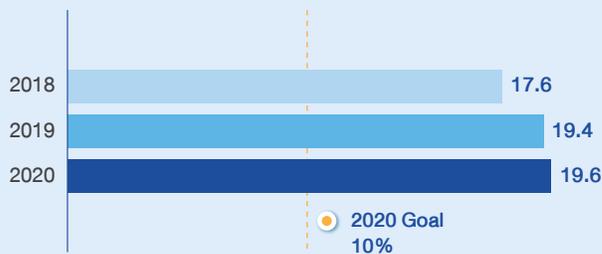
2020 Goal



10% increase in new products and services with emphasis on enhancing nutrition, good health, and well-being for the people in society.

Performance Against Goal

Stock Keeping Units (SKUs) of new products with a focus on nutrition, good health and well-being (percentage)



Supporting the SDGs



SDG2 End hunger, achieve food security and improved nutrition and promotes sustainable agriculture
2.1 End hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round.



SDG3 Ensure healthy lives and promote well-being for all at all ages
3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all.



SDG12 Ensure sustainable consumption and production patterns
12.4 Achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment.

Risk and Opportunities

As the Coronavirus disease (COVID-19) pandemic continues, vaccines and preventative treatment for the disease are undergoing development, causing daily lifestyle living conditions to remain unstable. Hence, most consumers are interested in changing their health and lifestyle behaviors, turning to consumption of better food which are hygienic and nutritional in order to strengthen health and protect oneself from disease outbreaks and various crises in this present day. Moreover, knowledge regarding health is the key determining factor of one's health. Therefore, lacking general knowledge on health is a challenging issue. Nowadays more than ever, including the industrial scale, there is a necessity to develop new food recipes which retain the same delicious taste of past products. Despite the COVID-19 inciting several challenges across the world, more opportunities are, in turn, created to learn from and develop change for more sustainable health behaviors.

Progress in 2020



Stay Together Project (volunteer coaches) helping in caring for mental health, reducing stress, and lowering chances of developing depression due to the COVID-19



Cal-control menu (healthy menus for every meal)



Management Approach

CP ALL Plc. and its Subsidiaries (“the Company”) aims to provide good health and nutrition for its consumers according to the policies and practices on health, products, promoting accessibility of correct information, and access to great health products for consumers. The Company has developed health products through various entities such as CP Food Lab Co., Ltd., a research and development company, and the quality assurance company, CP ALL Plc. As stated in the chapter on Innovation for Wisdom, Increase in business values. This is in response to the customer's demands on health, food innovations were developed. The food innovations were specifying the product criteria into the health products category, setting strategy for customer awareness such as changing the store front, product arrangement, providing 7-Eleven store employee skills development regarding knowledge of managing

vegetables and fresh fruits, and health management planning, beauty and customer well-being in 2019-2023 focusing on improving the nutritional value of ready-to-eat health products, beverages, snacks, and bakeries. In addition, the Company has developed training on “Management and Control of Food for Safety and Food Safety Management” which focuses on preparing and raising customer service standards for consumer food safety, providing an environment for preparation, storage and delivery of hygienic products knowledge and understanding of food handling and control systems to ensure consumption for store manager-level employees to prevent risk factors in delivering unsafe food products to customers as well as giving priority to them, and following preventative measures for food safety issues, in order to become a complete “Conveniently satiated store” under the organization's food safety management.



Guidance on Mitigating and Preventing the Risk of COVID-19

The COVID-19 pandemic has severely affected daily life, as well as the Company’s service provision. This is particularly the case for 7-Eleven store. However, in order to bolster the confidence of customers, employees and clients, as well as to ensure business continuation, the Company has developed guideline on mitigating and preventing the risk of COVID-19, as follows.

Promotion Activities during the COVID-19 Pandemic



01 Knowledge sharing to employees

regarding prevention against contagion. Employees’ body temperature is monitored, and they are required to wash their hands every time prior to touching the products.



02 Clean the contact surface regularly

whether it is the counter, “all member” machine, equipment, shelves, freezers, customers’ seats, baskets, trolley, doors, and other surface in the shop. Cleaning agents and alcohols are used. Alcohol gel for handwashing is also provided for customers, before and after the service.



03 Set up service areas

according to social distancing measure and requested for customers’ strict cooperation.



04 Ensure all customers receive a temperature check

prior to entering the shop. There is registration before and after the service through ‘Thai Chana’ application or a printed registration form to fill out.



05 Request customers to wear medical mask

while using the service.

Notably, efforts in following these measures ensure service users their service will be cleaned and safe.

United Together Project (Volunteer Coach)

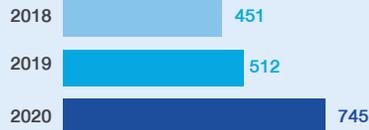
The COVID-19 pandemic has negatively affected Thais’ state of mind, causing anxiety. It has been a difficult situation, the Company thus commenced a project to support mental care, address stress and reduce likelihood of depression from such crisis. This was achieved in the form of consultation, whether via phone calls or online, with strict confidentiality clause in place. The project started with employees, before scaling up to the public. Over 936 people have participated.



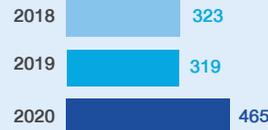
Health and Well-Being Dashboard



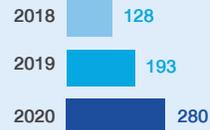
Total Products for Good Health and Well-being (SKUs)



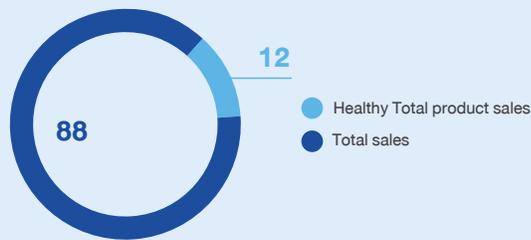
Existing Products for Good Health and Well-being (SKUs)



New Products for Good Health and Well-being (SKUs)



Percentage of Healthy Product Sales Against Total Sales



Clean Food and Water Security Promotion



Number of beneficiaries

149,754 persons



Financial support

1.43 million Baht

Health and Well-being Products Categorization



448 units (SKUs)

Healthier Choice*

Total sales **15,501** million Baht

Percentage of total sales volume **8**
(against all food and beverage products sales)



83 units (SKUs)

Lowered in saturated fat, trans fats, sodium or added sugars

Total sales **2,843** million Baht

Percentage of total sales volume **1.48**
(against all food and beverage products sales)



95 units (SKUs)

Increased nutritious ingredients

Total sales **4,773** million Baht

Percentage of total sales volume **2.48**
(against all food and beverage products sales)



5 units (SKUs)

Reformulated

Total sales **531** million Baht

Percentage of total sales volume **0.28**
(against all food and beverage products sales)

Remark : * Health products include Private Brands and National Brands of food and beverage product groups
* Healthier Choice – is criteria for healthy alternatives by Mahidol University. The criteria regulate the level of 8 nutrient groups, comprising sodium, energy, sugar, fat, fiber and iron, ensuring appropriate consumption per meal.

Strive to Develop, Sourcing Health Products

The Company categorizes the criteria for health products into 4 groups as follows:



Consumable goods that have been certified or passed the criteria for the “Thai Healthier Logo” by the Institute of Nutrition, Mahidol University



Food that has been infused, reduced or removed of nutrients per the law or approved standards such as, pursuant to the Ministry of Public Health (No.182) B.E.2541



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



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

Examples of Health Products Sold at 7-Eleven

Product Name Boiled Tiger Peanut



Product Information

The peanut, Tiger Peanut, is cultivated from plant nurseries in the Northern area. The distinct characteristics of the peanuts are the beautiful tiger-like patterns. The beans are carefully selected from pods with the perfect shape, full of beans, with a distinctive taste that is sweet, crispy, soft and chewy.



Health Benefits

- Contains Vitamin B which helps nourish the nervous system, the brain and eyesight.
- Contains high protein and essential amino acids
- Contains fibre which helps in feeling satiated and aids the digestive system.
- Contains high magnesium which helps maintain the balance of sex-hormones and improves various enzyme functions.



Release Date

16 October 2020



Number of Stores for Distribution

All stores nationwide

Honey Black Tea



Product Information

The black tea is a blend of two types of tea leaves, Oolong and Assam, giving an astringent taste. The richness of the tea itself is not bitter and soothes the throat with added sweetness from real honey suitable for an everyday beverage. The health benefit is from the low sugar content, therefore, it obtains the label for Healthier Choice product.



Health Benefits

- Assam and Oolong teas are rich in antioxidants, which helps the body to detox, reduces the risk of various diseases and slows down aging.
- Black tea contains caffeine which helps alertness, stimulates blood circulation and stimulates heart muscle activation.
- The fluoride in tea leaves help control bacteria in the mouth, protect against cavities and is an excellent aid in tooth decay prevention.
- Honey has properties which help reduce constipation due to the beneficial bacteria, “Probiotic” and “Lactobacillus”, which contributes to a healthy digestive system and normal excretion.
- Honey is an antioxidant, also has anti-inflammatory and anti-bacterial properties assisting in healing wounds inside and outside the body.
- Honey is suitable for patients suffering from allergies since it mocks the effects of anti-inflammatory agents. Honey specially sourced from flowers contains high amounts of rich radicals from small pollen. These pollens would help stimulate the body’s immune system to work better and results in the body producing Histamine which helps reduce symptoms such as pain, itchiness, redness and runny nose.



Release Date

7 May 2020



Number of Stores for Distribution

8,100 stores

Examples of Health Products Sold at 7-Eleven

Product Name

**QminC Curcumin
 Extract 150 ml**



Product Information

- Helps eliminate toxins from the body
- Improves immunity for the body
- Helps reduce inflammation, osteoarthritis and muscle pain from exercise and inflammation from bug bites



Health Benefits

- Tumeric extract 40 mg. : helps strengthen the body's immune system
- Vitamin C 200% (120 mg.) : helps strengthen the body's immune system
- Vitamin B6 : builds the body's immune system and B12 : nourishes the body's nervous system
- L-Glutathione : plays an important role in fighting free-radicals



Release Date

20 August 2020



Number of Stores for Distribution

All stores nationwide

**7Up Free
 440 ml**



Product Information

With lower sugars content, received the healthier choice label.



Health Benefits

Received the Healthier Choice label.



Release Date

6 August 2020



Number of Stores for Distribution

All stores nationwide

**Yum Yum Instant
 Noodles Spicy Lobster
 Flavour 75 grams**



Product Information

Combining for the first time the deliciousness of large, chewy noodles together with full lobster- flavored sauce from real shrimp.



Health Benefits

Received the Healthier Choice label.



Release Date

9 January 2020



Number of Stores for Distribution

All stores nationwide

“Eat Well, Live Well, Stay Happy” Program

The “Eat Well, Live Well, Stay Happy” program was initiated from the vision to support the good health and quality of life for the Thai people. During the past year, the outbreak situation of the COVID-19 caused consumer behaviors to adapt and change in many aspects. The most notable change is that consumers are focusing more on health and well-being, and being more aware of food choices and exercise, creating more demand in health products including consumption for strengthening, repair and building the immune system as well as the increasing trend of preparing food at home. Therefore, the program has been expanded by creating a business model and demonstration store at the Bangkok Hospital branch (Plaza Building) and to other locations, in addition to procuring and diversifying health products including ready-to-eat product groups, ready-to-make food/ingredients, fresh fruits and vegetables, beverages, bakeries, and snacks for health to respond to the demands of all customer groups, and to increase awareness. For example, by creating a distinct health product corner at the store, recommend the nutritional value of health products through store media

and various digital media together while providing skills for employees and developing a systematic work process for employees.

In 2020, the Company expanded the “Eat Well, Live Well, Stay Healthy” project to 880 stores and other locations such as dormitories, offices, and hospitals. The 7-Eleven branches participating in the project reported sales of health food group and beverages in total 3,074 million Baht, which is 23.34% of the total sales of the stores which participated in the program. In all, in 2021, the Company plans to expand stores participating in the program to increase by 2,000 stores by expanding the scope to include products for good health from eXta Plus Pharmacies providing quality and consultation services regarding health with pharmacists. The “All PharmaSee” application and delivery services for generic home medicine, customers can place orders through the “7Delivery” application to increase opportunities in accessing products and services related to beauty and good health as a method to reach more customer groups and communities.



Impacts and Benefits



Sales from health products

3,074 million Baht



Proportion of sales from health products against the total sales of all 7-Eleven stores

23.34%

“Eat Well” Program

Promotes consumers to consume good food for a healthier life and creates opportunities to have access to suitable nutritious food and menus. The Company has established a health product guideline which are specifically for the Company, using the food safety standards according to the Ministry of Public Health and other relevant standards and consistent with the type of product. Placing the “Eat Well” logo for products developed with Private Brands and food group and beverages which pass the “Eat Well” standard criteria of the Company is performed. In 2020, the products surpassing the previously mentioned standards created more opportunities for consumers to access nutritious food menus with good nutritional value, in total 12 SKUs.

Examples of Health Products from the “Eat Well” Program in 2020

Product Name

Bake Rice and Cereal



Product Information

ragrant, delicious boiled rice mixed with grains Calories: 240 kCal, Source of fibers, Low fat, Low saturated fats, No cholesterol Place “Eat Well” logo



Health Benefits

- High fiber increases fiber which aids digestion and is a source of good carbohydrates which converts into glucose at a slower rate than normal boiled rice.
- Vitamin B6 helps the normal functions of the nervous system
- Vitamin B12 helps the normal functions of the nervous system



Release Date

6 February 2020



Number of Stores for Distribution

All stores nationwide

Bread mixed with Purple Sweet Potato and Grains



Product Information

A healthy bread mixed with grains and purple sweet potato, with sweet and aromatic flavors from the purple sweet potato, yummy, soft and delicious. Calories: 160 kCal No cholesterol Low sodium Source of protein Low saturated fats Place “Eat Well” logo



Health Benefits

A source of protein from plants (grains) combining multiple types of vitamins and minerals beneficial to the whole body.



Release Date

16 July 2020



Number of Stores for Distribution

130 stores The 2021 target is approximately 1,300 stores

Chicken Breast Salad Sushi Roll



Product Information

Mixing Western and Eastern menus are the salad and the sushi with high protein chicken breast meat topped with a rich, mellow salad dressing accompanied with cucumber and carrot. All ingredients are packed in Japanese rice and wrapped with seaweed from Japan. Calories: 180 kCal Low saturated fats Source of protein Place “Eat Well” logo



Health Benefits

Source of protein Its role is to build and repair tissue and helps build immunity, regulate the functions of various organs within the body to function normally.

Low saturated fats Low saturated fats are fats that are harmful to health, causing cholesterol levels to increase which adheres to the red blood vessel cell linings, possibly leading to its blockage.



Release Date

23 July 2020



Number of Stores for Distribution

All stores nationwide

Furthermore, the Company prioritized health product development according to consumer demands for nutrition and nutrients that are suitable for each age group, profession, and those requiring specific nutritional needs such as patients suffering from various conditions. In collaboration with CP Food Lab Co., Ltd., CP RAM Co., Ltd., CP ALL Plc., and the Institute of Nutrition, Mahidol University, research and development are done for suitable foods for different age groups, such as baby food from 18 months old to food for the elderly.

Examples of Health Products Under the Project Launched by the Company in Collaboration with the Institute of Nutrition, Mahidol University

Product Name

Jumbo Big Pao Vegetarian



Product Information

- High Vitamin B complex supplements (B6, B12), high pantothenic acid, and high Vitamin E
- The added Vitamins are sufficient for daily consumer needs
- The product (Jumbo Big Pao Vegetarian) is suitable for a morning breakfast before school or work



Health Benefits

- Vitamin B6 helps the normal functions of the nervous system
- Vitamin B12 helps the normal functions of the nervous system
- Vitamin E is an antioxidant. Pantothenic acid helps the body receive energy from normal metabolism.



Release Date

5 March 2020



Number of Stores for Distribution

All stores nationwide

Pork Boiled Rice for Elderly Consumers



Product Information

Reduced salt, easy to chew and swallow, and easy to absorb.



Health Benefits

Contains the essential nutritional needs for elderly consumers.



Release Date

10 January 2019



Number of Stores for Distribution

50 stores located in hospitals

Building Awareness and Supporting Consumption of Healthy Products

The Company has a policy to support the consumption of products that focuses on health, and well-being in collaboration with other organizations having external and internal expertise, for instance, the National Science Technology and Innovation Policy Office and CP Food Lab Co., Ltd., which is a research and development company and provides food analysis services for the “Food Inno-polis” project. Research and development of food nutrition in products is conducted in order to have the right amount of nutrients and reduce the amount of certain nutrients that have a negative effect on the body such as sodium, sugars, fats, and trans-fats. (See Chapter on Innovation Creates Intellect, Increases Business Values). Furthermore, the Company gives importance to preserving food optimally to keep the nutritional value as well as providing clear and

standard nutrition labeling for the consumer’s decision. The nutrition labels showing calorie content and claims are in accordance with the announcement of the Ministry of Public Health, including encouraging trade partners to create nutrition labels and labels showing energy, fat, sugar, and sodium content according to GDA (Guideline Daily Amounts). The information is required by law and voluntary, which are other than those required by law, in order to assist the consumer’s choices, and covers all product groups, in total 31.28%.



Examples of products showing the nutrition labels and products labelled with energy, fat, sugar, and sodium levels according to the GDA.

Furthermore, to promote and support the consumption of healthy products for consumers, the company has developed “Health Icon” on “7-Eleven Application”, including arranging various campaigns such as “Cal-control menus”, a food menu recommendation app that indicates the appropriate calories in each meal, main meals, fresh vegetables, salads, fruits, beverages, health snacks and recommends products receiving the “Healthier Choice” label.



Cal-control menus (Healthy food menus for every meal)



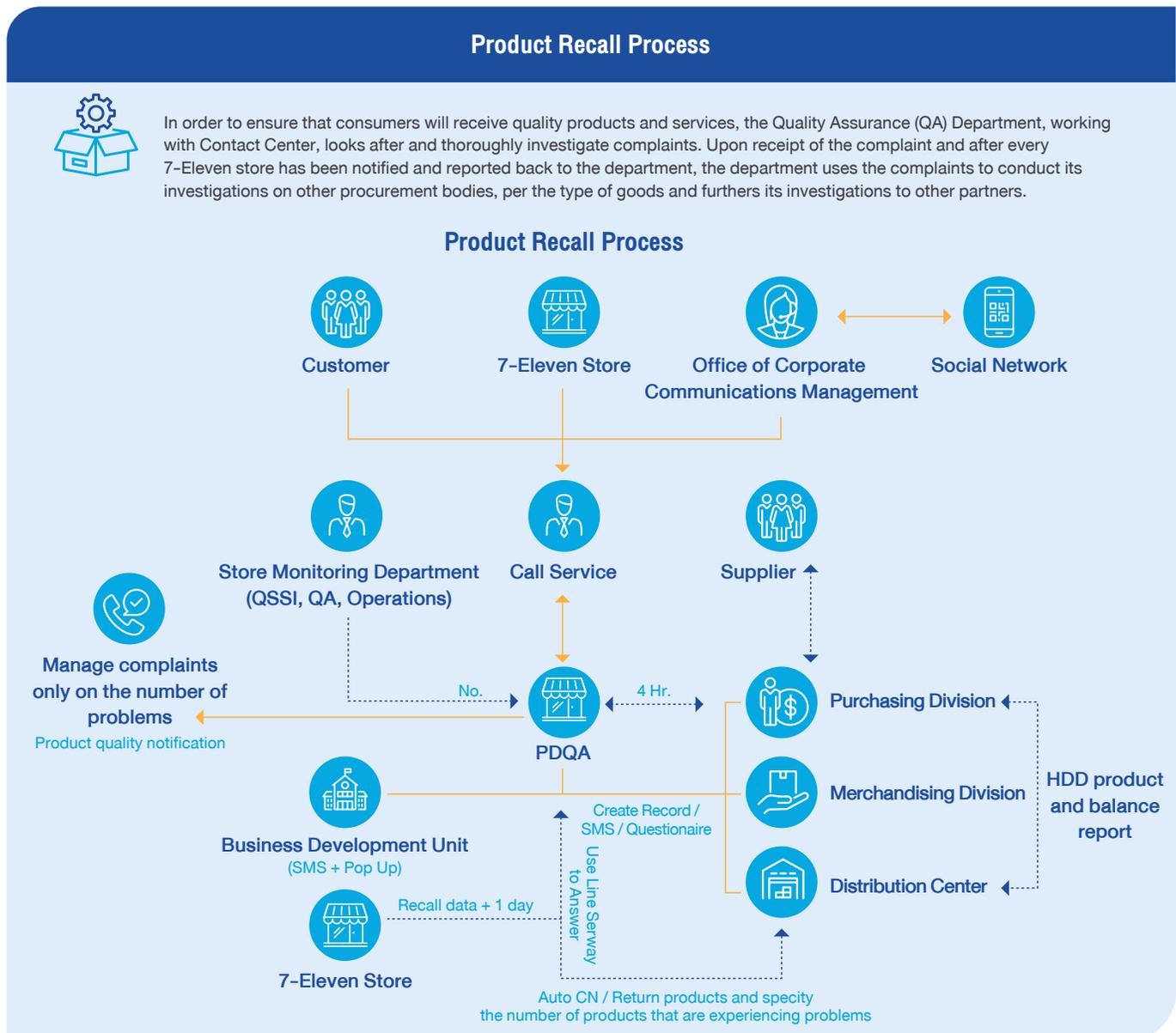
Care in Product Quality and Safety Management Approach of CP ALL Plc.

The Company has a policy for 7-Eleven stores to be “Conveniently satiated store” to be able to meet customer satisfaction by focusing on the importance of cleanliness, hygiene and providing correct knowledge and understanding of the safety of food products for all employees and employees related to food safety in order for customers to be fully confident that the products and services delivered will be safe and reliable. Furthermore, the Company has established departments which are responsible for the product quality standard inspections and the standards of 7-Eleven stores as follows:

- The Quality Store System Inspection Unit (QSSI)
 - is responsible for inspecting the management of

7-Eleven stores, both in terms of services and product quality, by which the inspections are scheduled to be performed monthly.

- The Quality Assurance (QA) Department under the Product Development and Quality Assurance Division (PDQA)
 - is responsible for establishing standards for product quality improvement and development, and quality management of the branches where the 7-Eleven stores are chosen at random, 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.



Complaints on Substandard Products and Services in 2020

9,160 items



Recalled products after verification by inspection

116 items



Returned substandard products prior to complaints

23 items

Customer Engagement Based on the SAVEQC Principle

The Company has created customer engagement based on the Service, Assortment, Value, Environment, Quality, Cleanliness or SAVEQC principle to retain service and product satisfaction by the following ways, including various units and subsidiaries related to its 7-Eleven stores



Customer Engagement Based on the SAVEQC Principle

Service



Service of employees (Signature service)

- efficient, good-natured, polite and enthusiastic in helping customers during service
- Convenient location and contains additional services such as 24-hour utility bills payment

Assortment



Variety of products

according to demand and shelves sufficiently full of products

Value



Promotional media

product price, are reasonable in terms of value for money

Environment



Store conditions

must have good space management within the store and good storefront conditions

Quality



Quality includes standards

freshness, and care for the taste of food and beverages

Cleanliness



Cleanliness

includes the store area and other equipment

Management Approach of Siam Makro PCL.

As a raw material supplier and distributor, Siam Makro PCL.'s management approach focuses on safety, quality, and value of food, working together with stakeholders and related stakeholders throughout the supply chain in selecting and developing Super Food, a premium quality product marked with the Quality Pro logo, and other products certified by internationally renowned manufacturing standards such as GMP, CODEX, HACCP, FSSC. In addition, the Company gives importance to the development of employees' potentials regarding knowledge and expertise in food quality and safety, which includes the process of verification and evaluation concerning quality, safety, temperature controls, sorting and delivery time of products in order to ensure customer satisfaction as well as building confidence in the product.

Super Food

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



Guideline on Food Quality and Safety Throughout Siam Makro's Supply Chain



Plant Nursery



Distribution Center



Sales Center



Procedure for delivery of premium quality products and safe, secure digital channels

Management Approach of CPRAM Co., Ltd.

CPRAM Co., Ltd., as a raw material supplier and a producer within the value chain, employs strictly controls for its management and selection of raw materials and production, and develops an efficient production process complying with the relevant laws and certified international safety standards

such as BRC, HACCP and GMP. These systems are used to evaluate and control the production process and partners to ensure that consumers will receive goods and products that are safe and reliable.

Management Approach of GMOs Products

The Company is committed to promoting quality and safety of food products. Therefore, it has sourced, selected, and developed products which provide good value to consumers through controlling the production process from raw materials to the consumers receiving the end-product with international standards for confidence. The Company carefully selects quality raw materials from sources with responsible quality control which have received accreditation and inspection from related entities for consumers. Nevertheless, in response to consumer concerns about products related to Genetically Modified Organisms (GMOs), the Company has developed a

clear policy in strictly respecting and complying with all laws and regulations concerning GMOs in the countries where the Company has business operations or investments throughout the entire supply chain. This includes requiring customers to complete questionnaires and attach supporting evidence for certain cases such as GMOs-free products in accordance to legal risk groups. Furthermore, it is encouraged to display the product label for products or ingredients containing GMOs. This is to ensure the delivered product's quality, safety, and traceability for the consumers.

Joint Health Promotion and Well-Being for the Community and Society

Volunteer Pharmacist Project eXta Donating Surplus Drugs Year 4

eXta Plus Pharmacy accepted donation of surplus drugs from customer donations, where the good quality surplus drugs were sorted by pharmacists which the useable drugs were sent to the Um Phang Hospital. The expired or substandard drugs were collected and dispatched for disposal by correct means. The project will benefit patients in need by increasing opportunities for patients needing access to drugs. Also, the project helped reduce expired drug and promoted correct drugs disposal in the past year. The amount of drugs eXta Plus Pharmacy has received from donations and was given to Um Phang Hospital, Tak Province, valued more than 600,000 Baht.



Healthy Community Project

eXta Plus Pharmacy implemented the Healthy Community Project together with staffs from various hospitals and organized basic health examinations 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 quality surplus drugs for donations to patients in need as an on-going activity. In 2020, the Company has expanded these activities to pharmacies in the community, with 1,164 participants joining in total, in order to support good health and happiness in the community.



The Company conducts the “Thais united against plastic bags” project, to further promote health for communities and rural areas. The Company donated 77 hospitals in 77 provinces across the country. Support also goes to project ‘No Thais left behind’ for medical equipment purchase at 235,905,338 Baht; for project ‘Say no to plastic bags, gets merits’. This was distributed to HRH Princess Maha Chakri Sirindhorn Medical Center, Thammasat Hospital Ramathibodi Hospital, Nakhon Pathom Hospital, Medical Center Mae Fah Luang University and additional 132 hospitals. Support also goes to numerous governmental agencies, universities, educational institutes, schools, vulnerable group and others 403 organizations, at 3,214,393 Baht. The aggregated value is 239.11 million Baht for total 799 locations.





Creating Educational Opportunities, Creating Jobs, Creating the Future

Good health and quality of life start with food. CP ALL aims to become the 'convenient and filling store' for all communities. The Company aspires to develop and seek food products, which are delicious, safe, and nutritious. Knowledge regarding healthcare is also shared. It serves as the heart in reinforcing present day's consumers' good health.





Creating Educational Opportunities, Creating Jobs, Creating the Future



2020 Goal



100,000 children, youths, and adults
are to have access to education and necessary
skills development

Performance Against Goal

Number of children, youths, and adults who have been trained necessary skills (accumulated)



Key Performance in 2020



379 Pracharat schools in collaboration with the Company supported and offered opportunities in education.



39,690 total scholarships supported by the Company for access to quality education.



1,412 million Baht of total scholarships sponsored by the Company.



57,969 children, youth, and adults who have been trained necessary skills.

Supporting the SDGs



SDG1 End poverty in all forms everywhere
1.4 Ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services



SDG4 Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
4.3 Ensure equal access for all women and men to affordable quality technical, vocational and tertiary education, including university
4.4 Substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship



Additional information is available through QR Code

Risks and Opportunities

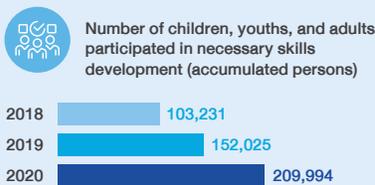
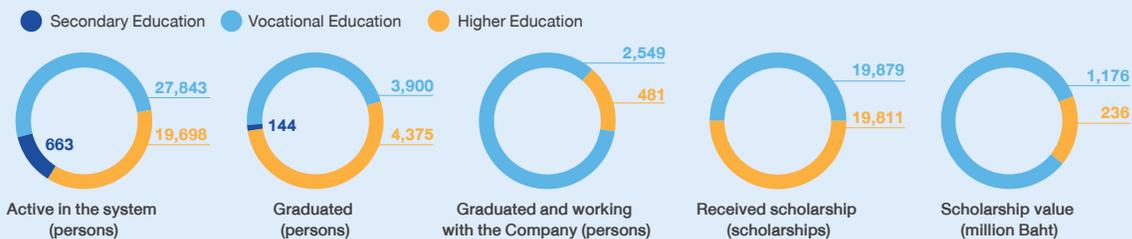
CP ALL Plc. and its Subsidiaries (“the Company”) believes that quality basic education is a crucial factor to the growth and development of people in the society which will drive the country towards a better future. However, basic education is unfortunately not accessible to everyone, especially the underprivileged and those in poverty. The Company is aware of the issue and the importance in providing access to quality education as well as educational reforms. Therefore, the Company has been taking part in the betterment of the society by spreading knowledge through technological innovations as well as encouraging learning while providing various forms of support. It is in the Company’s interest to nurture the potentials in children and youth, fostering the “talented good people” to be the driving force of this country as well as supporting development of fundamental skills for their careers.

Progress in 2020

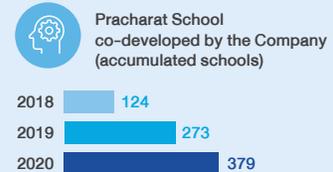
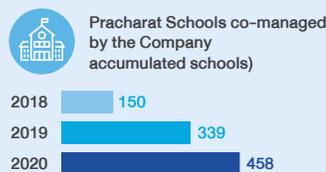
-  Continuing CONNEXT ED 2020 project to cultivate education
-  Vocational Training for the Community Project
-  Continuing Business for Young project
-  Scholarship granted through Return Good People to Society Initiative
-  “Rean Free Mee Rai Dai” Project by Panyapiwat Learning Center-CPRAM
-  Continuing 2nd Creative AI Camp Phase 2
-  Living Heritage Project
-  Creative AI Club Project

Education Dashboard

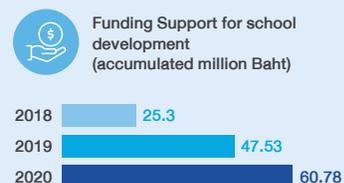
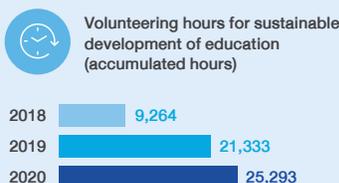
Creating Education



Cultivating Education

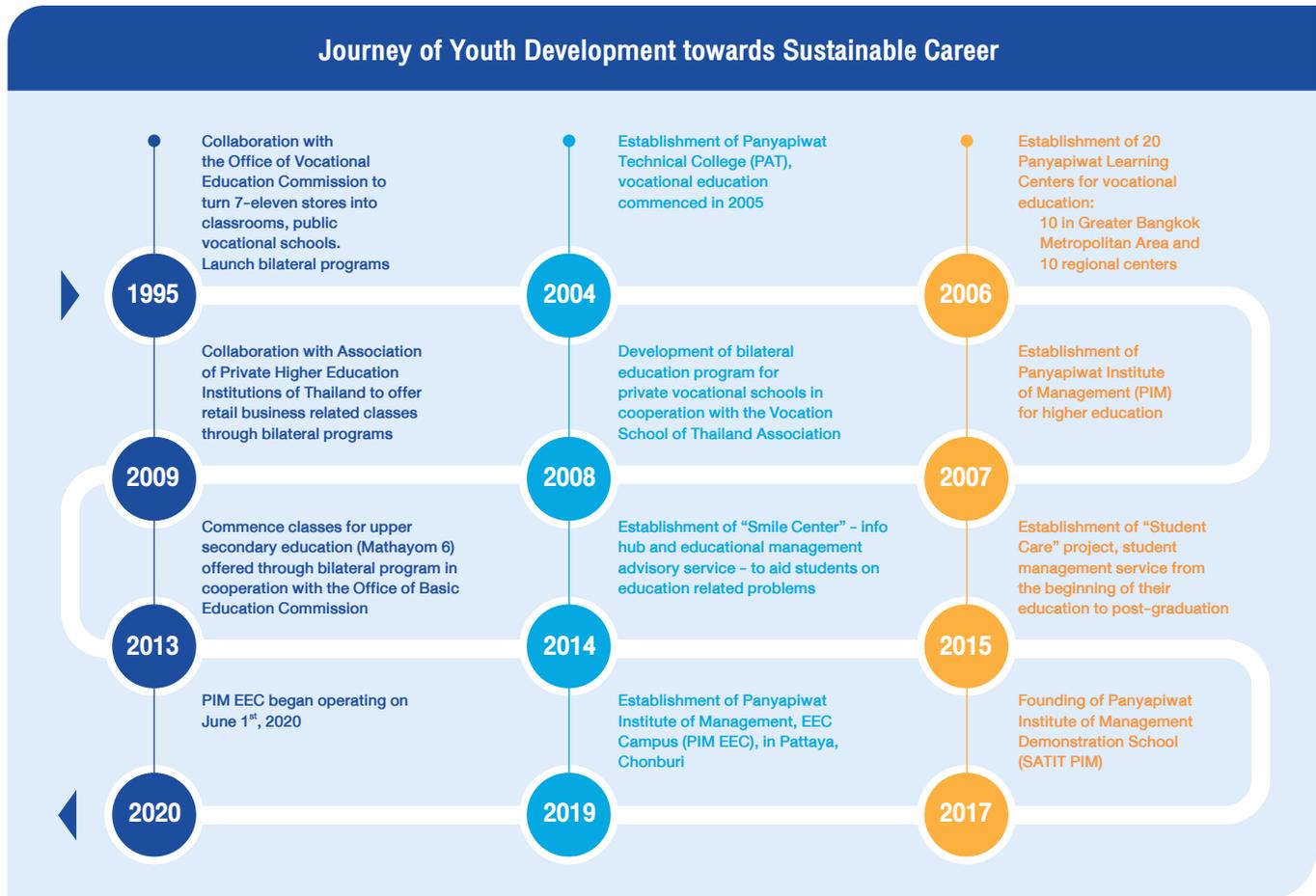


School Partner



Management Approach

The Company believes that educational opportunities can build careers and improve quality of life to all. It thusly conducted projects and collaborates with various functions to support founding of academic institutes, as well as providing scholarships to children and youths. Both of which are crucial force for the country’s development. This was achieved as a learning process in tandem with on-the-job training. This includes capacity training and job-development for underprivileged and economically challenged group. The emphasis is to ascertain people of all genders and age groups are able to access education and receive training of necessary skills, with quality and affordability, equally. The Company has been developing projects and educational institution since 1995 to guide youths sustainably onto professional career paths.



Guidance on Mitigating and Preventing the Risk of COVID-19



The Coronavirus disease (COVID-19) pandemic impacts accessibility to education through temporary closure of institutions and their pandemic prevention measures. Recognizing the difficulties and challenges students may face, the Company laid out guidelines for online education as well as established measures to prevent the spread of the virus. Namely, there are screenings, measuring body temperature before entering the building, encouraging students and staff members to wear masks, frequently cleaning device and school area, performing social distancing in class, decreasing class size to 10-20 students/classroom. Students and staff members are informed on how to protect themselves from the spread of COVID-19. The Company has been developing digital technology to improve education accessibility, making it easy, convenient, instant, and safe.

Educational Institution Establishment



Panyapiwat Technical College (PAT)

The Company has established Panyapiwat Technical College (PAT) to develop retail professionals who are academically talented and highly skilled. The “Work-Based Learning” curricula were developed in accordance with the Ministry of Education’s standards, aiming to create comprehensive business knowledge for students. The college also gives students opportunities to study close to home as well as have income from internships at 7-eleven stores every three months after the slogan “Free education with paid internships”. This encompasses development of skilled Thai workers, in order to distribute jobs locally.

PAT offers three curricula, two vocational certificate programs (retail business and electrical power program) and one high vocational certificate program (retail business management program). Panyapiwat Learning Centers are established and located in 20 different communities. The Company has signed a Memorandum of Understanding (MOU) with 120 private vocational institutions and the institutions under the Office of Basic Education Commission. PAT currently has 16,580 students, who are academically and professionally ready to be part of the driving force of the country. Furthermore, the institutes organize activities and projects to support and promote the Company’s operation as follows



Vocational Training for the Community Project

Vocational Training for the Community Project is a community service project. It is one of the activities the students get to improve their knowledge and skills, gain experience from real situations, and to implement skills and knowledge learned on vocational training service activities. Students can enhance their thought processing skill and public consciousness. The experiences gained

from this project can also be applied in their life and study. Additionally, this project allows students to show their potential and academic abilities as well as to build relationship with communities and other institutions, expanding opportunities for students who are interested in pursuing higher education, and promoting good image of the college.

Retail Business Department



Students in the Retail Business Department of the college shared their knowledge with the communities in Nonthaburi province. The students volunteered at communities, temples, and local schools in 5 activities as follow:



These activities provide community network and the neighboring communities retail business knowledge as well as instills community service mindset in students.



Electrical Department

The Industrial Electrical Department has conducted knowledge sharing (electrical vocational knowledge) and vocational service (air conditioners and appliances maintenance) activities in schools and communities in Nonthaburi province. The project doesn't only build stronger bond between PAT and the communities but is also a training for students to have public spirit.



Additional information is available through QR Code

Business for Young Program

This program aims to promote and create understanding for youth about PAT’s retail business program, encouraging them to consider vocational education as an option for their further education. The college organized Learn and Play activities as well as workshop stations on five topics about retail business as follow: Station 1. Service Standard, Station 2. Personality and Service, Station 3. Introduction to Accounting, Station 4. Product Display, and Station 5. Logo and Product Design. The participants were taken on a field study to the retail store to promote understanding and good attitude towards vocational education and retail business.



PAT Go GREEN Project

This project aims to instill environmental responsibility and awareness in students and staff members as well as to support the Company’s policy to reduce plastic waste, encouraging the use of recycled bags, personal glass, food containers, and cutleries. This includes a campaign to promote plastic waste separation for recycling through increasing of waste sorting bins and locations. Public relation activities, such as morning activity, bulletin board, etc., are held regularly. Furthermore, the “Pineapple Eyes Team” was established in the responsibility of first year students to handle the “Love and Care for the Environment” identity building project, contributing to sustainable environment.





Panyapiwat Institute of Management (PIM)

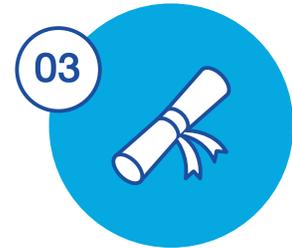
Panyapiwat Institute of Management (PIM) was established to provide opportunities for high school and vocational students to pursue higher education in bachelor's, master's, and doctoral degree in the future. PIM currently has 10 faculties and 2 colleges with 40 different study programs, accommodating 22,468 students. The institute has a unique learning model called Work-based Education (WBE), an integration of theory and practical lessons with the following 3 key strengths:



The students gain knowledge from experienced instructors through a worldwide, multi-dimensional collaborations, covering the integrations of local and international public and private organizations that are prepared to cooperate in Thai education improvement.



The students will receive work experiences from the Company and business partners, making PIM a Corporate University as well as a Network University.



With **13,349** scholarships offered by foreign universities and business sector, the students will have access to a wide range of opportunities and learning resources which will prepare them for competitions on an international level.

These 3 key strengths are part of the Company's efforts in elevating education and human capital development by creating new knowledge and supporting innovation researches. Additionally, the institute established the PIM SMART Fund scholarship, a scholarship award with no obligations after graduation. PIM developed 15,168 graduates over the past decade into academically talented, skillful professionals, who are ready to drive the country forward.

Additional information
is available through QR Code



Moreover, in 2019, the Company established Panyapiwat Institute of Management EEC in Pattaya, Chonburi province. The institute commenced on June 1st, 2020. The higher education programs offered develop graduates in alignment with the EEC business sector’s demands.



 **Panyapiwat Institute of Management
 Demonstration School (SATIT PIM)**

The Company has expanded the scope educational institution to cover secondary school level by establishing Panyapiwat Institute of Management Demonstration School (SATIT PIM), providing opportunities for youth to find their calling and build a strong foundation for success. The active learning model helps students enjoy and excel in various way with an emphasis on language skills. Three core classes are conducted in English, namely

Mathematics, Science, and English. Chinese class is offered as a third language. Effective learning experience at SATIT PIM is enhanced by digital classroom environment. Additionally, the school instills morals, gratitude, honesty, responsibility, and discipline into the students, encouraging them to be talented and good citizen of the society. The school currently has 663 students and 144 graduates.



Providing Educational Opportunity

CP ALL Plc. has been giving scholarships to students in vocational (high school level) and in higher education (Bachelor’s degree and higher) for 12 consecutive years, following the Company’s policy to support youth education and its mission “to create and share opportunities”. In 2020, the Company awarded 39,690 scholarships worth 1,412,655,323 Baht and a total of 8,419 graduates. The Company also provide opportunities to pursue further education as well as employment opportunities. Graduates from the Panyapiwat Institutes can be employed directly as Assistant Manager at 7-eleven branches immediately in accordance to the Company’s policy. They also have the chance to become Store Business Partner (SBP). In 2020, 3,030 graduates joined the Company.

Scholarship Awarded through the Return Good People to Society Initiative



Panyapiwat Technical College (PAT), Panyapiwat Learning Center, and educational institutions offer scholarship supports to juvenile offenders in behavioural rehabilitation program under the supervision of Ministry of Justice to aid their reintegration to the society and to reduce social issues stemming from repeated offences. Selected children and youth will join the bilateral education system in retail business management programs at PAT and Panyapiwat Learning Center, alternating between theory classes at the institutes and 3 months practical training at 7-eleven to generate income during their studies as well as secured job opportunities after graduation. Furthermore, Panyapiwat Coffee Training Center (P-CoT) has organized coffee trainings by professionals for children and youth to be able to implement these skills in their future career. Furthermore, the project has sponsored sets of computers for information technology education as well.



Impacts and Benefits

51 scholarships supported

• 2020 **23** persons

• 2019 **25** persons

• 2018 **3** persons



Sponsored

125 computer sets



Organized

4 Coffee Maker Trainings per year



430 participants received

trainings



Rean Free Mee Rai Dai Project

CP ALL Plc., in collaboration with CPRAM, Panyapiwat Technical College, and Pathumthani Education Service Office District 1 under the Ministry of Education, established Panyapiwat Learning Center-CPRAM under the project “Rean Free Mee Rai Dai” 13 years ago to provide educational opportunities to underprivileged students who finished Mathayom 3 to continue their studies in vocational certificate level. The project offers two study programs, namely Food Business and Mechatronics Program. The full scholarship covers tuition fees for the entire duration of their studies as well as necessary school supplies. The project helps students generate income during their studies and provides job allocation supports after graduation in addition to Bachelor’s degree level scholarship considerations. This project produces over 60 highly skilled, quality professional personnel per year, matching the demands of the labor market.

Impacts and Benefits

674

scholarships awarded



- Food Business Program: **511** students
- Mechatronics Program: **163** students

200

students

- Food Business Program: **105** students
- Mechatronics Program: **95** students

334

graduates

- Food Business Program: **273** students
- Mechatronics program: **61** students

Graduates provided satisfactory feedback

Preparation Program for Student Internships

This project aims to give students in different educational institutions the opportunity to gain work experience, enhance their skills and knowledge in retail business, have income during training, and to be employed at the Company after graduation. Since 2007, a total of 37,000 internships was completed with 491 students joining the Company after their graduation. The process is as follows

01



Promotional event at educational institutions

02



Student pick-up service

03



Student drop-off at dormitory

04



Orientation before Field Work

05



Start working at 7-Eleven store

06



Orientation day

07



Certificate ceremony

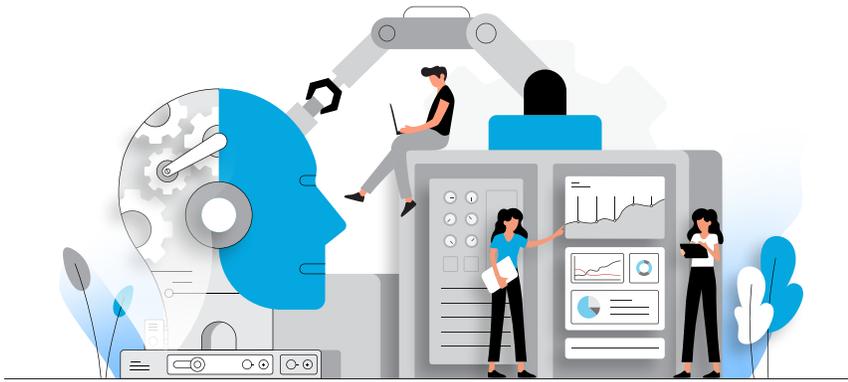
08



Student drop-off service

CONNEXT ED 2020 – Cultivating Education

CP ALL Plc., in collaboration with 40 other organizations, has organized CONNEXT ED or “Palang Pracharat Project” in the area of basic education and “Leaders for sustainable education project” for the 4th consecutive year since 2016, and is currently in its third phase of operation. The education development and reformation plan consist of 10 strategies illustrated in the figure below.



Impacts and Benefits

Developed

379 schools



88%

of the target schools was developed

83,436 students

participated

Over **500** projects have been co-developed

More than **60** million Baht of budget to support project operation

200 school partners

10 Strategies for Thailand Education Transformation



Informational transparency of educational institutions



Improving English language proficiency



Market mechanism and community involvement



Instill morals, ethics, and public consciousness into students



Access to fundamental digital infrastructure for educational institutions



Future technology education hub of the region



Student-centric curricula



Incentive measures of benefits to attract involvement of local and international experts



Development of educational institutions' management and teachers



Support and development of new generation of leaders

Presently, as the project is entering into phase 3, the Company has approved budget to support entire operations of said project. The amount totals to over 60 million Baht in order to improve, develop and resolve issues of schools in different context, such as academically, human resource-wise, or vocationally. The project provides capacity training for teachers, students, as well as locals in communities sustainably. Aspects address comprise arts, cultures and environment, to name a few. Furthermore, the project also elevates academic institutions to learning community center. This provides opportunities for locals to partake and learn via various means of knowledge-building within the project operation. Presently, the Company has developed 379 schools, equivalent to 88% of the targets, which is 432 schools. Over 83,436 youths have received training, through operations of over 500 projects. This creates sustainable income generation, enabling continuous financial independence for locals themselves

and communities, integration of knowledge as curriculum, as well as merging content into a local curriculum. This ensures students and teachers an appropriate class levels are able to learn the content. It also aids cascade of development to community learning center. The new spaces allow locals to take short courses. A total of 32 schools have been recognized as Best Practice schools. Some projects are able to serve as a scale up prototype for numerous schools. This includes projects such as ‘AI Lab’ at Ban Nong Sang Kok Noi, Khon Khaen province; Ton Kla Rai Tang project, of Tubsagae Kindergarten, Prachub Kirikant province; vocational training for students ‘Coffee for Careers’ of Baan Na Koo, Kalasinth province. Additional information regarding Ton Kla Rai Tang project is available in Protecting the Ecosystem and Committing to Being Green chapter; Coffee for Career is available in Spread the love from hearts, fostering community’s resilience chapter.



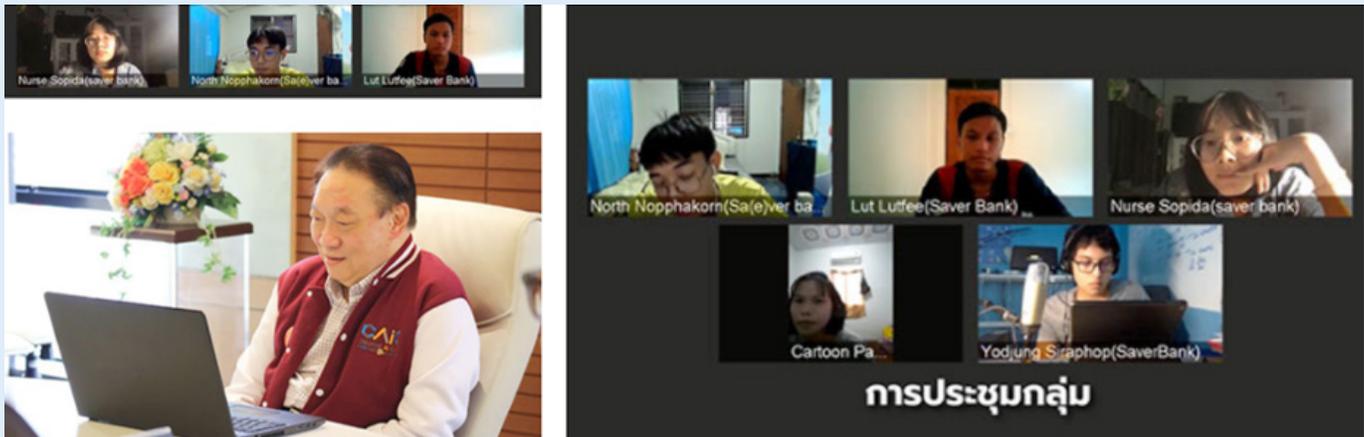
Knowledge and Skills Development

2nd Creative AI Camp Phase 2



The project aims to develop skills in AI creation for high school and vocational school students, striving towards “CreativeAIness” – AI development for the benefit of the society. The Company organized 2nd Creative AI Camp Phase 2, in collaboration with its partners, Advanced Robotics Center of Nation University of Singapore (NUS), Department of Information Management Peking University, IBM Thailand Co., Ltd.,

Panyapiwat Institute of Management (PIM), iKnowPlus Co., Ltd., MAF Excellent Co., Ltd., Ambient Soft Co., Ltd., and AI experts. Due to the spread of COVID-19, the Company decided to hold VDO conferences instead of a 5-day face-to-face camp. The camp became an integration of online and offline learning (Phenomena Work-Based Education Learning) through online workshop and work-based continuously for two months.



The core content aims enhance both emotional (EQ) and intellectual intelligence (IQ) of the participants through following activities:

1. Creative AI Convergence by Go Philosophy – enhances EQ by instilling sportsmanship in participants. The complexity of Go Philosophy can be applied in creating more sophisticated AI as well.
2. Knowledge on the ABCD technologies, namely Artificial Intelligence (AI), Block chain, Cloud, and Digital Data. The participants developed their prototypes from their idea pitch in phase 1 of the 2nd Camp in response to sustainable development and social demands in the New Normal era.

Impacts and Benefits

Total accumulated participants

98 persons



Social Return on Investment (SROI)

8.59%

Creative AI Club Project



Upon completion of a youth camp for AI skill development, under the name Creative AI Camp by CP ALL for 2 consecutive years, the Company recognizes unwavering youths' growth and enthusiasm for learning, when it comes to AI-related skills. The Company recognizes the importance of providing a learning space for youths to learn and build on AI skills, and thus started the Creative AI Club by CP ALL, Go-Heart AI Club. It is expected that this club will create 3 new developments, comprising 1. New Learning Space – the learning space with facilities to extrapolate AI fundamentals; 2. New Creative Community – a new community collaborating to innovate an AI product,

and 3. New Innovations & Solutions – innovation and solutions from AI, as developed by club members. The first generation of the club consists of youths participated in Creative AI Camp by CP ALL as batch 1, batch 2 and more. There are also corporate partners and expert lecturers, such as National University of Singapore, Peking University and Thailand-Taiwan AI College. All joined in to help develop youths' skills.



Additional information
 is available through QR Code



AI Lab Project Under CONNEXT ED



The Company collaborated with Ban Nong Sang Kok Nai School, Kon Khaen Province, to develop a curriculum in Robotics, AI (artificial intelligence lab) and IOT (internet of things) for beginner level. Students were able to innovate multiple things, such as automatic hand washing gel dispenser, cloth drying rack, electricity leakage monitoring machine.

Impacts and Benefits

In 2020,

180 students



participated in the project

18 total of
 innovation projects



STEM Teacher Development Project

The Company works to improve education quality continuously. In 2020, training in STEM Education was organized for 18 teachers in collaboration with Office of the Basic Education Commission, Wat Bang Krai Nok School (Yam Phrom Uppatham), Bang Khun Kong Community, Wat Takhian Floating Market Community, and Bangkok Noi Canal Community. The training aims to help them integrate into the active learning model and enhancing their potentials with technology. For example, the use of application in teaching material preparations. The goal is to create an effective and comprehensive lessons plan for the students as well as develop their problem-solving skills through combining the four following knowledge disciplines: science, mathematics, engineering, and technology.



Everyday English Project

This project provides accessibility to foreign language course to people of all ages. The goal of the project is to encourage good use of free time and to equip the participants with language skills they can apply at work or in their everyday lives. The Faculty of Liberal Arts, Panyapiwat Institute of Management designed lessons plan and activities. Everyday English Project is held at Wat Cholpratan Rangsarit, the Royal Temple in Nonthaburi. The course is offered twice a year on Saturdays with eight sessions per course since 2018, free of charge.



Impacts and Benefits



Participants' language skills improved after the course which can be used to generate income and help the society in the future

82 participants

86.6%
Satisfaction rate

Innovation Creates Intellect, **Increases Business Value**

CP ALL employees with innovative hearts, keen to explore with their thoughts, actions and solving problems. They design innovation that creates values driving business further, in tandem with giving smiles of happiness to customers. All is ready for the aspiration of becoming the leading company managing future innovation.





Innovation Creates Intellect, Increases Business Value



Key Performance in 2020



4,786 million Baht
in innovation value in
products, services, and
process



1,308 innovation
projects sent to award
competitions



677 innovation projects
related to technologies and
products

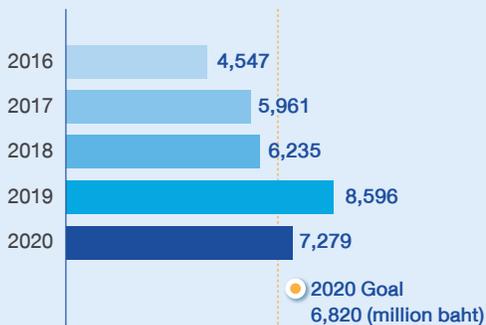
2020 Goal



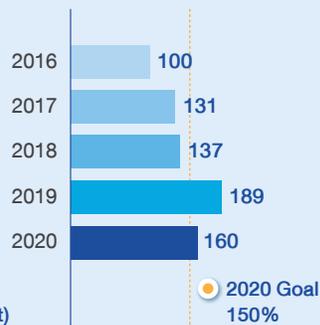
To increase innovation value for products, services, and processes
by **50%** (compared to the 2016 baseline)

Performance Against Goal

Accumulated innovation value
(million baht accumulated)



Increase of innovation value (%)



Note: 1. Values on products, services, and processes
2. Deadweight factors are included in accumulated valuation

Supporting the SDGs



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

8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labor-intensive sectors



SDG9 Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

9.5 Enhance scientific research, upgrade the technological capabilities of the industrial sector; encouraging innovation and substantially increasing the number of research and development workers; as well as research and development spending



SDG17 Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

17.8 Fully operationalize the technology bank and science, technology and innovation capacity-building mechanism and enhance the use of enabling technology, in particular information and communications technology

Risks and Opportunities

Our world presently is under constant change. One such rapid change is the development of digital technologies which have a role and influence on consumers' daily lives. CP ALL Plc. and Subsidiaries (“the Company”) see the importance of constantly improving itself and the organization, including preparing for and adapting with change, especially during crisis situations. For instance, the coronavirus (COVID-19) pandemic in the past year has prompted the development of New Normal and consumption patterns through increased use of digital technologies. The Company has supported research and development, which included nurturing innovation that enables speed, convenience, and security for consumers in all areas of operation. This involved considering the importance of corporate governance, social, and environmental in tandem with business growth.

Progress in 2020



Product accounting through synthetic speech in smart phones



Technological implementation for product orders in 7-eleven stores



Deepening of 2019 innovation projects

Management Approach

The Company recognizes the importance of developing research and technologies, while progressing into a leading organization in managing future innovations in various areas, including product development, service creation, and the organization's operating procedures.

This is to create value for the country, organization, society, and the environment. Additionally, the Company supports creating innovation with external stakeholders by defining frameworks and operating guidelines through various innovative channels as follows.



Guidance on Mitigating and Preventing the Risk of COVID-19



The negative impacts of COVID-19 pandemic have caused consumers to transform their ways of life into the “New Normal”, wherein they increasingly perform online shopping and food ordering, make a payment through mobile banking, work from home, and video conference to support social distancing and prevention the spread of COVID-19. The Company has recognized the importance of technology and innovation development to help make life during this crisis more convenient, safe, and effective as follows.

True Money Wallet Master Project

In adapting to the “New Normal”, customers less frequently left their home to avoid COVID-19 transmissions. The Company’s approach to increase its customer base and revenue was by expanding sales through the True Money Wallet application. It has developed skills of 7-Eleven staff on the use of this application and on communicating with customers the various benefits of making purchases through the True Money Wallet application. This builds the staff’s experience and stimulates customers’ purchases.

Impacts and Benefits



Revenues increased by

665 Baht/day/store



Customer base increased by

35 people/day/store

CPRAM New Normal Project

As the Company commits to keep its staff safe from COVID-19 disease, it has set social distancing and Work from Home policies, as well as requiring the suppliers and customers to have policies or measures in strictly preventing the spread of COVID-19. This has caused difficulties on assessment processes of suppliers and on-site verification of suppliers and customers. The Company leveraged digital technologies to facilitate work during the New Normal through online platforms and applications, including the Screening Online and Online Interview systems and the use of co-working spaces to reduce work processes and work hours, while maintaining social distancing measures per Company policy.

Impacts and Benefits



The Company is able to continue business operations



Employees have knowledge on self-protection against COVID-19 disease in their daily lives



Employees have safe working conditions

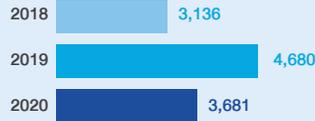
Innovation Dashboard

Innovation Value (Million Baht)

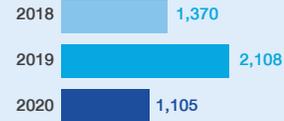
Type of Innovation



Open Innovation



Closed Innovation

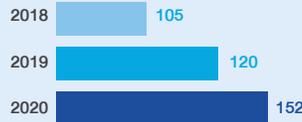


Project Submissions in Award Competitions (Initiatives)

Type of Innovation



Open Innovation



Closed Innovation

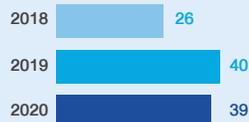


Awarded Projects (Initiatives)

Type of Innovation



Open Innovation



Closed Innovation



Number of Innovators (Accumulated number)



2018
270 persons



2019
2,491 persons



2020
4,979 persons



677
Research and development projects



3
Patents



9
Petty patents



400
Research and development personnel



16 Million-Baht
for research & development investments

1. Progress on Technology and Innovation Centers

The Company has established a Technology and Innovation Center to develop research, technology and innovation with added value to the Company, including for the economy, society, and the environment, as follows.



Science Technology and Innovation Development Office (STIDO)

In order to upgrade capabilities in developing the organization's technologies for continuous expansion following the organization's strategy, these seven (7) technology centers engage in research and development, the creation and transference, and monitoring of new technologies, as follows.



In 2020, three (3) technology research and development projects were completed as plan. These include (1) an In-store Product Recognition from Multiple Views Images through AI Technology Project, (2) a Vocational Interest Test project through the use of gamified career aptitude analysis, and (3) an Equipment handling robot development project through the use of multi-sensors Robotics Technology. These projects enabled the organization to leverage acquired research knowledge to conduct further in-depth research and make real-world applications.

Additionally, the Company has the following subsidiaries and units engaged in Research and Development, as follows.

CP Food Lab Co., Ltd.

The CP Food Lab Co., Ltd. is a knowledge hub on testing and certified in the research and development of food products for the CP ALL business group, the Charoen Pokphand Group, and other businesses within and outside the country. It is also a coordination center on research and development with other public and private agencies. It currently has a Research and Development staff of 7 employees. In 2020, it produced 6 technology development projects, and has invested 6.4 million Baht in Research and Development.



The Product Development and Quality Assurance Division (PDQA), CP ALL Plc.

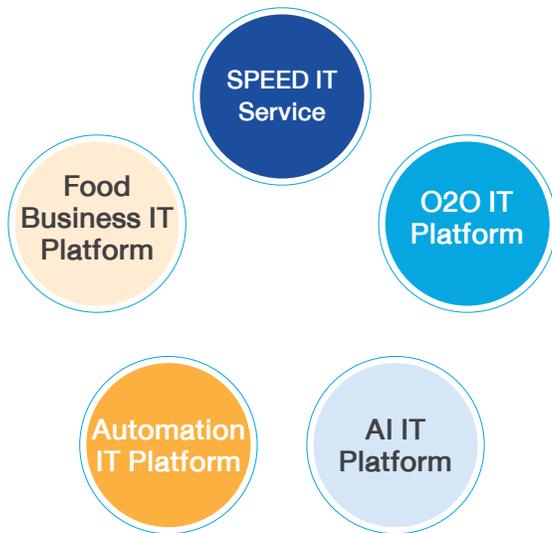
Responsible for product development focusing in the food and beverage category, the scope starts with determining products’ approach in responding to consumer needs, which include health and nutritious products and fruits and vegetables. It also is responsible for developing product recipes; designing production, packaging, safe storage, and delivery processes to ensure that products meet quality standards before they reach consumers. Furthermore, environmentally-friendly packaging has also been developed in alignment with the corporate sustainable packaging policy. This is guided by the primary goal of preventing and mitigating negative environmental impacts

and manifesting sustainable development through the circular economy approach, wherein packaging design and materials selection decisions are conscious of the product’s life cycle. Factors that are within our direct control include: benefits, safety to consumers and communities, alignment with market needs, competitive production cost, appropriate waste management with the highest value returns, and sustainably procured from renewable resources. Currently, there are 55 staffs for product research and development. In 2020, there were 668 product development initiatives, and a research & development investment of 9.55 million Baht.

2. ICT and Digital Transformation Development

The Digital Transformation Unit, overseen by the Company's senior management which directs the management of the organization's information technology systems security, and increases awareness of the organization's employees on information technology systems. This also includes improving and monitoring information system malfunctions to reduce inspection and correction time in the case of incidents. The Company has set up a center to consolidate various ICT data for analysis. There is also improvement of operating systems and various innovation on the products and organization's services, including social and environmental governance. It has a strategy to upgrade its performance in information technology in five (5) areas, as shown in the diagram below.

ICT and Digital Transformation Development



The Company has also established an IT Cybersecurity Strategy to analyze risks and update its IT Cybersecurity Policy to be in alignment with IT Cybersecurity laws. Key areas include security protection of information systems, protection of information networks, improving detection effectiveness, awareness on cyber threats, and skills and expertise building for users and cybersecurity personnel. Knowledge will also be provided to employees at all levels to ensure their awareness regarding changes and potential threats, ascertaining the Company is protected against future attacks.

Additionally, the Company has developed other innovations and technologies to grow the business and upgrade its competitiveness to meet constantly evolving changes of the present time by leveraging knowledge and creativity in developing the following new projects, as follows.



Technology for 7-Eleven Store Product Ordering Project

Operations, Business Development and IT Divisions jointly developed a product procurement process using technology to help calculate and recommend procurement volumes for 7-Eleven staff. Processing important information such as past revenue, ranking of top-selling products, and remaining stocks. 7-Eleven staff are able to verify and correct product purchasing orders on a case-by-case basis, irrespective of whether they are new, promotional, or special-case products. Insights are classified by product expiration dates, including long shelf-life products (Suggest Order), and short shelf-life products (OA/GOT). Presently, said technology has been deployed in all 7-Eleven stores nationwide. Additionally, studies have been conducted on the use of Artificial Intelligence in managing products in stores by analyzing factors that affect revenues and product purchases, such as customer behavior, weather conditions, promotions, and other special situations in each store.

Impacts and Benefits

-  Employees' product ordering decisions are more accurate.
-  Reduced lost sales opportunities.
-  Reduced time spent on product ordering, both long and short shelf-life products, resulting in more time for customer service and contributing to better customer experience.
-  Product availability and appropriate volume.
-  Loss prevention that occurred from product write off.
-  Food waste reduction from product shrinkage.

Promotion of Small and Medium Enterprises (SMEs) Through O2O Sales Channels

24 Shopping Co., Ltd., in partnership with the IT Division, developed an online platform, which included a website and an application, to support and prepare for the expanding online market-widening opportunities for consumers to more conveniently purchase wide varieties of quality products. It serves as a credible and easily accessible platform equipped with convenient purchasing and payment gateways, and is supported by diverse delivery systems and good service. Additionally, it has supported Small and Medium Enterprises (SMEs) through an Online to Offline (O2O) sales channel. This upgrades capabilities and increases competitiveness of SMEs, who are now able to send their products to 7-Eleven stores nationwide without restrictions. This also includes seasonal agricultural products, such as Monthong durian, organic mangosteens, Siam Ruby pomelos, and Sai Nam Phueng oranges. This distributes income among farmers, increasing their income and promoting social value.

Impacts and Benefits

-  **81** items seasonal agricultural product 
-  **21** persons participating farmers
-  SMEs and consumers are able to more easily access products 



3. Innovation Culture

The Company has created an innovation culture to promote knowledge and understanding of innovation among employees, and to create an environment wherein employees have the creative freedom to develop new innovations. The Company has organized an internal innovations competition to promote economic, social, and environmental results. Additionally, there is also an internal exchange of knowledge and practices, as well as external collaborations to internalize knowledge outside the organization in its business operations. There are also internal work processes in the organization have also been improved and transformed to reduce unnecessary workload for employees, so that they can continuously create value and kindle new innovative approaches for the Company. These all create an innovation culture that stems from a collaboration between management and employees which channels value to the organization and society. The Company has classified innovation projects into the following two (2) categories, as follows.

 Closed Innovation	 Open Innovation
<p>These are projects focused on promoting internal employees to create new innovations in the economic, social, and environmental sectors in order to improve the organization's operations and deliver value to the company. Projects are divided into the following three (3) categories:</p> <ul style="list-style-type: none"> • President Awards Projects • Approval Process Excellence Awards Projects • Big Fish Projects 	<p>These are projects created in partnership with the organization's external collaborators in order to seek and create strategic opportunities at the Thailand Synergy for Thai SMEs Award and the 7 Innovation Awards; and create new economic, social, and environmental innovations to deliver value to the organization and society.</p> 

Closed Innovation Projects

In 2020, 1,156 innovation projects were submitted for awards, with the following notable examples.

President Awards Project

The President Awards Project focuses on creating innovations within the Company in search new for products, services, and processes. This is achieved with the business's diversity in mind, meeting the needs of customers, consumers, communities, society, and the environment sustainably. Examples of outstanding projects include the following.

A Whole New World Project

As guidelines of the Bank of Thailand have restricted the ability to deposit and withdraw cash to ATM machines, certain population groups are not able to access this service. Counter Service Co., Ltd. hence initiated an approach to be a "Banking Agent", providing cash deposit and withdrawal services at 7-Eleven stores in order provide everyone 24-hour access to financial services. Store-front safety is also managed with risks prevention measures to create customer confidence.

Impacts and Benefits

- 

Increased circulation within the economic system
- 

Citizens are able to access financial services with greater convenience
- 

Became part in uplifting people's quality of life
- 

6,673 7-Eleven stores offer this service
- 

66 million transactions facilitated

Counting with Synthetic Voice Project

As product counting and management is labor-intensive and adds to employee’s responsibilities, which also includes accounting for store resources within their respective 7-Eleven store, BP Accounting-Retail Business division initiated a project to increase work efficiency and effectiveness by reducing time spent and errors in accounting for products and other resources within the store by changing the equipment and processes used to perform such tasks. Whereas employees would register product counts on their Personal Digital Assistant (PDA) in the past, store staff can now issue voice commands and wait for verbal confirmation on their smartphones. This not only makes product accounting more convenient, it also improves accuracy, speed, and precision. Furthermore, the Company has continued highlight projects from 2019, as follows.

Impacts and Benefits

- 
 Reduced counting time by **10%**
 (from **1.04** per piece to **0.94** seconds per piece)
- 
 Reduced employee working hours by **18,000** hours per month
- 
 Reduced monthly expenses by **900,000** Baht

Projects from President Awards	2020 Progress
<p>Thai souvenirs at your fingertips (24 shopping)</p> 	<ul style="list-style-type: none"> Over 151 participating entrepreneur Total revenue of 98 million Baht Already expanded coverage to 5,738 stores Created income to 136 small business owners Supported over 800 community product items Consumers are able to easily access products, and products from each province are of good quality
<p>Redesigned “Rice topped with stir-fried pork and basil” print” sealing film</p> 	<ul style="list-style-type: none"> Reduced waste volumes from the use of stickers by 12 million items
<p>“Fresh Cream Bun” product development</p> 	<ul style="list-style-type: none"> Sales of 23.9 million pieces per year Total revenue of 8.4 million Baht per year Bakery customers have more access to Fresh Cream Bun product categories in 7-Eleven stores Scale up development of 3 products in the Fresh Cream Bun category: (1) Fresh cream, (2) butter and cream, and (3) pandan custard 85% consumer satisfaction
<p>Happiness Network to Southern Thailand</p> 	<ul style="list-style-type: none"> 1,855 students currently pursuing their bachelors’ degree 8 cohorts of graduates who have now obtained employment, totaling 148 persons Crated an average income of 10,500 Baht/person for students while in school Improved quality of life of program participants Created economic, social, and country stability

Approval Process Excellence Awards Project

The Approval Process Excellence Award Project promotes improvements to the approval and decision-making process by using IT to improve the process’s speed and effectiveness in order to meet the needs of all concerned units and reduce employee’s duties. Examples of outstanding projects are as follows.

Smart Employment Certificate Project

As the process to send official documents or certification documents from headquarters to other offices or 7-Eleven stores often leads to delays and poses security risks during delivery, the Company’s Human Resource unit initiated a process improvement, wherein documents can be shared as Electronic Files through the Employee Self-Service System. The Company’s employees are able to perform this task from their own mobile phones, tablets, or computers.

Impacts and Benefits

-  Reduced steps in preparing documents
-  Reduced expense by **1.13 million Baht/year**. i.e. comprising logistic fees, and equipment rental costs
-  Reduced associated work time by **100%**
-  Reduced paper use by more **40,000 sheets/year**
-  Reduced errors in official documents and other certifications
-  Reduced loss risks of documents

“3 No’s” Project (No Count, No Orders, No Verification and Approval)

As All Café products are among the best-selling product categories, there is a need to increase product volumes to adequately meet customer demands. This presented a challenge in accounting for remaining products, re-stocking, and verifying and approving purchase decisions for cup wares and other raw materials for beverage-making. These complicated work processes have resulted in employees’ lost time, stores’ lost sales opportunities, and an inability to offer valuable products to customers. The Company has developed a Robotic Process Automation (RPA) as a freeware to optimize all processes so that stores do not need to count, order, verify, or approve materials or raw ingredient orders, while ensuring an adequate inventory for daily customers. To date, 146 stores have implemented this system.

Impacts and Benefits

-  Employees no longer need to count, order, verify, or approve through legacy systems
-  Reduced **24 minutes/day** in ordering time
-  Created customer confidence of product availability
-  Reduced burden on inventory work
-  Reduced auditor time
-  **85%** Employee satisfaction (exceeding target)

Order Fast, Get Fresh Application Project

The integrated consumer goods business group, especially those of fresh product, have large numbers of suppliers in each store. Problems typically occur in the purchasing process as many documents and a long processing time are needed. This resulted to problems in making purchase orders, especially during holiday seasons when demands are high. Siam Makro PCL. hence initiated an approach to improve the efficiency in the verification and approval processes by developing a new purchasing system in the form of an application that automatically calculates purchase requirements and is able to confirm special purchase orders in each store location. The system is able to make purchase orders at any time and of any equipment, resulting to a purchasing practice that is able to adequately meet customer demands. Furthermore, the Company has continued highlight projects from 2019, as follows.

Impacts and Benefits



63% time reduction in Purchase Order (PO) issuance



91% reduction in operating and approval processes



Suppliers are able to more easily plan production and raw material delivery



Better able to manage product purchasing; products are of good quality



Reduced paper use by **950,000** sheets



93% employee satisfaction, meeting the 90% target

Projects from Approval Process Excellent Awards	2020 Progress
<p>Smart CDC from Platform to Learning Center by Bangbuathong Chilled Distribution Center</p> 	<ul style="list-style-type: none"> Expanded the project to seven (7) distribution centers, with plans to expand to 6 more distribution centers Employee engagement score increased 99%
<p>Smart Process Automation by the Accounting and Finance Function</p> 	<ul style="list-style-type: none"> Reduced process steps and working hours, with total value of 1.3 million Baht Employees are capable of using the system and able to apply it to other work 80% employees' system usage satisfaction
<p>Effective Planning for Supply Chain by CPRAM Co., Ltd. (Ladlumkaew)</p> 	<ul style="list-style-type: none"> 100% delivery by suppliers to the Company as planned Reduced product storage and transport expenses by 2.041 million Baht/year Ability to release new products within the country within 37 days Expanded overseas product release to overseas

Big Fish Project

The Big Fish Project focuses on creating innovation from 7-Eleven stores through collaboration between various units within the CP ALL Plc. in order to increase work processes efficiency, with the following notable examples.

Shopping Bag (Hot Food Containers) Project

As 7-Eleven stores currently provide plastic bags for customers who purchase hot food containers, it was discovered that the bags used were oversized for an average of 1-2 boxes. This resulted to product spillage and excessive use of plastic bags. The Company has hence redesigned its plastic bags to be more appropriate for hot food product categories by enlarging the bag base to accommodate the size of food trays. This both ensures an appropriate fit for food containers and a reduction of plastic bags usage, following company policy. The redesigned bags can carry up to 4kg of content, and have already been distributed to over 11,000 stores nationwide.



Impacts and Benefits



Reduced plastic bag usage by

586 tonnes/year



100%

Customer satisfaction



Reduced production cost by

16%



Easy and convenience to use

Product Receipt Time Reduction through DC Project

When products from Distribution Centers (DC) arrive at stores, assistant store managers have to oversee the transfer for a long time to ensure that products are not lost. This resulted in increased time spent, and caused inconvenience to customers while products are being transferred into the stores. There are also accident risks, which may include customers being hit by incoming products or equipment. This led to an initiative to utilize the back of the store as entry point for incoming products from the distribution centers. Transportation is re-routed to the back entrance of the store instead. CCTVs have been installed at the back of the store to prevent unscrupulous and other undesirable situations. Additionally, store back spaces have been modified to increase its purpose as additional storage space for paper cartons and break case cartons, and as an employee meeting space. Currently, 409 stores have implemented this new approach.

Impacts and Benefits



Reduced employees' work time by

63.5 minutes/ day/ store



100% reduction in accidents



Increased product delivery trips by

0.65 trips/day



100% customer satisfaction



Customers receive quality service

Reduced Time for Close-to-Expire Dry Food Products with PDAs Project

7-Eleven staff have to monitor dry food products' expiry date to prevent the sale of expired products to customers by jotting down into notebooks. This practice is time-consuming given large volumes of products. A new approach has been initiated, wherein Google Forms are used through a tablet or a computer to document product expiration information. The use of Personal Digital Assistant (PDA) has also helped with data storage and work planning assignments presented in a calendar format for easy viewing and search. Currently, 11,000 stores have implemented this approach across the country.

Impacts and Benefits



Reduced time spent on verifying product

expiration by **45** minutes per month



Reduced the likelihood of absorbing cost of expired products



Delivery of quality products to consumers

Reduced Products Receipt Documentation Time from Direct Suppliers (Thai Namtip and Nestlé)

As products are received from suppliers, invoices are prepared. However, unclear invoice details have increased time spent by 7-Eleven staff and suppliers in this process. Hence, a new invoicing system has been conceived to share electronic files (e-files) to reduce time spent in documenting product receipt from suppliers. Employees are also provided with PDAs to scan the receipt of products. To date, this system has been implemented for products from Thai Namtip and Nestlé at 11,000 stores, with plans to expand this implementation to other suppliers.

Impacts and Benefits

- 

Reduced product receipt documentation time by **12.55** minutes per round
- 

100% reduction in product receipt documentation errors
- 

Increased delivery trips by **0.02** trips/day
- 

Employees have increased time for customer service

Additionally, the Company has applied the Kaizen strategy in developing innovations in Operations Management within the Company, in order to further increase efficiency and create good results in the long-term. With cooperation among supervisors and employees at all levels, examples of projects include the following:

- 

Leveraging Robotic Process Automation (RPA) in managing battery information storage
- 

Reduced time spent on Pick to Light reporting with Macros tools
- 

Increased accounting process efficiency supported by Distribution Centers through RPA

Open Innovation Projects

The Thailand Synergy event for Thai SMEs and the 7 Innovations Awards ceremony are collaborative projects joining by 11 leading organizations that have are cognizant of the importance of leveraging existing research results within each organization. The new inventions created by SMEs will be tested and experimented with customer or consumer groups in real market conditions. This fosters a knowledge exchange and creates further development of higher-level innovation in the country. In 2020, 152 projects were submitted for the award competitions, with the following outstanding results.

In 2020,



152 projects were submitted for the award competitions, with the following outstanding results

Project Title	Pathumraksa: Diagnosis Process for Breast Cancer (1st Prize Winner, Social Category)
Agency Name	Medical Faculty, Khon Kaen University
Project Owner	Asst. Prof. Dr. Supinda Khunmee, Pathology Researcher

Nature of Innovation This is a process innovation in taking specimen of breast cancer patients' specimen through doctors, patients, and the lab to facilitate accurate, fast, and timely disease diagnosis through an IoT platform to control and monitor complete cell status. Cell integrity is maintained through storage, transport, and delivery, lab diagnosis, and results generation to physicians. This has led to an accurate, speedy, and efficient treatment planning for patients.

Impacts and Benefits

Survival rate increased from

43% to

80–90%



Reduced chemotherapy expenses

Surgeons receive speedier, more accurate, and precise diagnosis results, and patients receive treatment with appropriate medication, increasing survival possibilities

Far-flung hospitals have increased access to lab testing facilities, helping improve patients' and families' quality of life

Project Title	Perma: Fabric Fiber Innovation (1st Prize Winner, Social Category)
Company Name	Perma Co., Ltd.
Project Owner	Mr. Chaiyos Rungcharoenchai

This innovation is a synthetic fiber which has nano-zinc oxide as a component, possessing the quality to subdue bacteria growth, which is the cause of undesirable odor, bacteria-related respiratory allergies, and wound and skin infections. The production technology embeds Zinc oxide nano particles in fibers, which retains its special properties even after 150 washes. This is distinct from general coating, and has applications in the apparel and medical apparel industries, such in cases of bandages, pillow cases, patient bedsheets, undergarments, medical gowns, and patient gowns.

Impacts and Benefits

Created revenues of more than

98 million Baht/year



Equips the Thai apparel with globally competitive innovations

Test results revealed that its use reduces treatment time, improving the well-being of patients and medical personnel

Nano zinc oxide does not cause environmental impact by being permanently embedded in the fiber, avoiding chemical contamination from the product



Project Title **UNC CALCIUM**
Agency Name **Yoo Fishball Co., Ltd.**
Project Owner **Dr. Keyun Choklamert**

Nature of Innovation The calcium food supplement is 100% derived from nature. The project is supported by the Thai Chamber of Commerce, the Board of Trade of Thailand, and the National Innovation Agency in conducting research to extract calcium from fishbone by-products in food manufacturing, resulting into calcium molecules that are easily absorbed by the human body, and have no digestive side effects such as bloating, constipation—helping with bone repair and reduces ache symptoms.

In addition to creating value to society, these projects support business opportunities through the Company’s various sales channels.

Impacts and Benefits

Over **70** million Baht
 in revenue/year 

Health product development
 opportunities using the Circular
 Economy approach

Increases value of by-products of
 the food manufacturing industry,
 following the Circular Economy
 approach

Increases consumer
 choices of naturally-
 sourced calcium 





Elevating the Occupational Safety and Creating a Friendly Work Environment

Employees are the heart in driving business growth. CP ALL thus protects the health, safety and the environment of employees in any position with their best. This reduces risks and reinforces safety culture throughout the entire company. It also extends its care to employees' families and suppliers throughout the supply chain.





Elevating the Occupational Safety and Creating a Friendly Work Environment



Key Performance in 2020

 A loss ratio of **20%** on fleet safety

 **29%** of targeted areas were certified for Occupational Health and Safety Management Systems, ISO45001:2018

 **42** National awards regarding safety

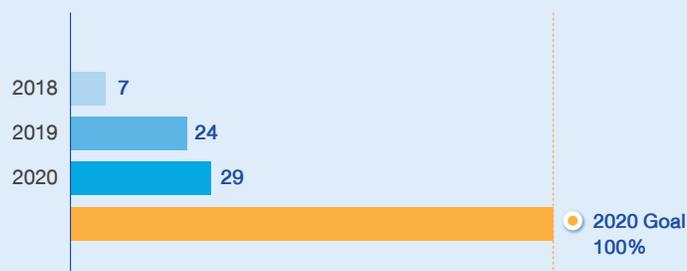
2020 Goal



All personnel of the Company must be protected by an international standard of Occupational Safety, Health and Working Environment

Performance Against Goal

Percentage of operational areas that met ISO450001 : 2018



Note: Targeted areas are including CP ALL Plc.'s Distribution Centers, CPRAM Co., Ltd. and CP Retailink Co., Ltd.

Supporting the SDGs



- SDG3** Ensure healthy lives and promote well-being for all at all ages
- 3.4 Reduce premature death from non-communicable diseases through prevention, treatment, and support for mental health and well-being.
 - 3.6 Reduce deaths and injuries due to road accidents.



- SDG8** 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 environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment

Risk and Opportunity

The coronavirus 2019 (COVID-19) pandemic has created a critical need for businesses and entrepreneurs to devise contingency plans for the outbreak. As such, preparation of the workplace and employees has become of the utmost importance. Staff readiness and good contingency plans enable significant mitigation of losses and lower risks. Additionally, the availability of equipment and awareness among employees are key factors in managing and navigating through the outbreak. In summary, the establishment of protocol, guidelines, and contingency plans in the organization reduce the risk of an employee in contracting and spreading COVID-19. It ensures business can continue to operate.

Progress in 2020



Rider safety elevation program



Driving safety promotion program for 7-Eleven employees



ISO45001:2008 certification program

Management Approach

The Company has continuously committed to occupational health, safety and work environment to create a culture of safety in the organization under the Safety, Occupational Health and Work Environment Policy. In 2020, the Company appointed a committee to evaluate the Safety, Health and Environmental (SHE) Management of the retail and distribution business groups under the policy of the Charoen Pokphand Group (C.P.Group) in order to increase safety, provide a safe work environment, and prevent any negative impact to the environment both within and outside of the organization. In complement to the above, the Company implemented the Safety, Health and Environmental (SHE) Management evaluation program across the C.P.Group as a measure for major hazard prevention and emergency responses. Furthermore, the implementation of the program is a step to elevate the Safety, Health and Environmental Management to international standard – a key factor toward a sustainable business.



Guidance on Mitigating and Preventing the Risk of COVID-19

The Company values the hygiene of employees and the safety of customers who use the services of 7-Eleven stores. Thus, the Company has implemented strict measures to monitor and prevent the outbreak on an ongoing basis in order to create security for 7-Eleven customers across the country. The implemented measures are as follows.

1. Cleaning with disinfectant every 3 hours at surfaces in the stores that come into frequent contact, such as the cashier, the Point of Sales (POS) equipment, the drinks and food warming areas, and food containers.
2. Cleaning with disinfectant for equipment that comes into contact with food and beverages, such as tongs, knives, and cutting boards, after every use.
3. Cleaning with disinfectant at the areas inside the store, such as the entrance door, the freezer door, the distribution equipment storage room, handrails, and toilet doors after every use.
4. Providing services while maintaining a distance of at least 1 meter.
5. Requiring that all 7-Eleven staff wears face masks while working.
6. Measuring the temperatures of all who enter the 7-Eleven store and installing alcohol dispensers for customers.

Additional measures to monitor and prevent the outbreaks according to levels of risk are as follows.

- In the event that a third party notifies that a high-risk customer has entered a store, the store will be closed and cleaned for 2-3 hours by a trusted cleaning company.
- In the event that a store staff has come into close contact with a high-risk group, the staff will stop working immediately and will be subjected to self-quarantine at home for 14 days. If no symptoms were observed, the staff will be given permission to resume work as normal. Including with discontinue immediately for selling the freshly food made on order that prepared by store staff with a high-risk group.
- For 7-Eleven stores in high-risk zones, the store will clean areas inside the store that come into frequent contact every hour.

Occupational Health and Safety Dashboard

	2019				2020			
	Male Employee	Female Employee	Male Contractor	Female Contractor	Male Employee	Female Employee	Male Contractor	Female Contractor
Injury Rate (IR)*	3.81	1.16	2.43	1.23	4.53	2.37	2.25	0.44
High-Consequence Work-Related Injuries Rate* (Excluding fatalities)	0.00	0.00	0.00	0.00	0.00	0.01	0.00	0.00
Recordable Work-Related Injuries Rate*	2.27	0.69	2.02	0.93	3.02	1.99	0.80	0.34
Lost-Time Injury Frequency Rate (LTIFR)*	1.28	0.42	1.28	0.67	2.21	1.38	0.52	0.28

*Cases per 1,000,000 work hours



The number of fatalities as a result of work-related ill health to male/female employees and contractors

2018-2020
0 case



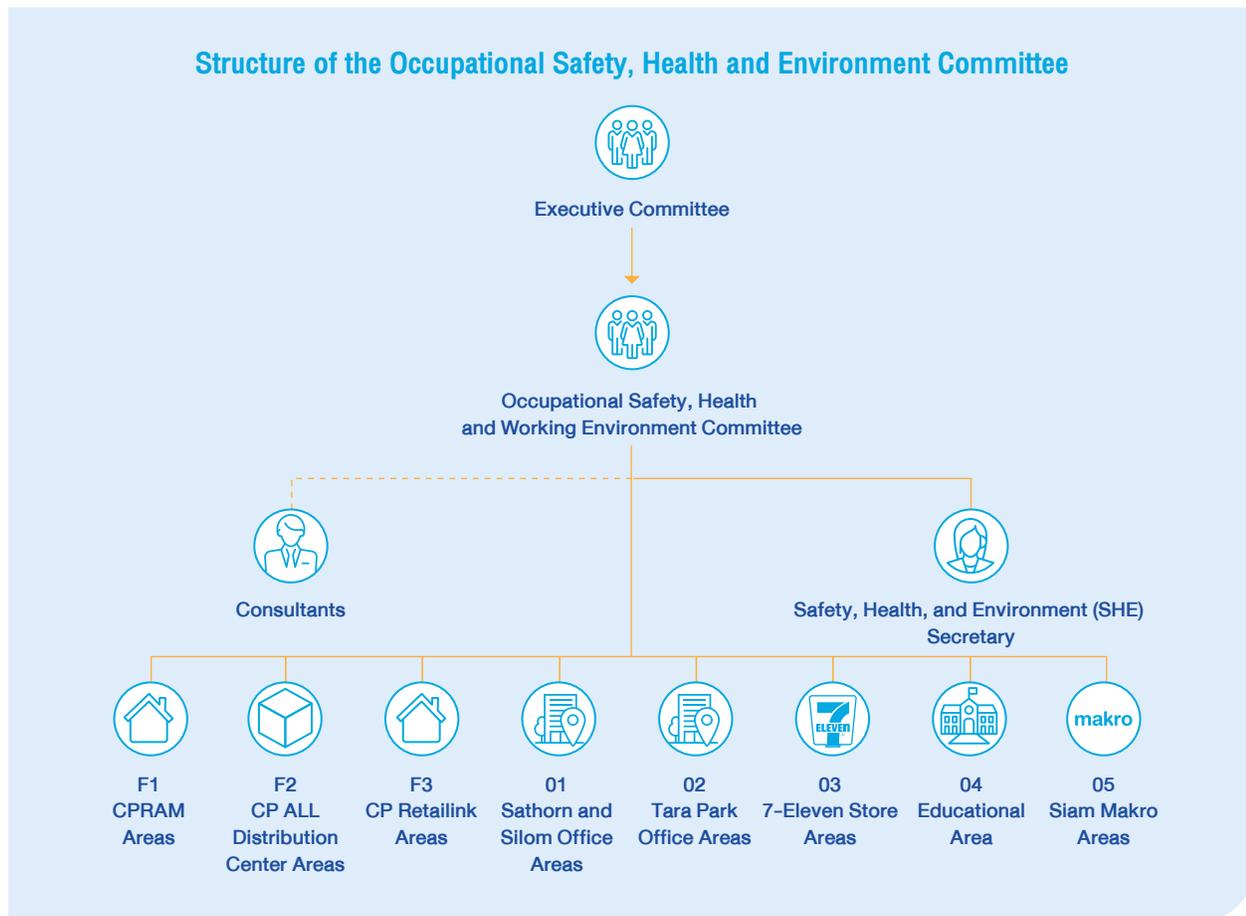
Occupational Illness Frequency Rate (OIFR) of male/female employees

2018-2020
0 case per 1,000,000 work hours

Structure of the Occupational Safety, Health and Environment Committee

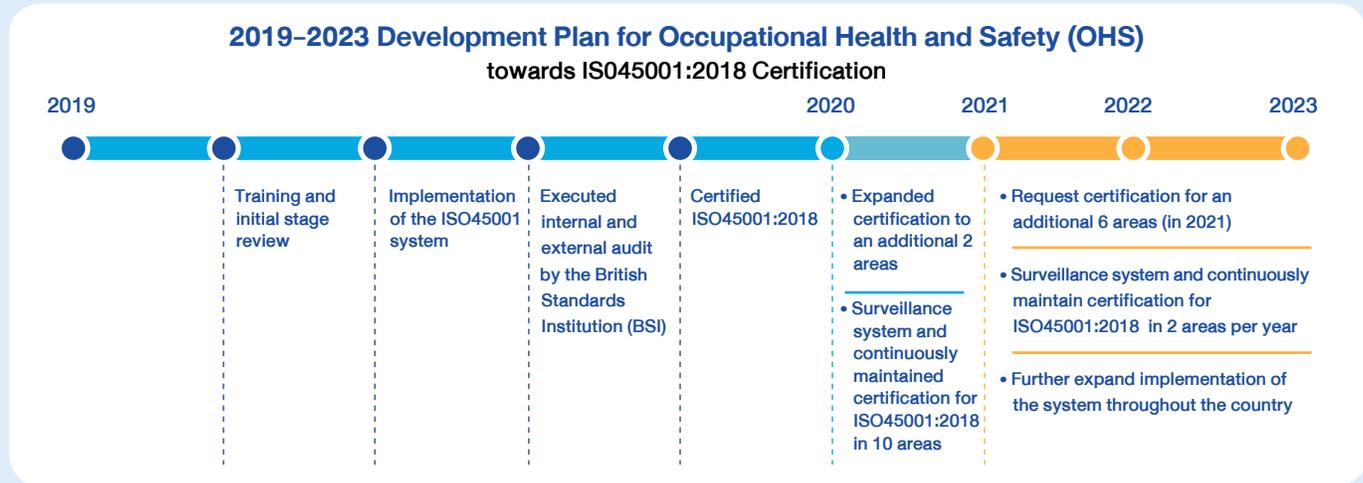
The Company strictly adheres to the law by appointing 1) an area-level Committee of Occupational Safety, Health and Working Environment that focuses on employee participation by electing representatives from employers and employees on a proportionate basis as required by law, and hosting monthly meetings. Beyond stipulation by the law, the Company has implemented Occupational Safety, Health and Environmental Management across all operational areas of the Company. Secondly, the Company has appointed 2) a function-level Sub Committee of Occupational Safety, Health and Working Environment that is elected every 2 years and has the responsibility of assessing issues from the area-level Committee of Occupational Safety, Health and Working Environment and budget approvals. Thirdly, the function-level Sub Committee of Occupational Safety, Health and Working Environment is under the supervision of 3) the Occupational Safety, Health and Environment Committee that is responsible for relaying the policy to each operation function and aligning the same standard with employees at every level within the organization, including contractors and suppliers across the Company’s supply chain.

Furthermore, the Company uses the evaluation of the risks toward Safety, Occupational Health and Working Environment to improve operation processes, work areas, and employee training as well as equipment in 7-Eleven stores.



Occupational Health and Safety Development Plan 2019-2023

The Company is committed to continuously improve Occupational Health and Safety (OHS) towards ISO45001:2008 certification. In 2020, The Company expanded the Occupational Health and Safety system to areas, such as the Distribution Centers (DC) and Chilled Distribution Centers (CDC) in Mahachai, Suvarnabhumi, Hat Yai and Nakhon Sawan province. In parallel, the Company implemented the Surveillance system with the ISO45001: 2008 at the Regional Distribution Center (RDC) in Lamphun province, CDC in Khon Kaen province, RDC in Buriram province, and DC in Bang Bua Thong. In 2020, the percentage of the Company's operation areas certified by ISO45001:2008 was 29%.



The Company continuously pursues Occupational Safety, Health and Environmental Management through the following main programs: 1) the Well-Being Program for Employees and Contractors, 2) the Safety Risk Reduction Program, and 3) the Ergonomic Risk Reduction and Stress Management Program.

Well-Being Program for Employees and Family



The Company encourages activities to promote health and wellbeing of personnel – the heart of business operations. The Company arranges annual health checks according to risk factors and occupational health guidelines of accredited hospitals. Employees will receive health check results and analyses from doctors and those involved, according to the confidentiality policy of the Company, the nurse room will have medical staff stationed at the workplace. Additionally, the Company organizes various activities for the health and wellbeing of employees as follows.

1 The Flexible Work Arrangement Program

This program was designed to give employees at the office an option to choose working hours that suit the employee's way of life and provide work life balance. The Company has established 3 working hour options as per policies and guidelines for employees to choose from, which are 08:00 –17:30, 09:00 –18:30, and 09:30–19:00. Every 6 months, the Company provides an opportunity for employees to change their work hours accordingly. In addition, the Company provides an opportunity for employees to work anywhere once a week. On days when an employee works outside of the office, the employee must be able to contact or be contacted at all times and work effectively while preserving the Company's confidentiality. Currently, the work anywhere format is being tested by a pilot group. In 2020, the Company assessed the level of satisfaction of participants in the program and those in contact with the participant. The participants and those in contact were assessed as 4 groups – employees who participated in the project, line managers, colleagues, and customers in contact. The results show an average level of satisfaction at 92%.

2 The Health Center Program

The Company has consecutively run this program to promote employee health. In 2020, the participation in the program was adapted to the COVID-19 pandemic and adopted social distancing countermeasures while retaining activities that provide knowledge on healthcare and promote exercising, such as the “weight loss” competition, the “30 days 18,999 calories” activity, and the “plank” activity via Line @eXtra Health Center.

3 The “Love Your Health” program

CPRAM Co., Ltd. wishes for employees to have healthy bodies and good health. After collaborating with employees who had poor health, were overweight, and subsequently at risk of non-communicable diseases (NCDs), the Company initiated the “Love Your Health” program to promote exercise and organized health tests on 5 indicators – blood glucose level, metabolism rate, weight, body fat ratio, and walking or running distance. Currently, the number of participating employees is 101.



4 The Warm CPRAM Home Program

This program designated for the families of employees, where employees get to participate in activities with their families to strengthen familial bonds through love and care, to reduce conflict and misunderstanding in families, and to create a network of employee families in the organization. The main objective of this program is to foster good relationships within the family, raise awareness of the importance of family, and build a stronger connection between the employee, the employee’s family, and the organization. A total of 56 families participated in this relationship building activity with the organization.



5 A Lower BMI for Health Program Season 2

“A Lower BMI for Health” Program Season 2 encourages employees to understand topics on eating habits and exercising and is designed so that employees who enter the program can lower their body mass index (BMI) and take better care of their bodies. As part of the program, the medical team organized training courses to share knowledge with employees who have a BMI that is higher than the standard, i.e., overweight or obese, and to cafeteria cooks in order to adjust diets and eating habits appropriately. Included in the program, the team measures and tracks the BMI of the participants on a monthly basis. In 2020, a total of 94 participants achieved an average 79.4% lower BMI.

6 Love to Bike Program

This program aims for employees and their families have good health and established a club for people who enjoy cycling. The cycling club “Love to Bike” aims to promote both physical and emotional health, alleviate stress from work, and build good relations between employees, the Company, and the families of employees. At the same time, the club advocates reducing pollution and preserving the environment by using bicycles as a mode of transportation. Current, there are 922 people in the program.



Safety Risk Reduction Program

The Company has continuously pursued occupational safety, health, and working environment by engaging employees and raising awareness on individual safety and expanding it to the safety of colleagues. Holistically, the Company supports employees at every level to learn about occupational safety, health, and the environment as well as store partners and contractors through training on general work safety and risks pertaining to different types of work. The various projects to promote safety are as follows.

1 Rider Safety Elevation Program

The All Delivery project assigned store employees with the task of delivering products and refers to these employees as “riders”. As part of the job, riders use motorcycles to deliver the products and are a subject of concern when delivering or commuting to work. To solve safety issues and prevent accidents, it is necessary that the rider be aware of safety measures, be disciplined and knowledgeable of driving regulations, and understand different factors in safely driving a motorcycle. In response, the Company has designed the “Rider Safety Program” so riders may correctly understand driving regulations

and motorcycle functions, and stay vigilant while driving. The various courses in the curriculum include the basics of driving safely, safety mindset, accident prevention, laws, Company’s vehicle policies, All Delivery work procedures, and accident consequences. As of now, All Delivery campaign is offered at 11,791 stores with 1,759 7-Eleven staffs delivery walker as well as 10,032 delivery riders. The Company arranged a safety course called “The Entrepreneur the Sells and Services” for 25,233 people.

2 Driving Safety Program for 7-Eleven Employees

This program promotes driving safety for 7-Eleven store employees. The objective of the program is for 7-Eleven employees to abide by the law when driving a motorcycle, such as wearing a safety helmet, possessing a driver’s license, driving insurance, permits, and taking measures to prevent accidents, and reduce the severity and loss to the employees due to accidents. The steps implemented to reducing driving risks are as follows.



01 Create a registry of personnel using motorcycles from the 7-Eleven stores.

02 Organize safe driving training to 7-Eleven employees who drive motorcycles.

03 Relay safety related information through the Safety Tips media channel.

04 Reviewing the information of motorcycle users and their acknowledgement of Safety Tips news.

05 Monitoring the driving behavior of employees using CCTV footage by the Quality Store System Inspection (QSSI) every month.

06 Establish an accident reporting system with a 24-hour call center and provide an investigation of an accident.

07 Develop the Last Mile application for drivers who use 7-Eleven’s motorcycles to monitor driving behavior and inform the expiry dates of driver’s licenses, vehicle taxes and insurances 30 days prior to the expiration date.



In 2020, there were a total of

148,000 people who participated in the driving safety program.

3 The 2020 Zero Accident Campaign

The Zero Accident Campaign is an activity to encourage preventing work-related accidents. The underlying mindset is that all work-related accidents can be prevented by continuously reducing exposure to workplace dangers through planning and Occupational Safety, Health and Environmental Management, and embedding the mindset into the safety

culture. Through extensive effort, the Company was awarded the Zero Accident Campaign of the year 2020 with 1 gold award, 3 silver awards, 4 bronze awards, and the 3 Basis awards from the Thailand Institute of Occupational Safety and Health (Public Organization).

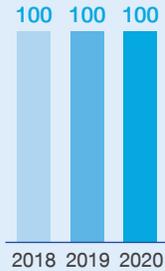
4 Behavior Based Safety (BBS) Program for Production Employees

CPRAM Co., Ltd. strives to continuously reduce risky behavior that may lead to accidents and to operate under the mindset of “Reducing and Eliminating Risky Behavior toward a Sustainable Safety Culture”. The program aims to elevate safety within the organization and create a consciousness

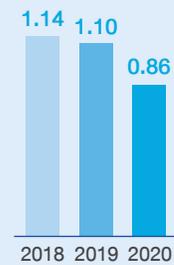
toward safe behaviors among all employees, especially those in high-risk production areas. Communication to raise awareness on the safety of employees within the organization is reported in 3 languages (Thai, Khmer, and Burmese).

Impacts and Benefits

Employees with access to and understanding of safety reports (%)

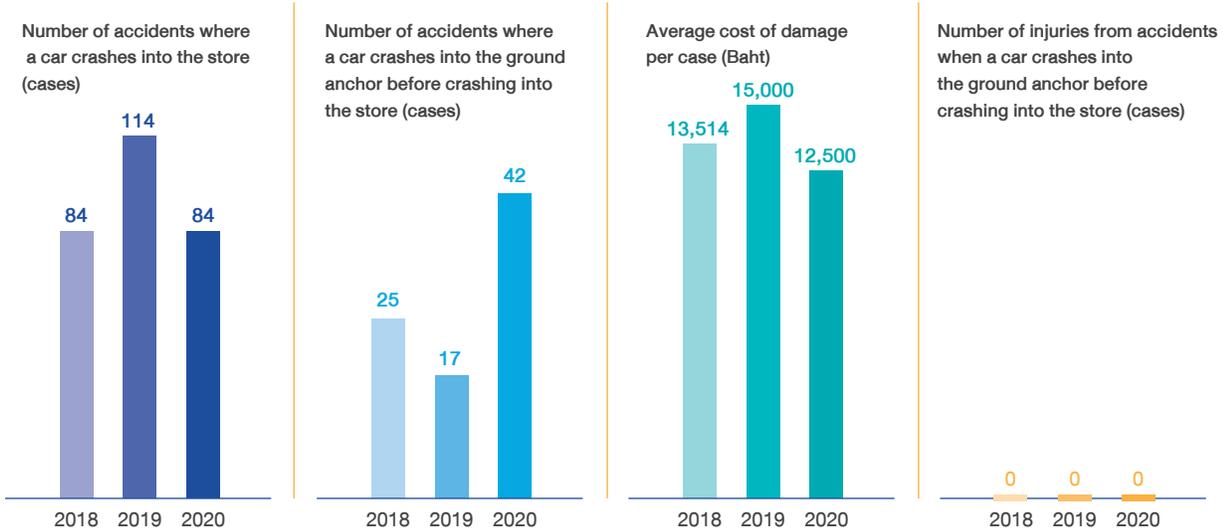


Injury Frequency Rate (IFR) (%)



5 Campaign to Increase Safety Standards in 7-Eleven Stores

The Company continues to expand the installation of ground anchors to reduce the severity of accidents from vehicles and loss to the 7-Eleven store. The mechanism of the ground anchor prevents cars or vehicles from moving by the hit-hide-halt. For 7-Eleven stores in high-risk zones that cannot install ground anchors, the Company installed 45-cm-high concrete beams and added 40-cm beams along the side walls of the store.



Ergonomics Risk Reduction and Stress Management Program



The Company promotes the everyday practice of proper ergonomics among employees to ensure wellbeing, good occupational health, and quality work. The Company organized “Stretches against diseases” program to provide knowledge about office syndrome and allow employees to take care of and protect themselves. A specialist was invited to advise on correct working postures to prevent muscle strain. In 2020, the “Stretches against diseases” activity was covered employees and managers from CP ALL’s distribution centers, Bellinee’s Bake & Brew unit, Kudsan unit, Gosoft (Thailand) Co., Ltd., the Panyapiwat Institute of Management, and retiring managers. A total of 483 employees participated in the program.







HOME

The heart, readily, to conserve
and protect the environment

This world is our cosy home. The forests, the rivers and the oceans are all hearts one must preserve. CP ALL is responsible in business operations, with genuine consideration to the environment by reduction of greenhouse gas emissions. The Company also increased renewable energy consumption and united Thais against the use of single use plastic bags at 7-Eleven across the country. Stores have been designed to be energy-efficient, facilitate mitigation against global warming with our own hands, for sustainable co-existence.



Climate Change Management, Alternating for Renewable Energy



Protecting the Ecosystem 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

In recognition of rising global temperature, CP ALL cannot remain passive to climate change. The Company is responsible for operating the business with caring heart for the environment, determination to reduce greenhouse gas emission, and using energy efficiently. The Company aims to develop products and packaging which are friendly to the environment, ready to build engagement with stakeholders - in order to, together, mitigate global warming.





Climate Change Management, Alternating for Renewable Energy



2020 Goal



Reduce GHG emissions intensity by

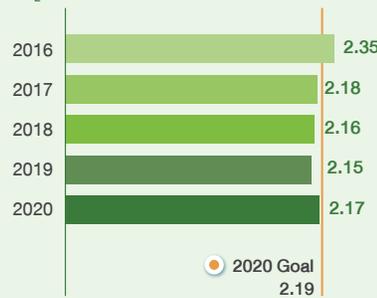
10%, compared to the 2015 baseline

Performance Against Goal

Percentage of total reduction of GHG emissions intensity (%)



Percentage of total GHG emissions intensity (tCO₂e per million Baht of revenue)



Note: The factors for GHG emissions of externally purchased electricity are changed by referring to Energy Policy And Planning Office, Ministry of Energy.

Key Performances in 2020



Total GHG emissions intensity

2.17 tCO₂e per million Baht of revenue



Total renewable energy consumed at

104,167 gigajoule (GJ) equivalent to **1.11%** of the total energy consumption



Reduced GHG emissions by

12,269 tCO₂e from the use of renewable energy



Reduced energy consumption by

42,871 megawatt-hour (MWh)



Reduced single-use plastic consumption by

10,869 tonnes

Supporting the SDGs



- SDG7** Ensure access to affordable, reliable, sustainable and modern energy for all
- 7.2 Increase substantially the share of renewable energy in the global energy mix
 - 7.3 Double the global rate of improvement in energy efficiency



- SDG12** Ensure sustainable consumption and production patterns
- 12.2 Achieve the sustainable management and efficient use of natural resources
 - 12.5 Substantially reduce waste generation through prevention, reduction, recycling and reuse



- SDG13** Take urgent action to combat climate change and its impacts
- 13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries

Challenges

Various studies have indicated that during the Coronavirus disease (COVID-19) pandemic, the release in the amount of carbon dioxide emissions have been dramatically affected and reduced as many businesses have decreased resource consumption for production and operations. Furthermore, the International Energy Agency (IEA) reports that there is up to a 6% reduction in global energy consumption, or the equivalent of India halting its energy consumption for the entire country, which is considered a significant reduction in the world’s carbon dioxide gas emissions. Nevertheless, the change in the reduction of carbon dioxide emissions mentioned is still considered not to be an important factor in solving the problem of climate change. But in fact, changes in production processes and aspects of energy are counted as the true transformations that contribute to the reduction of carbon dioxide emissions. CP ALL Plc. and subsidiaries (“the Company”) recognizes the importance of the state of climate change and aims to be part of the collective reduction in the emission of GHG. The Company realizes the importance of adaptation, increasing proportion of clean energy technology, and partnership-building throughout the supply chain, including designing the packaging to be environmentally friendly, promoting campaigns to reduce single-use plastics, and initiating the adoption of the use of renewable while still requires continuous and more vigorous support and promotion.

Progress in 2020



Ongoing project to reduce packaging plastics and single-use plastics consumption



Piloted electrical vehicles (EV) project in the logistics operations process



Ongoing CDP (Climate Change) Project to disclose climate change data



Ongoing project to expanded the installation of Solar PV rooftop for energy generation



Built engagement with store partners and customers to reduce environmental impact

Management Approach

The Company establishes climate change management through the sustainability development subcommittee to oversee and drive a wide range of various specialized working group committees such as the 7 Go Green working committees, committees to increase energy consumption efficiency and energy conservation, committees to install solar PV rooftop, committees to plant perennials for sustainable communities, etc. to drive flexible operations and in accordance to the “7 Go Green” strategy, resulting in empirical business operations with constant responsibilities such as increasing efficiency and conserving energy, increasing the proportion of clean energy consumption, plastic packaging management, and expanding sustainability in the supply chain.



The Company established the Climate Change Management Framework which consists of:

01 Commitment	02 Risk and Opportunity Assessment	03 Establishment of Policy, Goals and Strategy	04 Execution	05 Assessment and Evaluation	06 Communication with Stakeholders
to minimize impacts according to the laws, regulations, and the UN SDGS	of Climate Change is integrated into the Company's enterprise risk assessment, both in top-down and bottom-up management, using TCFD framework	in reducing and mitigating emission throughout the business' value chain	through multiple projects under the "7 Go Green" Strategy in 4 components	Refers to monitoring of progress against targets and analysis to identify improvement approach quarterly by the sustainable development sub-committee	Refers to strategy and its respective execution, as well as collaboration with stakeholders and progress

Guidance on Mitigating and Preventing the Risk of COVID-19



The spread of the COVID-19 has affected the packaging operations management to be more concentrated due to changes in consumer behavior of customers who must adapt to such situations previously mentioned. The increased amount of packaging according to customer demand is the reason for the rapid increase in the amount of waste generated during this situation where the COVID-19 is spreading. The Company is aware of the impact that happened by focusing on waste management, effective monitoring, and management in order to have the least impact on the environment.

Sustainability Goals towards 2030 Climate Resilience and Adaptation

It is an ongoing effort to tackle climate change, an issue that requires the corporation of the global population, the Company has studied and used data from leading institutions across the globe, which the information is the basis, for developing sustainability goals. Therefore, to increase operational challenges and in accordance with the determination to deliver happiness and opportunities for society, the Company has set a target in carbon emission from the Company's operations to be Net Zero Carbon by 2030 and intends to cooperate and control the rising global temperatures to be within 1.5 degrees Celsius in accord to the GHG reduction targets under the Paris Agreement based on the Science-based Targets (SBT). It is a challenge to maintain the balance between business growth and reducing carbon dioxide emissions. The Company supports the operations throughout the supply chain to enable all sectors to participate in supporting and taking part in driving goal achievements, which require cooperation from all parts of the globe, to strongly expand these actions further to achieve these goals.



Sustainable Development Goals from 2021–2030 Goal No.11 Climate Resilience

Net Zero Carbon
emissions by 2030



Climate Change Management Dashboard

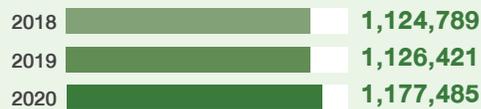
Total GHG Emissions (tCO₂e) Classified by Scope of Operation

CP ALL and Subsidiaries

Direct GHG emissions
(Scope 1)

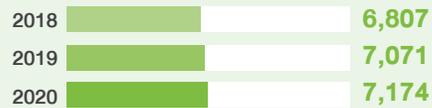


Indirect GHG emissions from energy consumption
(Scope 2)



Only CP ALL

Direct GHG emissions
(Scope 1)



Indirect GHG emissions from energy consumption
(Scope 2)

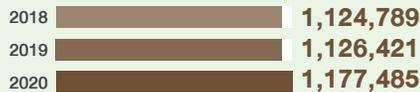


Total GHG Emissions (tCO₂e) Classified by Sources

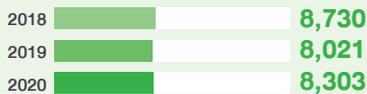
CP ALL and Subsidiaries



Electricity
purchased



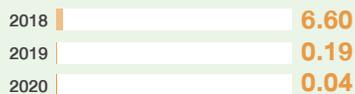
Diesel



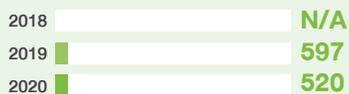
Benzene



Natural gas



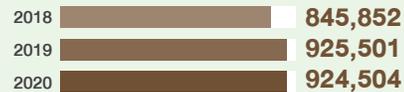
Biofuel
combustion



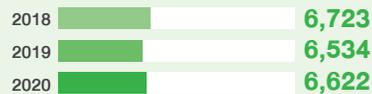
Methane from
the wastewater
treatment system



Electricity
purchased



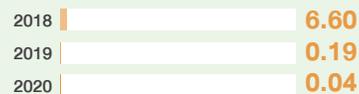
Diesel



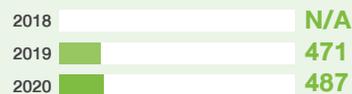
Benzene



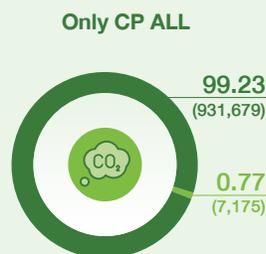
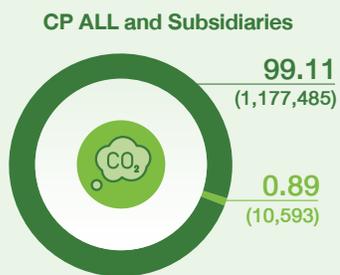
Natural gas



Biofuel
combustion

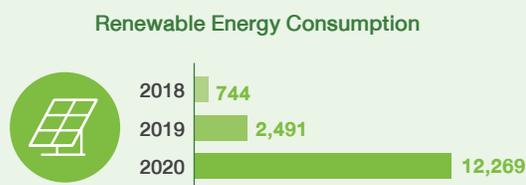
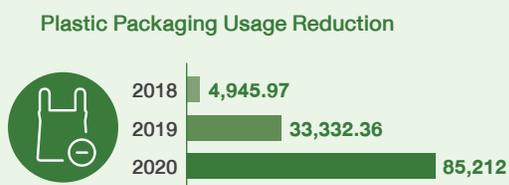


Percentage of GHG emissions (tCO₂e) Classified by Scope of Operation



● Direct GHG emissions (Scope 1) ● Indirect GHG emissions from energy consumption (Scope 2)

GHG Emissions Offset (tCO₂e)



Note: the use of renewable energy consists of the use of electricity from solar energy, solar derived thermal energy, and geothermal energy

Share of Energy Consumption (GJ)



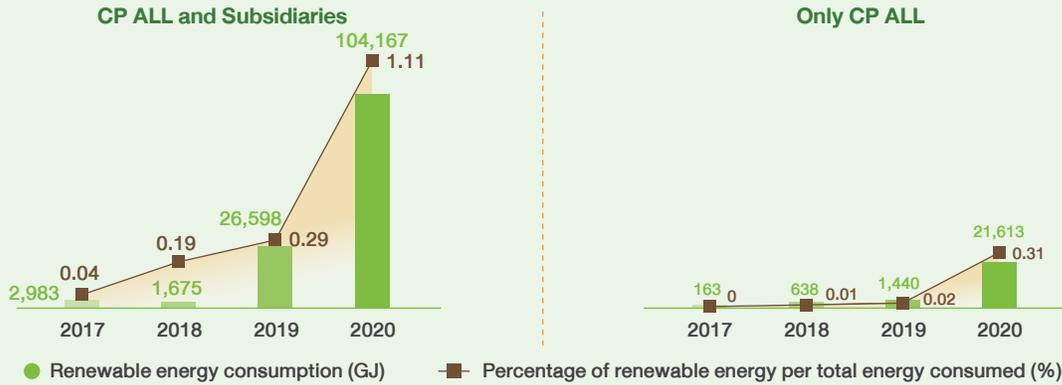
● Renewable energy ● Electricity purchased ● Non-renewable energy

Total Energy Consumption (GJ) Classified by Sources

		CP ALL and Subsidiaries				Only CP ALL	
	Electricity purchased	2019	8,578,506		Benzene	2019	15,363
		2020	8,699,470			2020	14,636
	Renewable energy	2019	26,598		Liquid petroleum gas	2019	348,141
		2020	104,167			2020	355,268
	Fuel oil	2019	0		Natural gas	2019	58,217
		2020	0			2020	63,533
	Diesel	2019	122,440				
		2020	122,788				

	Electricity purchased	2019	6,703,830		Benzene	2019	1,022
		2020	6,862,300			2020	1,010
	Renewable energy	2019	1,440		Liquid petroleum gas	2019	0
		2020	21,613			2020	0
	Fuel oil	2019	0		Natural gas	2019	0.003
		2020	0			2020	0.82
	Diesel	2019	94,275				
		2020	95,527				

Total Renewable Energy Consumption

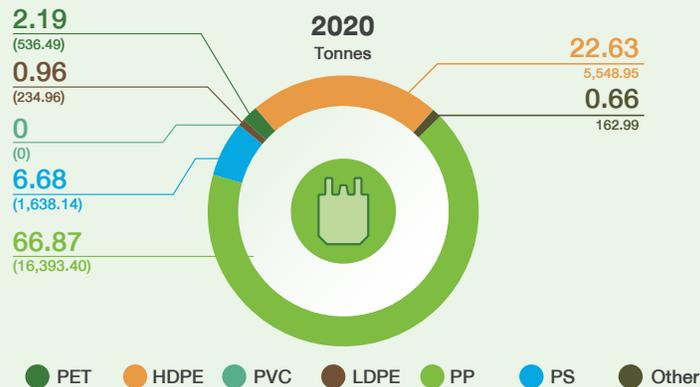


Plastic Packaging Management



Note: the scope covers primary packaging, secondary packaging and plastic used in the Company's operations.

Share of Total Plastic Consumption (tonnes) Classified by Plastic Type



Plastic Packaging Management (tonnes) Classified by Plastic Type



Note: N/A refers to no data or unable to collect data.

Management of Non-Plastic Packaging

Non-Plastic Packaging Consumption (tonnes) Classified by Plastic Type



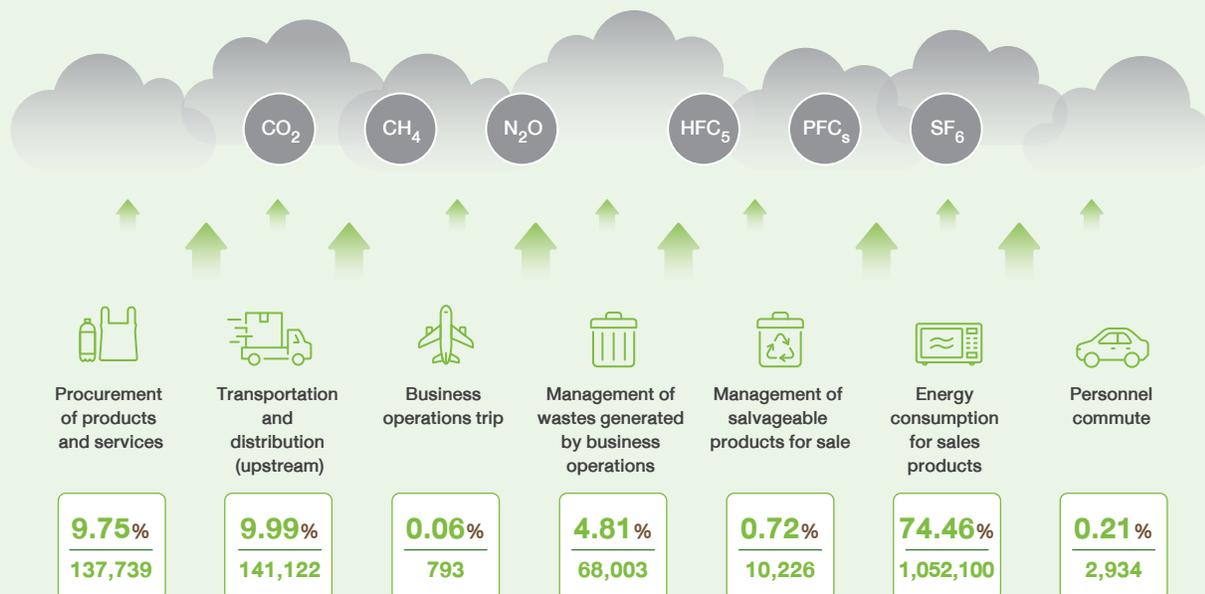
Total Weight of Recyclable or Certified Material Packaging (tonnes)



Percentage of Recyclable or Certified Material Packaging (%)



Total Other Indirect GHG Emissions (tCO₂e) by Category



Climate Change Risk and Opportunity Assessment

The Company focuses on risk assessment and opportunities for climate change risks from specifying risk factors relevant in each business unit’s operations through the assessment of the Sustainability and Corporate Governance Committee and following the reporting framework of the Task Force on Climate-related Financial Disclosures (TCFD), intended to assess the risks according to the policies announced in 2020, which has multiple factors and the preliminary results are as follows.

Risks and Opportunities	Impacts to Business
<p>Current Regulation</p>  <p>Opportunity to follow the Plastic Waste Management Roadmap, since 2018 – 2030, to drive the reduction of plastic pollution and to aim for the reduction of the consumption of plastic bags and single-use plastic.</p>	<ul style="list-style-type: none"> • Reduce the cost of purchasing packaging. • Reputation on plastic waste management and services that promote the reduction of GHG emissions.
<p>Emerging Regulation</p>  <p>Opportunity to trade and exchange GHG emissions, draft the Climate Change Act and regulations pertinent to GHG emissions as currently the exchange and trade of GHGs has not yet been enacted by law in the country.</p>	<ul style="list-style-type: none"> • Price structure and operating costs, and the supply chain. • Reputation for services promoting the reduction of GHG gas emissions.
<p>Technology</p>  <p>Risks from changes in technology may affect the adaptability of the organization, as well as risks arising from the consumers’ expectations for environmentally friendly products which require the use of new technologies in order to be managed.</p>	<ul style="list-style-type: none"> • Expense for technological change or technological improvements, as well as product improvement and products requiring new technology.
<p>Legal</p>  <p>Risks from changes to regulations or emerging regulations which may affect business operations; Opportunities for plastic waste management regulations to be utilized and incorporated into business ethics for partners.</p>	<ul style="list-style-type: none"> • Administrative expenses and alternative materials procurement to change the direction of plastic handling operations.

Risks and Opportunities	Impacts to Business
<p>Market</p>  <p>Risk with regards to the growing sustainable consumption growth ratio may result in the loss of market expansion opportunities if the Company fails to deliver products according to consumers' expectations.</p>	<ul style="list-style-type: none"> • Investment costs for new product development. • A reputation for services that promote reduction of GHG emissions.
<p>Reputation</p>  <p>Risk from the expectations of stakeholders to the products, services, and business management practices, which may affect reputation and brand value.</p>	<ul style="list-style-type: none"> • Ambiguity of creating contributions to environmental and climate change policies may negatively affect reputation.
<p>Acute Physical Risk</p>  <p>Risk from acute physical impacts from climate change such as flooding, transportation restrictions, interruptions in the production process, and difficulties in travelling for employees, etc.</p>	<ul style="list-style-type: none"> • Reduced revenue resulting from climate change producing an effect by decreasing consumer numbers. • Increased rate of employee absenteeism which may be caused by physical health problems and mental health problems which affects the efficiency of work operations.
<p>Chronic Physical Risk</p>  <p>Risk from chronic physical impacts from climate change, such as change from unpredictable climate-related conditions, rising temperatures, increasing number of hot days with higher temperatures, etc. Concurrently, extreme climate change patterns may affect immigration, insect infestations, and create a negative impact on agricultural products that may not deliver its full potential.</p>	<ul style="list-style-type: none"> • Production and quality of products. • Agricultural produce and product raw materials. • Energy management costs and performance.

Simultaneously, in 2020, the Company stresses the importance of climate change management in the business sector, therefore, knowledge and understanding have been provided to Risk Champions, who are the representatives of each department unit, trained in risk management, and organizes the Company’s risk assessment activities for climate change. The risk assessment activities have important issues for Risk Champions to assess the likelihood and severity of the consequences, such as the issue of acute flooding which affects the Company’s operations, the issue of acute flooding which affects the procurement of important raw materials, legal issues and government measures to control GHG emissions, legal issues and government measures to reduce single-use plastics consumption, the issues of the negative reputation of the Company from negatively impacting the environment, and the issue of consumer behaviors who have turned to products and services that are environmentally friendly, etc.

7 Go Green Strategy

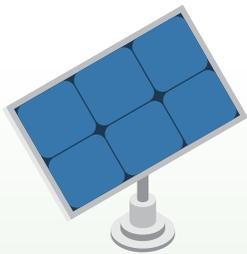
From the Company’s commitment to be a part of the action to reduce GHG emissions, including reduce in energy consumption, therefore operates through the 7 Go Green Strategy, a project that aims to create environmental sustainability for the community, society, and nation, focusing on results that reduce GHG emissions, energy consumption reduction, and decrease and discontinue plastic bag consumption throughout all 7-Eleven branches nationwide. All aiming to raise awareness of the value of the environment, encourage behavior change, and increase awareness of environmental conservation in order to develop business operations alongside environmental conservation. With cooperation from the community and society, together, the Company continuously communicates its environmental performance to stakeholders to demonstrate transparency in the Company’s environmental efforts which are traceable through the environmental indicator disclosure projects or CDP.





1. Green Store

The Company aims to operate based on environmentally friendly foundations, which emphasizes on efficient energy management and reduce GHG emissions under a variety of projects, in which the notable projects are as follows:



Renewable Energy Project

Electrical energy consumption from renewable energy sources at **19,503 MWh/year**

Reduce GHG emissions by **9,459 tCO₂e**

Reduce electricity expenses by **72 million Baht/year**

Supplier

Production

Distribution

Product Sales/Services

Customer



Energy Efficiency Project

Electrical energy consumption from renewable energy sources at **42,871 MWh/year**

Reduce GHG emissions by **20,792 tCO₂e**

Reduce electricity expenses by **158 million Baht/year**

Supplier

Production

Distribution

Product Sales/Services

Customer

SCOPE 1



- Reduce GHG emissions by

1,758 tCO₂e



- Reduce electricity expenses by

1.85 million Baht/year

SCOPE 2



- Reduce energy consumption in total by

224,547 gigajoule (GJ)



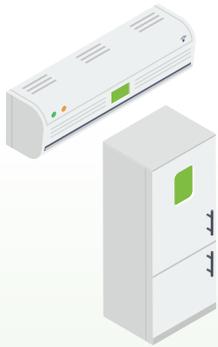
- Reduce GHG emissions by

30,251 tCO₂e



- Reduce electricity expenses by

230 million Baht/year



Refrigerant System Improvement Project

Reduce GHG emissions by **1,758 tCO₂e**
 Reduce electricity expenses by **1.85 million Baht/year**



Electronic Full Receipt / Electronic Full Tax Invoice Project

The Company opened a channel to receive receipts / simplified tax invoices / full tax invoices electronically via the 7-Eleven application. The operations initiative is in place for the continuous development and support of the Company's digital lifestyle, as well as for providing convenience to customers, since the launch of the project on November 26, 2020.

Impacts and Benefits

- Reduction of total receipts and simplified tax invoices by **4,471,018 items**
- Reduction of full tax invoices by **53,314 items**
- Reduced GHG emissions by **30.46 tCO₂e**
 or equivalent with planation of **85** 15-year old teak trees





2. Green Logistic

The Company aims to operate based on environmentally friendly foundations, which emphasizes on efficient energy management encompassing the operations of distribution and logistics which promote the reduction of fuel consumption and reduce GHG emissions under a variety of projects, in which the notable projects are as follows:



Renewable Energy Project

Electrical energy consumption from renewable energy sources at **5,794 MWh/year**

Reduced GHG emissions by **2,810 tCO₂e**

Reduced electricity expenses by **21.44 million Baht/year**

Supplier Production **Distribution** Product Sales/Services Customer



Energy Efficiency Project

Electrical energy consumption from renewable energy sources at **3,106 MWh/year**

Reduced GHG emissions by **1,506 tCO₂e**

Reduced electricity expenses by **11.49 million Baht/year**

Supplier Production **Distribution** Product Sales/Services Customer

SCOPE 1



• Reduced energy consumption in total by

490 GJ



• Reduced GHG emissions by

36 tCO₂e



• Reduced electricity expenses by

0.16 million Baht/year

SCOPE 2



• Reduced energy consumption in total by

32,041 GJ



• Reduced GHG emissions by

4,317 tCO₂e



• Reduced electricity expenses by

32.93 million Baht/year



Electric Vehicle (EV) Project

• Install electrical charging stations for vehicles in total

24 stations

• Initiate pilot project to utilize electric vehicles for transporting goods

• Initiate freight transport vehicle size modification project

- Reduced GHG emissions by **36 tCO₂e**

- Reduced electricity expenses by **0.16 million Baht/year**

Supplier Production **Distribution** Product Sales/Services Customer



3. Green Packaging

The Company operates within the policy and guideline on packaging under the aim of minimizing the amount of waste sent to the landfill process through the “Decrease and Discontinue” concept which supports the Government’s plastic waste management plan, which aims for 100% reuse of plastic by 2027. Therefore, the Company developed a policy for sustainable packaging in which the primary objective is to prevent negative impacts on the environment and while considering the sustainable development based on the Circular Economy concept. The considerations are from the packaging design stage to the selection of packaging stage for all processes which takes the Product Life Cycle into account. The part that the Company directly controls considers the benefits received for the safety of consumers and communities, must be in line with market demand, and adds competitive cost. Waste management is carried out appropriately and must provide the highest value, and materials must be sourced from sustainably – managed renewable resources. All in all, the Company’s main goal on Private Brand sustainable packaging management is for 100% of the utilized plastic packaging to have reusable, or recyclable, or compostable material properties by 2025. In achieving these goals, the following three principal measures and four guidelines have been created:



The 1st Measure

To decrease and determine alternatives to plastic at-source through development of eco-friendly packaging.



The 2nd Measure

To decrease and discontinue plastic usage during consumption through engaging with consumers to participate in driving the reduction of single-use plastic consumption.



The 3rd Measure

To manage post-consumption plastic waste through consumer support and encouragement to sort waste, packaging reuse and recycling (circular economy).

All Cafe **ฟ้ายุกดื่ม..ใหม่**
ไม่พึ่งหลอด

วิธีการใช้งาน
ช่องสำหรับยุกดื่ม

1. ดึงเปิด
2. กดเลือก
3. ยุกดื่มได้ไม่พึ่งหลอด

วิธีการใช้งาน
ช่องสำหรับตัด

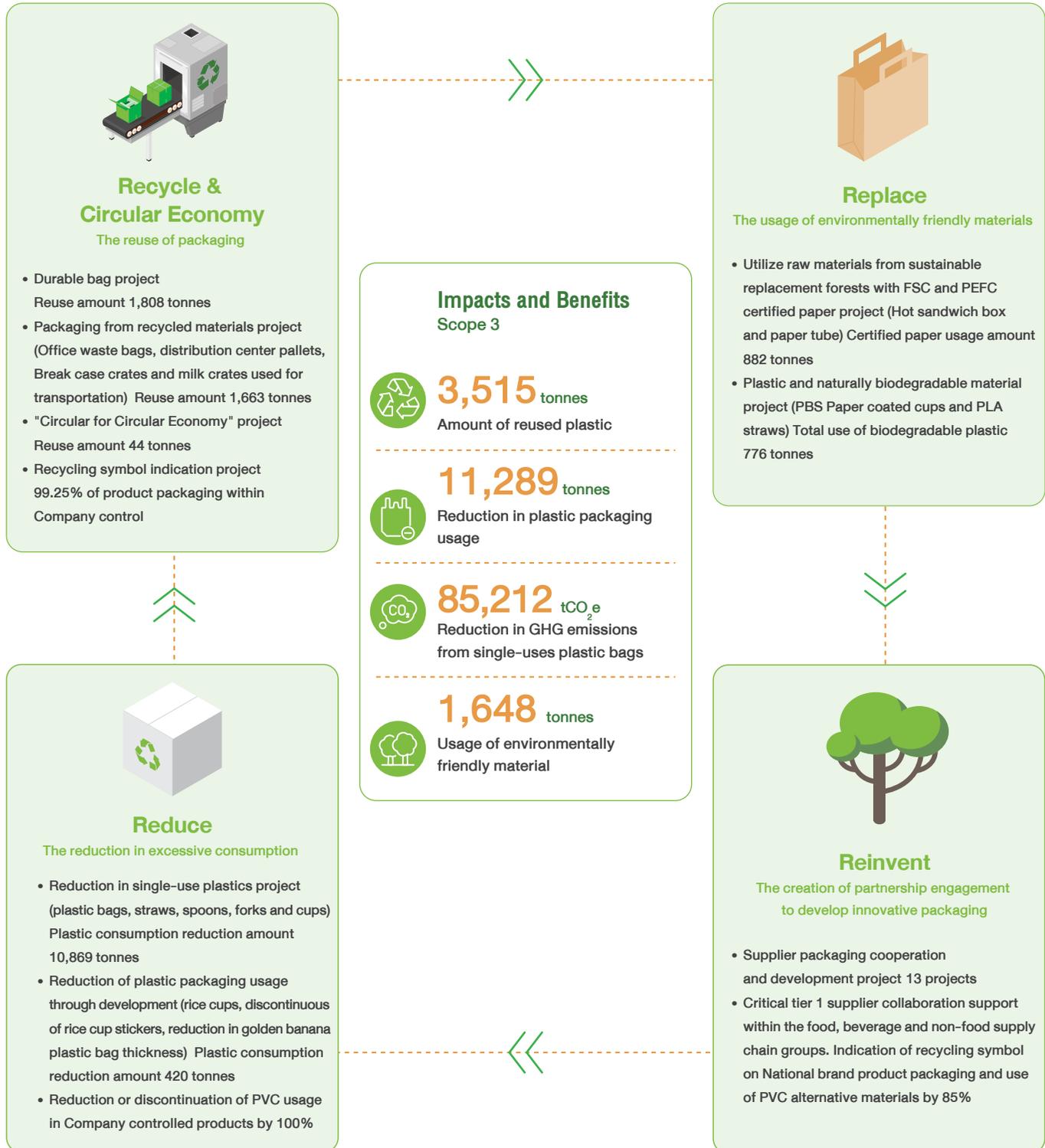
1. ดึงเปิด
2. กดเลือก
3. อร่อยกับก้อนแข็งหรือตัดกับขุ่น

ช่องสำหรับยุกดื่ม **ช่องสำหรับตัด**

All Cafe' ฟ้ายุกดื่ม..ช่วยลดการใช้หลอด
ร่วมกับระบบที่คัดขยะพลาสติกในจุดขาย
และสนับสนุนใช้มากของจริง...ลดปริมาณขยะ
ช่วยลดการใช้พลาสติกแบบใช้ครั้งเดียวทิ้ง (ปี พ.ศ. 2565)

7 Green **7 ELEVEN**

Green Packaging Management Project





4. Green Living

Continuing of the ‘Thais United Against Plastic Bags’ Through the ‘Reduction and Substitution’ Project

The Company follows the policy to reduce the use of plastic bags for the third consecutive year under the project ‘Thais united against plastic bags’. The project raises environmental awareness in reducing the use of plastic bags continues with the corporation of customers and partners in response to the government’s policy to create a network of private businesses to refrain from using plastic bags, as well as to create the culture and consumer behavior changes in refusing plastic bags. Therefore, the implementation of the plastic bag reduction

campaign requires cooperation from external stakeholders of the organization to operate efficiently. The project resulted in the cash equivalent of more than 238 million Baht in funding to purchase medical equipment for 391 hospitals across the country and donated alcohol gel to fight the COVID-19 in the project #ThaisStayTogether for universities, schools, vulnerable communities, temples, and charities, in total, 408 locations. In 2020, the combined plastic bags reduced was 2,935 million bags in total.



Together in 2020, the Company continues its “Reduction and Substitution” Project to promote the reduction in usage of single-use plastics, which includes spoons, forks, straws, and cups, which is collectively the second most common litter found in the sea (information from the Department of Marine and Coastal Resources). In 2020, the Company has set the target to reduce single usage plastic consumption to 1,000 million pieces. By conducting campaigns and promotions through various projects such as the Bring the Glass...Get Special Price project, Stop Giving Spoons and Forks, Please project, ALL Café No Cup projects nationwide, and the project of replacing plastics with environmentally friendly materials.

Impacts and Benefits



Reduction of plastic bag consumption

1,935 million bags



Reduction of single-use plastic consumption

1,029 million pieces



Reduction of plastic bag and single-use plastics usage

10,869 tonnes



Reduction of GHG emissions

85,212 tCO₂e

Supplier

Production

Distribution

Product Sales/Services

Customer

Low Carbon City

CP ALL Plc., in collaboration with the Thailand Greenhouse Gas Management Organization (TGO) and the United Nations Development Plan of Thailand (UNDP Thailand), ran campaigns to reduce plastic bag consumption and to continuously improve energy efficiency through sustainable management. The project was expanded to cover 5 provinces to promote urban development for the environment for the community and society, as well as to address the plastic waste problem, and as well as to focus on reducing GHG emissions.



Environment Enhancement and Safety with Supply Chain Partners Project

The Company arranged to meet with service partners from 7 companies to promote environmental enhancement and safety with partners throughout the supply chain to exchange knowledge with partners about the environment and safety within the factory, as well as visiting green industry operations and building good relationships with partners through opening opportunities for knowledge exchange with outside agencies to achieve integration and sustainable practices, including compliance with environmental laws and other related regulations which affect the Bang Bua Thong distribution center while emphasizing the use of raw materials and natural resources for the purpose of efficient energy consumption and to reduce the amount of waste, prevent the problem of pollution which may impact the environment, community, and society.



Development and Sourcing of Products for the Environment

The Company promotes the creation of various innovative products that are environmentally-friendly by assessing the carbon footprint of the product and requesting the product carbon footprint registration from the Thailand Greenhouse Gas Management Organization (Public Organization): (TGO). In 2020, the Company registered to be certified with the Carbon Footprint Product Label for 5 products and proceeded with the Carbon Footprint Reduction Label for 2 products.



Protecting the Ecosystem Committing to Being Green

CP ALL operates business by committing to minimize its impact to the environment. With the heart and purpose of green, the Company creates activities that will improve surrounding ecosystem. This included management, recycling or correct treatment of waste. Biodiversity in the forest and the oceans must be protected to preserve the balance sustainably, so it can be shared to future generations.





Protecting the Ecosystem and Committing to Being Green



2020 Goal

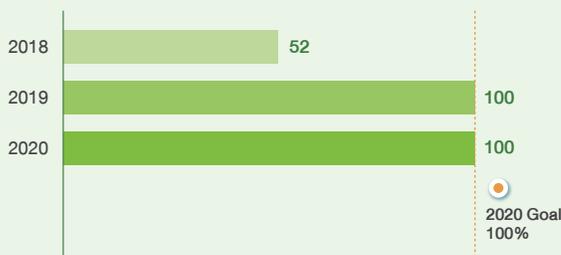


100%

of raw material passed an assessment to ensure that the source is free from deforestation and damages to marine resources

Performance Against Goal

Percentage of raw materials assessed to be from responsible sources (%)



Key Performance in 2020



Utilization of **20 tonnes** of food waste from the 'Food Waste Management' pilot project in Koh Samui



Release of juvenile blue crab **200,000 crabs**



Current total accumulation of planted trees **15,706 trees**

Supporting the SDGs



SDG12 Responsible Consumption and Production

- 12.3 Halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses
- 12.5 Substantially reduce waste generation through prevention, reduction, recycling and reuse



SDG14 Conserve and sustainably use the oceans, seas and marine resources for sustainable development

- 14.1 Prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution



SDG15 Protect, restore and support sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt biodiversity loss

- 15.1 Ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements

Risks and Opportunities

Biodiversity is at the heart of restoring and maintaining the ecosystem, an aspect not only important for the environment but also for human life. The origin and supply of economic and industrial resource stems from proper biodiversity preservation. It is a challenge to maintain the balance of nature through mitigation and joint restoration of the ecosystem while simultaneously conducting business activities. In the use of natural resources as raw materials in sales and logistics activities, waste from excess products impact the environment directly and indirectly through climate change. The impact includes food security risks for vulnerable groups as well as risks for operating businesses. Therefore, CP ALL Plc. and its subsidiaries (“the Company”) strongly intends to continue environmentally responsible business operations, place importance towards protecting and reviving ecosystems and biodiversity and conduct business activities with caution in order to minimize impact towards the environment. These actions will grant the next generation the opportunity to utilize valuable natural resources sustainably.

Progress in 2020



Expansion of project ‘Ton Kla Rai Thung’ (new generation, zero waste) to include

54 the pilot schools



‘Food Waste Management’ in Koh Samui pilot project



WE GROW for ALL project

Management Approach

With awareness of the importance of biodiversity, the Company has set policies and operational guidelines to minimize impact on ecosystems and biodiversity. Additionally, other important matters include the restoration and conservation of natural resources and the environment through waste management, support for the protection of natural resources and the increase of forest areas.

Guidance on Mitigating and Preventing the Risk of COVID-19

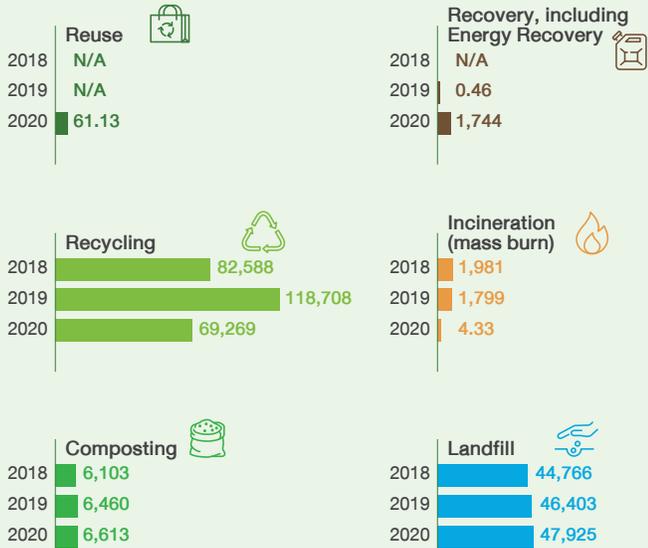


The Coronavirus disease (COVID-19) pandemic has driven people to find solutions to protect and cure themselves. In an effort to protect oneself from the novel coronavirus, some resort to exploiting plants and wildlife and thus has wreaked havoc on various species. This finding corresponds well to the global biodiversity evaluation report which states that over 1 million species of fauna and flora currently face the worst ever existential risk and potential extinction caused by humans. Therefore, the Company has strived to conduct businesses while taking into account management of the environment and biodiversity and minimized business operation impact towards the ecosystem. This effort supports the protection of the ecosystem and reduces business operation risks. The Company has incorporated the aforementioned issues into one of the sustainability goals to steadfastly form collaboration to protect and restore the ecosystem and biodiversity in every Company operating area.

Ecosystem and Biodiversity Protection Dashboard

Total weight of waste generated (tonnes) by disposal methods

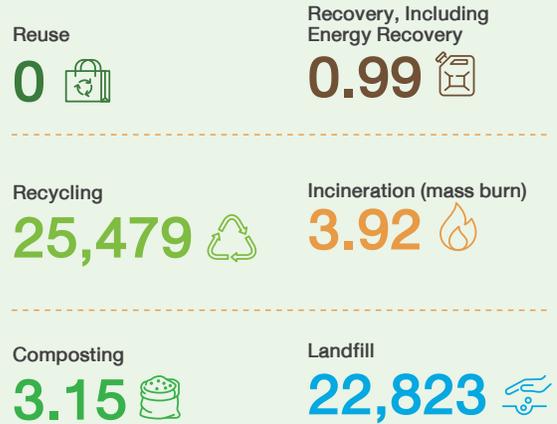
CP ALL and Subsidiaries



Note: Includes hazardous waste and nonhazardous waste

Only CP ALL

2020



Note: Includes hazardous waste and nonhazardous waste

Percentage of Waste Management

- Waste diverted from landfill (utilization)
- Waste directed to disposal



Waste intensity (tonnes per million Baht of revenue)





Changing Behavior: Encouraging Customers to Sort Garbage

New Gen Zero Food Waste Project Year 3

This project aims to support the youth and students by providing an opportunity to display their ability and creative ideas to tackle food waste issues altogether. These displays are delivered in conjunction with raising awareness of food waste problems that arise among the youth and the general public. Furthermore, CPRAM Co., Ltd. has collaborated with King Mongkut's University of Technology Thonburi in organizing the video clip contest 'New Gen Zero Food Waste Project' where the winner is awarded a prize worth more than 360,000 Baht. The project has been very well received and has continued for the 3rd year. In 2020, over 234 teams, composed of 102 secondary education level teams and 117 tertiary education level teams, participated. The winning team from the secondary education level is from Team Pheasant of St. Dominic's School and has presented their work 'Food Waste Break Heart'. The winning team from the tertiary education level is from team "RESET PRODUCTION" of Rangsit University and has presented their work 'How can I leave a heart in the box?'.



Impacts and Benefits

Participating Teams
(teams)

234



Work Entries (works)

• Secondary level **102**

• Tertiary level **117**



Waste Management and Circular Economy

There is awareness of various environmental problems which arise from improper waste management. Such cascade effects include contamination in the ecosystem, the generation of greenhouse gases which in turn causes climate change affecting ecosystems and biodiversity, and the outflow of plastic waste into water bodies and oceans which impacts life in oceans. Therefore, the Company has focused on the management of waste through different approaches encompassed mainly by the Circular Economy concept. Special emphasis is given to recycling processes that converts waste into reusable material in order to reduce contamination in the ecosystem.



Recycle Plastic Road Project:

This project accepts donated excess plastic, grinds the plastic and mixes it with asphalt to level the ground in front of 7-Eleven stores. Therefore, employees and the community can participate by donating excess plastic, such as plastic bags, bottles and food packaging. This project has supported the reuse of wastes by 1.134 tonnes.

CPRAM Green Life Project # Send Plastics Home:

This project encourages employees to sort plastic wastes, collect plastic and deliver plastic to the recycling project. This project has supported the reuse of wastes by 0.237 tonnes.

Recycled Material Pallet Project:

The project utilizes plastic packaging made from recycled material sources. The process involves collection of degraded plastics for the recycling process and injection molding to transform degraded plastics into plastic pallets.

Impacts and Benefits

Input

Total weight of waste entered into the waste reuse process

	Plastic	38.73 tonnes
	UHT milk / juice cartons	5.19 tonnes
	Food waste	20 tonnes



Output

Resulting products from the reuse process

	Plastic roads	3 stores
	Packaging from recycled materials	1,663 tonnes
	Student table and chair sets	11 sets
	Fertilizer	10 tonnes

Food Waste Management Project :

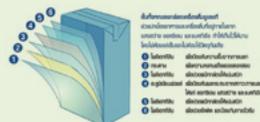
The 7-Eleven food waste and plastic packaging management project collects, sorts, converts and creates agricultural products and recycled products. This project has supported the waste recycling by 2.7 tonnes.

Delivering Waste for Recycling by SPEED-D Project :

The SPEED-D delivery service of CP ALL Plc. (7-Eleven) facilitates and provides customers the opportunity to easily request pickup of cleaned recyclable plastic waste at an affordable price point 24 hours a day. The service offers a channel for customers to send in sorted wastes for correct recycling through projects such as the won project, sending plastic home project and the waste to energy project, for instance. In 2020, (July to December) over 34.65 tonnes of recycled plastic have been shipped.

Magic Box Recycling for Sharing Project :

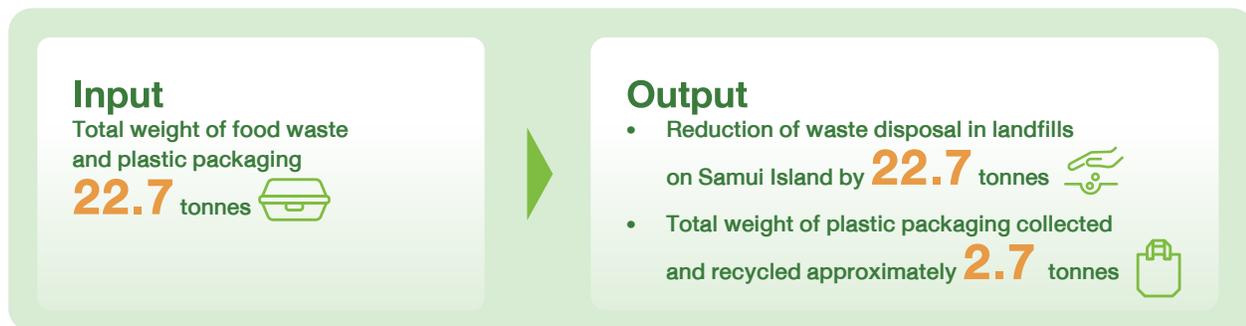
The project acts as a centralized unit for collecting UHT milk cartons, juice cartons or beverage boxes to be recycled and converted into furniture, including table sets and chairs, for the 7 Green Store and schools in need of those products. This project has supported the waste recycling by 5.19 tonnes.



Food Waste Management Pilot Project on Samui Island

CP ALL Plc. has initiated the pilot project ‘Food Waste Model’ which manages waste and plastic packaging from 7-Eleven stores through processes of collection, sorting, conversion, and the creation of agricultural products and recycling products. In 2020, the Company has initiated the pilot project on Samui Island in collaboration with Green Island Foundation, Valuable Waste Center, Samui School, Theiparas School and Aunt Nui Waste Control on Samui Island. The total collected food waste and plastic packaging from 50 7-Eleven stores account for 60% of stores operating on Samui Island to be processed into animal feed and agricultural fertilizer for farmers within the network.

Food Waste Model



Ton Kla Rai Thung Project

The project ingrain a mindset in the youth and communities to significantly reduce waste, under the “CONNEXT ED” future education project of Thap Sakae Kindergarten in Prachuap Khiri Khan Province. The specific aim is to reduce and eliminate the use of objects that can become waste such as straws, paper plates, and single-use glasses. This measure relies on cooperation with the merchants in the school whereby they disuse and halt the sales of products that will generate waste and promote the purchase of personal glasses for students as a method to reduce the use of single-use glasses. At the same time, more than 600 students in the school were taught to take part in the management of everyday waste from the beginning. Additionally, this project includes developing and integrating courses in relation to waste management, potential recycling what people consider to be waste and the conversion of wastes into organic materials. This project regenerates an income for the school and resulted in the reduction of waste from 15 tonnes per month to just 0.0002 tonnes per month. Moreover, this project has expanded to become a “Community Learning Center” welcoming people interested in visiting, learning about waste management, and disseminating knowledge with communities and other schools in association with network partners, school groups and civil society organizations.



With much success, the Company has decided to pilot a Memorandum of Understanding (MOU) with 54 schools under the Foundation for the Future of Education CONNEXT ED in 2020. The MOU with these schools includes the intention to implement such projects at their respective schools and the establishment of a “Community Learning Center” to assist with the reduction of wastes within the school and surrounding communities. The Company has contributed to this effort in multiple ways such as with budget support, provisions of waste management project manuals like those from the ‘Seedlings Without Bins’ project and learning materials to supplement a “Community Learning Center”, advice giving, monitoring and close evaluation. The culmination of these efforts lead to the establishment of a “Community Learning Center” which provides waste management knowledge to the community and an enhancement to the ‘Seedlings Without Bins’ which provides novel techniques, which no longer requires buckets to manage waste, and mainly focuses on the proper sorting of different wastes only. The Company aims for further expansion of this project under CONNEXT ED to encompass 100 schools in 2021 and 392 schools nationwide during the 2022 academic year.



4R (Reduce, Reuse, Recycle, Rethink) Project

is a project CP ALL Plc. collaborated with Rajamangala University of Technology Thanyaburi to develop new recycling innovations to convert aluminum coated plastic coffee bean bags, aluminum gas tubes and coffee grounds into construction material and environmentally friendly products to boost corporate image and support to the 7 Go Green strategy.





Maintaining Biodiversity

The Company has focused on biodiversity issues while conducting operations and realizes that risks and impact may arise as a result of Company activities. Various projects have been established to instill confidence that the ecosystem and biodiversity would be minimally impacted or disturbed, to restore natural resources which have been decimated and to drive the ecosystem back to equilibrium and a state of sustainability.

Sustainable Blue Crab Project in Thai Seas

Currently, crab meat, which is an ingredient with increasing market demand, is a key raw ingredient in CPRAM Company Limited products. As consumers within the market continue to increase demand and depleting natural sources are not able to keep up with supply, a risk towards food source stability has been created. Therefore, the Company in conjunction with fisherman, Coastal Fisheries Research and Development Center Region 3 (Surat Thani province), and Wiya Crepe Product Co., Ltd., has encouraged and supported crab conservation initiatives in the Gulf of Thailand and Andaman Sea. The implementation of the Sustainable Blue Crab Project in Thai seas aims to increase Blue Crab populations in coastal regions of Surat Thani province. This is achieved by raising juvenile Blue Crab and releasing them when they reach the ‘Young Crab’ stage into their natural marine habitat where they can grow to become mature crabs. Furthermore, this project promotes local fishermen businesses and raises awareness of responsible Blue Crab fishing in order to increase the crab population in the coastal areas.

The Sustainable Blue Crab Project is a project the Company has given importance to, supported for over 5 years and aims to increase the crab population in their natural habitat by 200,000 per year. In 2020, the learning center and hatchling facility at the research and development center for coastal marine life has been developed at the Coastal Fisheries Research and Development Center Region 3 (Surat Thani province). Moreover, garbage collection activities around the island have assisted the conservation of coastal natural resources.

Impacts and Benefits 

200,000 juvenile crabs
 have been released into the wild

Over **700,000** juvenile
 crabs have been released since
 project initiation 



Community Rare Plant Distribution Center

The Ban Nong Ma community area in Buriram province, which is also one of the Company's distribution center locations, has a hot and arid climate. In the past, rare plants in this area were cut down for use and thus, the Company had an idea to establish a community rare plants distribution center. These rare plants include *Dipterocarpus obtusifolius*, *Shorea roxburghii*, *Dipterocarpus intricatus* and *Dolichandrone serrulate*. The operation starts from seed selection and progresses to seed planting and nursery cultivation with the final processes being reintroduction planting in the natural habitat and collaborative nurturing by the community. Together with the experience and expertise of the Company plant specialists, a dedicated team and the community, this initiative was first brought to Ban Nong Ma Community before project expansion to Wat Pa Chai Prasit Wanaram in Buriram Province. The aim is to deliver over 10,000 trees to communities by 2022.

Impacts and Benefits

Trees provided
to communities
1,080 trees



Joint Management of Biodiversity with Suppliers

The Company visualizes the importance in jointly managing the ecosystem and biodiversity with suppliers. This measure is needed in order to ensure products and services along the value chain does not severely impact the ecosystem and therefore, has led to the inspection and evaluation of suppliers. The aim is to provide confidence that the products delivered are sourced from responsible sources and that the sourcing of raw materials do not severely impact the ecosystem and biodiversity.

100 %
of suppliers evaluated
for biodiversity



Canned Tuna Traceability Project

The production of canned tuna is one of the processes affecting marine ecosystems and biodiversity. The Company is aware of the importance of acquiring such products from these sources and therefore, has established the canned tuna traceability project. The function of this project grants consumers the confidence that the tuna, which originated from the sea before being canned, has been caught in circumstances which minimally impacts natural marine resources. In 2020, the independent environmental campaigning organization or Greenpeace published the Sustainability Ranking Report for Southeast Asian Canned Tuna Volume 4. This report evaluates policy progress in terms of the environment and labor in 7 aspects. In this report, Siam Makro Public Company Limited is ranked as the No. 2 sustainable canned tuna producer in Thailand and No. 1 in the retail segment. Makro’s latest ranking score increased 14% from the previous evaluation. The result has enabled the Company to foresee opportunities for further development and has proceeded in working towards increasing sourcing capacity for tuna supplies sustainably.

Makro recognizes the importance in environment conservation. We have therefore selected only Skipjack Tuna fished by siege nets; certified for safety and zero impacts on dolphins. Fishing was done in waters where this tuna naturally habits, in western and central Pacific Ocean.

“For the World. For Ourselves. For Sustainable Resources”

Product Quality Standards for Sustainable Fisheries and Responsible Aquaculture Project

Makro is committed to providing the finest seafood products from quality sources that fulfill official standards. Products under the Ocean Gems brand from Indoguna lordly, a company within the Makro group, was accredited with the Marine Stewardship Council (MSC) standard and Aquaculture Stewardship Council (ASC), which are widely accepted standards among world experts in terms of certification for sustainable fisheries and responsible aquaculture. Some examples of certified products are cooked white venngam shrimp, hard shell mussels and haddock fillets. In 2021, Indoguna lordly aims to expand its accreditation globally.



Forest Restoration

The Company realizes the importance of forest restoration to conserve natural resources and the environment, which has deteriorated, in addition to meeting the goal of being net zero carbon dioxide emissions by 2030. Furthermore, the Company aims to fulfill the goal to jointly protect and restore the ecosystem and biodiversity. Thus, various activities have been organized with the intention of ingraining a positive attitude towards planting trees and to foster engagement with stakeholders. The Company has commissioned a working group tasked with planting perennial trees to create sustainable communities. CP ALL Plc. monitors and drives the tree planting performance through the establishment of a framework consisting of 4 stages.



Currently, the Company has collectively planted over 15,700 trees in every Company operating area capable of planting as shown in the figure.

Operating Area		Area (rai)	Number of Trees (trees)
 Areas Within Distribution Centers Nationwide		627	1,695
 Areas Within Tara Park, Nonthaburi Province		54	237
 Areas Within 7-Eleven Tara Pattaya, Chonburi Province		4	19
 Areas Within Panyapiwat Institute of Management (PIM EEC), Tara Khao Chi Chan		113	6,007
 Areas Within Siam Makro Public Company Limited Distribution Centers and Office Buildings Nationwide		N/A	5,748
 Areas Within CPRAM Company Limited at Khao Mod Ngam, Nong Yai District, Chonburi Province		10	2,000

With Our Hands Reforestation Project at Tara Khao Chi Chan

In order to increase green areas in Thailand, over 600 Company executives and employees have joined the reforestation effort at Tara Khao Chi Chan to develop and improve the local landscape. The 113 rai of new green area, embedded with various plant species, provides a shady and cool climate in addition to creating awareness for the continued conservation of natural resources.



Mangrove Planting Project 1st Year

The mangrove plays an important role in coastal ecosystems by providing an area for breeding, rearing, and essentially a habitat for marine life. For this reason, the Suvarnabhumi distribution center foresees the importance of mangrove forest area conservation and rehabilitation and has established the activity, ‘Planting Mangrove Forests 1st Year’ in the Chonburi province area with collaboration of employees, suppliers and communities.

Impacts and Benefits

Planted

200 mangrove saplings



which covers an area of

1 rai

WE GROW for ALL We Plant for Everyone Project

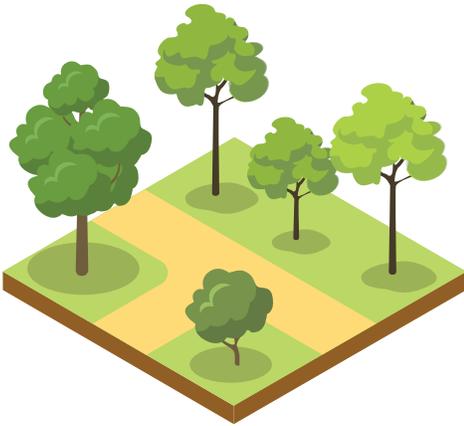
This project is one of multiple projects the Company has established to create and stimulate awareness of nature conservation. This initiative is driven by the working group on planting trees for sustainable communities and supports the success in reaching the net zero carbon dioxide emissions target. The activity, “Showing off our trees”, is the first in this project which campaigns for employees to plant perennial trees. The project has been designed to be appropriate for the digital era by the utilization of the We Grow app. used to support the recording of tree planting and calculate the reduction in carbon dioxide gas emission.



ดาวน์โหลดได้แล้ววันนี้



Impacts and Benefits
 “displaying our trees”
 amounting to
4,000 trees



“CPRAM Forest Best for Life Project 1st Year Plant for Life Betterment” Project

CPRAM Company Limited in collaboration with the Department of Forestry, Lat Krabang Industrial Estate, and communities within the the Lat Krabang district of Bangkok, have contributed to the “CPRAM Forest Best for Life Project Year 1 Plant for Life Betterment” Project to reforest declining forest areas across an area of 10 rai at Khao Mod Ngam area in Nong Yai District, Chonburi Province, Eastern Thailand. This forest area which holds a water source and a habitat for wild animals is to be revived to it’s former unspoiled state in the best way possible to continuously sustain and conserve biodiversity.





Water Stewardship

With social responsibility and heart for water conservation, CP ALL uses every unit of water with appreciate. Wastewater must be treated accurately. Water resource is subject to be recycled and reused. Simultaneously, the Company cares for and conserves water resource from upstream to downstream. This is in order to ensure that everyone in the society gets the opportunity to use quality, safe water sufficiently and sustainably.



Water Stewardship



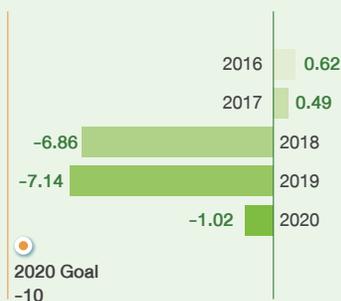
2020 Goal



Reduction of water withdrawal per unit of revenue for **10%** compared to the 2015 baseline

Performance Against Goal

Percentage of Water Withdrawal Intensity Reduction, compared to the 2015 baseline



Water Withdrawal Intensity (cubic meters per million Baht of revenue)



Key Performance in 2020



Water withdrawal intensity is at **17.46** cubic meters per million Baht of revenue.



Water reused and recycled by **7.90%** of total water withdrawal



100% completion of water risk assessment of the Company's 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 areas

Supporting the SDGs



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

- 6.3 Improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally
- 6.4 Substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity, and substantially reduce the number of people suffering from water scarcity.



SDG12 Ensure sustainable consumption and production patterns

- 12.2 Sustainable management and use of natural resources.

Risk and Opportunity

The climate change situation with relevant to economic development, and population growth has led to changes in forms of water usage in industry, and higher demand for water in communities which resulted in scarcity risks for water, a primary resource for life and various business operations. Concurrently in 2020, the Coronavirus Disease pandemic (COVID-19) has increased risks in terms of both quantity and quality of water resources. CP ALL Public Company Limited and its subsidiaries (“the Company”) recognizes the issue and impact from such risks and strives to focus on efficient and complete management of water resources throughout the supply chain. Additionally, the Company established sharing opportunities to access water resources in all areas and prepares for risks and changes which may occur during crisis. This measure enables equal, safe and sustainable water usage in all social strata.



Progress in 2020



Continuing project in performing water scarcity risk assessment in the Company’s operational areas



Continuing project in performing water scarcity risk assessments in Critical Tier 1 Suppliers’ operational areas

Management Approach

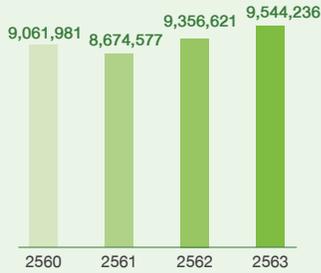
The Company focuses on efficient water resource stewardship throughout the supply chain from upstream to downstream. In order to provide emphasis in this matter and pay additional attention to the customers by fully acknowledging responsibility, the Company has deployed measures to assure customer satisfaction in the aspect of quality (freshness, cleanliness, and safety). Additionally, the Company plans to increase the efficiency of water withdrawal per unit of revenue by the management of water scarcity risks, increasing portions of water for recycle and reuse, promoting the water stewardship, the conservation of water, campaigning for economical water usage to people within the organization as well as stating importance in promoting the communities’ access to water sources.

Guidance on Mitigating and Preventing the Risk of COVID-19

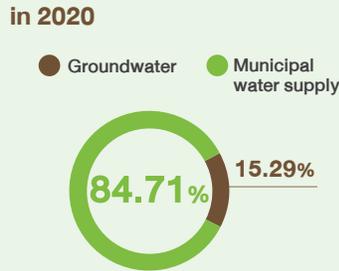
The COVID-19 pandemic has had an impact towards enhancing access to safe and sanitary water in addition to the scarcity of clean water amidst increasing demand. The Company realizes the importance of access to clean water and takes into account the long-term demand for water. Therefore, the Company has devised more efficient water management practices to respond to customers and communities in society in every situation that could occur both in the present and in the future.

Water Stewardship Dashboard

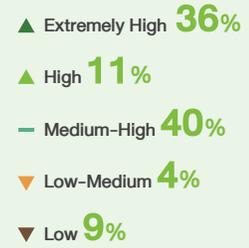
Total Water Withdrawal (cubic meters)



Proportion of Water Withdrawal according to sources (cubic meters)



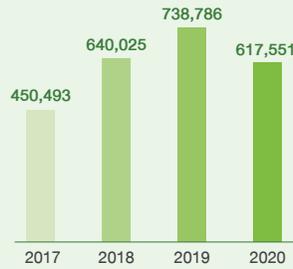
Proportion of water withdrawal from the Company's operation sites with water stress



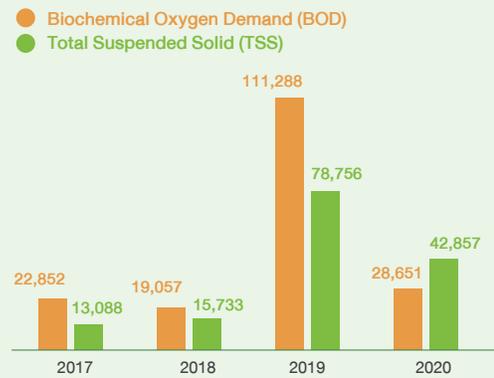
Water Withdrawal Intensity (cubic meters per million Baht of revenue)



Treated Wastewater Volume (cubic meters)



Quality of Treated Wastewater (kilogram)



Note: Volume and quality of treated wastewater data measurement values adheres to legal requirements and was obtained from CPRAM Company Limited only.



Water Risk Assessment throughout the Supply Chain

The Company’s primary source of water is the national municipal water, which is used for general purposes such as, washing and cleaning, and for the production processes. Additionally, the Company obtains water from other sources such as groundwater, which is specifically used in some operating areas by CPRAM Company Limited and Siam Makro PCL. However, the Company realizes the importance of water use and prevents water scarcity in community areas. The efficient management of water sources is achieved by conducting water scarcity risk assessments (Water Stress) in all Company operating areas by using the Aqueduct Tool* developed by the World Resources Institute (WRI). The risk assessment conducted reveals that 36% of Company’s operating areas are categorized as Extremely High and 11% of Company’s operating areas are categorized as High. Upon assessing water scarcity within the stated operating area, the Company proceeds to manage risks by appointing a work committee with the target and plan to reduce water consumption by 10%, in accordance to Company goals. Additionally,

various projects have been established to support the reduction of water consumption, wastewater treatment, and the reuse of water.

Additionally, the Company foresees an opportunity to jointly manage water while maintaining water impact at a minimal for water consumers. In 2020, the Company proceeded with water scarcity assessments for 216 Critical Tier 1 Suppliers using the Aqueduct Tool. The results of the assessment reveals that 31 Critical Tier 1 Suppliers are operating in an area with potential water scarcity categorized as Extremely High and High. As a result of the information obtained, the Company proceeded to collaborate with suppliers in an effort to reduce risks related to water and enact the stewardship of water resources. The various examples of such effort include to the collaboration with various agencies and communities, the utilization of highly effective tools to ensure efficient usage of water, and the reuse of water. The current collaboration with Critical Tier 1 Suppliers in high risk is at 100%.

* Refer to Aqueduct Global Maps 3.0 Data, August, 2019



The Company manages water resources in various appropriated ways depending on operating conditions and context of each operating area through the following operations.

Water Conservation Project

Zero Wastewater Discharge Project

The Company realizes the importance of water resources and therefore has continuously implemented the Zero Wastewater Discharge project through efficient usage of water, wastewater management aiming for utilization and reduction of wastewater discharge into public waterbody through implementations and collaboration of various departments. such as



Reused of Water Discharge from Air Conditioning Unit Project at Suvarnabhumi Distribution Center

The Suvarnabhumi Distribution Center has discovered that discharge water from air-conditioning units, which flows into drains, within the canteen area accounts for an average of 36,000 liters per year. The engineering department has proceeded to install a water collection reservoir to accumulate this amount of water for reuse, such as for watering plants within the center. As a result, over 36 cubic meters of water per year was saved.



Hatyai Distribution Center Project

The Hatyai Distribution Center has proceeded to install an automatic sprinkler system which uses quality-standard-assured treated wastewater to water plants, the lawn and trees within the distribution center. This initiative reduced water consumption by 15 cubic meters per day. Additionally, the Company uses water runoff from cleaning product crates to water plants within 4 distribution centers including the Buriram Distribution Center, Nakhon Sawan Distribution Center, and Bang Bua Thong Distribution Center, in an initiative for the most cost-effective use of water.



Water Efficiency Improvement Project

CPRAM Company Limited (Lat Lum Kaeo factory) has established a water stewardship department responsible for managing water scarcity issues in the water supply system of surrounding communities through the usage of groundwater sources instead of the surface water sources. The Company has pumped groundwater from approximately 500 meters depth. The pumped water has temperature at 50 degrees Celsius which is used for production equipment washing. This new method replaces the previous which requires electrical heating of water. In addition, the development of wastewater treatment enables a discharge of higher quality than the level stipulated by law and enables the recycling of wastewater from production processes within the factory into completely reusable water for other purposes i.e. temperature control functions within coolant towers of the cooling system, watering plants, and cleansing of surface areas. This project assisted our development of advanced technology for water quality improvement, created a positive attitude among the community people, and reduced environmental impact to a minimum.

Impacts and Benefits



Reduction of municipal water supply usage by **23,865** cubic meters



Usage of groundwater instead of municipal water, reducing **1,287,837** cubic meters of municipal water consumption



Reduction of electricity consumption within the system by **362,060** kilowatt-hour per year



Recycling of wastewater by **27,550** cubic meters



Conserving Water, Preserving the Future Project

Siam Makro PCL. recognizes the significance of proper water discharge drainage into public water sources and sustainable living with the community. Thus, measures including the reduction in water resource consumption and wastewater treatment that adheres to quality standards and regulations relating to discharge are taken before water release into public water sources. Additionally, processes to reuse treated wastewater for watering plants are automated within the Makro stores in order to reduce municipal water usage. Currently, these upgrades have been installed in 72 branches nationwide and the result of this project is a reduction in municipal water usage of up to 93,960 – 104,000 cubic meters per year. Furthermore, measures in place reduce numerous environmental impact issues in communities which range from discharge of wastewater into community water sources, the reduction of risks, and instilment of employee consciousness regarding environmental impact reduction in communities.



Groundwater Bank Project

Siam Makro PCL. recognizes the impact drought has towards water resource consumption, usage and access. As citizens have a fundamental right to accessing quality water sources, the Company has adopted and applied the Royal Initiative of the King Rama IX regarding groundwater banks. In an effort for proper water treatment and usage, treated water has been redirected to water plants within the organization. Thus, the Company reduces water consumption and expenses relating to municipal water and increases green area surrounding the store. Currently, the stores in Yasothon Province have adopted this project and has accordingly, reduced municipal water consumption by 1,846 cubic meters or 0.3% of water consumption from the previous year, and a reduction in expenses of 60,000 Baht. Furthermore, this measure has increased green space within the organization for employees' recreational purposes and has expanded to become a knowledge source and field trip site for surrounding communities to learn and adopt in an effort to reduce impact from droughts and water scarcity in the future.

Supplier Collaboration Project



Organic Fish Farm for Sustainability Project

The Siam Makor PCL., wholesale business, has organized projects to encourage and support suppliers and recognizes challenges farmers have in traditional freshwater fish farming methods in coops. The impact from changing weather conditions, reduction in production arising from drought, and produce contaminated from chemicals discharged into natural water sources, has caused farmers to suffer losses. Such losses also stem from the consequential reduction in income from raising fish, the inability to control produce quality, safety, and traceability before delivery to consumers/customers. Therefore, the Company has initiated a project in collaboration with relevant agencies, such as Sakon Nakhon Rajabhat University, Kasetsart University, and the Thai Chamber of Commerce, to organize activities to provide advice in the raising

of fish such as catfish and tilapia in closed systems as an alternative to traditional cage farming methods. Additionally, technologies which are suitable for solving water problems such as Biofloc, solar cell powered backup systems, and automatic feeding systems were introduced. Furthermore, other developments include a prototype farm, the creation of a quality control system for raising Tilapia, plans for pathogens and chemical contaminants inspection, and trial production of Tilapia free from parasites under the quality control and product inspection plan. At present, 8 farmer households have participated and as a result those 8 households have gained up to 180,000 Baht per year in income. Moreover, the correct farming of fish forms the benefit of not releasing polluted water, which causes destruction towards the environment, and provides consumers with clean and safe food.



Cascading Responsibilities Throughout the Value Chains

CP ALL elevates suppliers' capacity in managing supply chain with open hearts. The Company hopes to see all supplier groups, whether small or large, walking together on the road of growth sustainably. Together, all co-create opportunities, mitigate risks, expand competitiveness capacity, and jointly-care for society and the environment alike for even greater improvement.





Cascading Responsibilities Throughout the Value Chains



2020 Goal

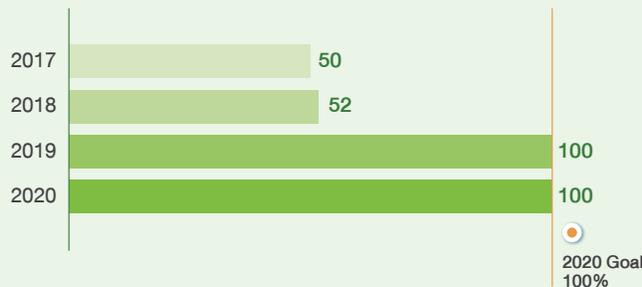


100%

of critical tier 1 suppliers are assessed on sustainability and enable traceability

Performance Against Goal

Critical tier 1 suppliers have been assessed on sustainability (%)



Key Performances in 2020



81.48%

Critical tier 1 suppliers and non-tier 1 suppliers have been assessed the proactive onsite audit



88.65%

Tier 1 suppliers classified as high sustainability risks have been assessed the proactive onsite audit



100%

Tier 1 suppliers with high sustainability risks have corrective action plan



100%

SMEs Suppliers received SMEs awards and additional training, as well as encouraged to partake in collective action coalition against anti-corruption

Supporting the SDGs



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

- 8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services
- 8.8 Protect labor rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment



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

- 2.4. Ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality.



SDG12 Ensure sustainable consumption and production patterns

- 12.2 Achieve the sustainable management and efficient use of natural resources
- 12.4 Achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment
- 12.7 Promote public procurement practices that are sustainable, in accordance with national policies and priorities



SDG16 Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

- 16.5 Substantially reduce corruption and bribery in all their forms

Risks and Opportunities

Supply chain management is the heart of the Company’s business operation which propels competitive advantage, fulfillment of consumers’ needs and mitigates the business risks. Therefore, the Company’s goal is to support and reinforce all supplier groups’ capacity in operating business for sustainable growth. This was achieved through integrating aspects of sustainability comprising governance, society and environment throughout the supply chain. The efforts aim to drive the organization and supplier’s growth sustainably in unison.

Management Approach

Effective supply chain management takes into account how sustainability can enable risk mitigation of business operation disruptions, stakeholders throughout the supply chain, organizational image, operations to mitigate risk and prevention of impact towards supply chain management, therefore is of great importance. CP ALL Plc. and subsidiaries (“the Company”) is committed to sustainable supply chain management policies, including Suppliers’ Code of Conduct and Guideline, with all suppliers in order to increase development capability for an efficient value chain management system and reduce risks that may arise.

Progress in 2020



Proactive supplier sustainability assessment onsite audit



Formation of supplier capacity building in sustainable supply chain management



Invitation and support of SME suppliers to participate in the announcement of intent in line with Private Sector Coalition Against Corruption (CAC)

Guidance on Mitigating and Preventing the Risk of COVID-19



The Coronavirus disease (COVID-19) pandemic has created uncertainty and unpreventable impact towards the Global Supply Chain resulting in unprecedented disruption of businesses or impact towards planned work including shortages of raw materials used in production, especially raw materials imported from overseas. The disruption of global logistics has increased the demand for raw materials used for the production of public health equipment and thereby caused a price surge in related products. Additionally, the COVID-19 pandemic has caused a labor shortage. Therefore, businesses have increased their supply chain flexibility and versatility to mitigate production disruption and product delivery capability. The Company has implemented the following measures to assist and increase supplier business opportunity during this crisis:

- Close collaboration with suppliers in adjusting supply chain management plan of raw materials sourcing, production, delivery, distribution and marketing
- Provide knowledge and advice in risk evaluation and practices during the COVID-19 pandemic through supplier sustainability development initiatives
- Close communication with suppliers regarding local area coronavirus situations and coordination to facilitate supplier delivery of products to 7-Eleven stores and distribution centers

Responsible Supply Chain Dashboard

Supplier Categorization



Note: The Company has identified the critical tier 1 suppliers by criteria as follows, 1) High spending 2) Critical components 3) Non-substitutable.

Total Procurement Spent



Share of product and raw material domestic procurement's spent



Share of procurement spent from critical tier 1 suppliers



Total procurement spent from SMEs, covering agricultural products, SMEs products, local enterprises' products or OTOP

7,880.55
million Baht

Suppliers Engagement



100%

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



100%

Tier 1 suppliers have written acknowledgement of the anti-corruption policy through the Supplier Code of Conduct and Guideline



81.11%

Tier 1 suppliers passed responsible supply chain management training

Supplier Environmental, Social and Governance (ESG) Risk Identification and Management

Risk Identifying and Evaluation



Tier 1 suppliers that passed the ESG risk assessment



Tier 1 suppliers with high sustainability risks, accumulated in the past 3 years

Proactive ESG Risk Assessment



Critical tier 1 and non-tier 1 suppliers that passed active assessment, accumulated in the past 3 years



Tier 1 suppliers with high sustainability risk that passed active assessment, accumulated in the past 3 years

Supplier Risk Management Protocol Support, Reducing Risk Impacts



Tier 1 suppliers with high sustainability risks, have corrective action plans



Tier 1 suppliers with high risks, can operate according to corrective action plans within a year of the plan's launch

Suppliers' Capacity Training



10.67%

SMEs with increased competitive capacity

(revenue growth, increased efficiency of business management in various aspects, such as finance, product development, packaging development, transportation, marketing support, management according to sustainable development approach, for examples)



Sustainable Procurement

Share of Private Brand products with traceability



Share of revenues from organic products against total revenues from agricultural commodity products



Share of Marine Stewardship Council (MSC) certified marine raw material and product



Share of Aquaculture Stewardship Council (ASC) certified marine raw material and product

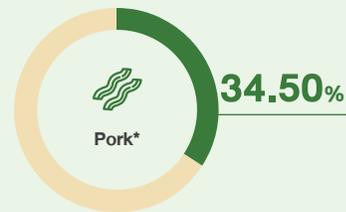


Agricultural Raw Materials and Products from Responsible Sources

Agricultural Commodity	Certification Standard	Percentage of Annual Production Volume
Palm oil**	RSPO	30.69
Soy**	RTRS	31.28
Sugar**	Bonsucro	59.09
Cocoa*	GMP , HACCP , Khocher Certificate FSS C22000 , Halal , ISO14001:2015 , BRC	100
Coffee**	GMP , HACCP , FSSC22000 , USDA , IFOAM ACCREDITED	1.77
Cereals (such as Corn and Rice)*	GMP , HACCP , Halal	100

Note * Percentage of raw material used by CPRAM
 ** Percentage of raw materials used in CPRAM and products sold in 7-Eleven and Siam Makro

Animal Products Assessed by the Business Benchmark on Farm Animal Welfare (BBFAW)



Note * this information covers only products sold at 7-Eleven



Management Approach for Supplier's Sustainability

The Company encourages its suppliers in all business industries to adopt practices from the 16 topics in the Suppliers' Code of Conduct and Guideline as follows:



Supplier's Sustainability Management Processes



01

Procure and screen capable suppliers, in accordance to relevant laws and regulations and consideration of

- Production Capacity
- Quality
- Food Safety
- Traceability
- Sustainability Performance



02

Suppliers' Risk Assessment



03

Foster and promote suppliers' capability in responsible sourcing and supply chain management



04

Continuously assessing suppliers' sustainability performance



04

Build and maintain a long-term relationship with suppliers, in alignment with sustainable development approach. Support to remunerate good performance, including sustainability performance

Procurement and Selection of Highly Capable Suppliers

The Company incorporates sustainability movement into every step of supply chain management. New suppliers are selected through capability and qualification criteria, receive communication regarding organizational policies and expectations for supply chain management. The criteria cover key aspects such as product quality, delivery capability, compliance with laws and regulations, product safety, quality assurance systems and traceability, environmental management, labor recruitment evaluation, work force safety and freedom to unionize.

In 2020,
100%
 of new suppliers were
 selected through
 the sustainability criterion



Suppliers' Risk Assessment

The key factor in enhancing supply chain management proficiency is the evaluation of risks. The procurement department initially evaluates supplier sustainability through the Risk-based Due Diligence system. Additionally, the Supplier Self-Assessment system was developed for both current and new suppliers to evaluate initial risk in an effective and accurate manner through an online system. In 2020, 100% of new suppliers have received training and conducted self-assessment. In order to emphasize and foster the suppliers' understanding of correct self-assessment and adjust communication to better suit the New Normal method in response to the COVID-19 situation, the Company has developed educational materials for suppliers through an online system. Furthermore, the company has developed criteria to appropriately evaluate critical supplier risk at each level with plans for expansion plans for 2021.

Foster and Promote Suppliers' Capability

In 2020, the Company strives to foster and promote suppliers' capability through various capability enhancement schemes from jobs creation, careers creation and stable income creation to supporting local community sustainable development.



CP ALL Public Company Limited 7-Eleven and Thai Farmers Collaboration Project

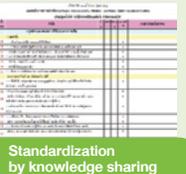
The Company has initiated the ‘7-Eleven and Thai Farmers Collaboration’ project and identified opportunities to provide greater customer convenience in accessing agricultural products through innovations in postharvest processing and product value addition. Such success is evident through the golden banana project model in the previous year. Thus, the Company has proceeded with expansion to include other produce such as fresh vegetables, fresh seasonal fruits, salad, chopped fruits and ready-to-cook vegetables with emphasis for upstream to downstream development.

- Encourage factories to adhere to Good Manufacturing Practices (GMP) and the adoption and development of innovations in industrial agriculture innovations from public and private networks and application in cultivation, production or processing.
- Joint development of packaging to add value to products and fulfill customer needs to suit New Normal practices.

Action



On field



Standardization by knowledge sharing



Price and volume guarantee

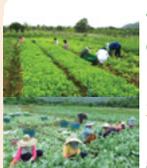




Result



Fruits category
Plantation area
41,552 rai
39 Factories are able to purchase



Vegetable category
Plantation area
226 ไร่
12 Factories are able to purchase



- Guiding on the sustainably factory management system according to GMP
- Knowledge sharing on remained residues inspection of raw materials



Selection and packing houses for fruits products



Sampling Inspection method for residues



Raw material management, innovation and technology



Inspection residues



Air Bubble and Hyde Cooling technology



Cutting techniques



Packing technic



Automatic cleaning machine



Heat Treatment and Ozone technology



4 days

5 days

Extending shelf life
Creating value
Standardization
Leading to food safety

In 2020, 98 new products from suppliers which adds product value and enabled product diversification spanning from fresh vegetables, fresh seasonal fruits, salad, chopped fruits and ready-to-cook vegetables were sold at 7-Eleven throughout the country.

Impacts and Benefits

'7-Eleven and Thai Farmers Collaboration' Project



Increased **374** million Baht in income for farming families



Created income for **1,863** farming families

Siam Makro PCL.

Biological Fish Farms for Sustainability Project

Continued Biological Fish Farms for Sustainability project aims to improve production processes through raising catfish and tilapia in integrated closed systems enabling the control of quality, cleanliness, safety, and total traceability. Additionally, this system controls production factors, reduces product insufficiency due to water issues, promotes the reduction of wastewater release into public waters, and promotes the livelihood of farmers, communities and society, and creates stability and sustainability with the Company.

 <p>Farming fish the traditional way using cages</p>	 <p>Capable of modification to enable raising various species of fish</p>	 <p>Capable of small-scale family integrated farming or large scale farming</p>
 <p>Raising tilapia fish in closed systems consisting of plastic enclosures and an aeration system</p>	 <p>Tilapia and Catfish</p>	 <p>100,000 liters (100 tonnes)</p>

Additionally, the Longan Punsuk Returns Happiness to the Community project continuously increase capability of farmer unionization in Pa Sang, Pa Sang District, Lamphun Province for over 8 years. Siam Makro Public Company Limited has collaborated with the Department of Agricultural Extension to increase standards of E-Dor longan cultivar production in accordance to Good Agricultural Practices: GAP in order to produce quality products which are safe, traceable and meets market demand. Additionally, the joint collaboration has established the longan selection and packaging factory to increase product shelf life prior to shipment to the longan incubator and external markets. Furthermore, 1 Baht from each kilogram of longan sold is allocated and contributed to medical equipment funds for elderly people in the local community.

Longan Punsuk Returns Happiness to the Community Project



On field at the longan plantation areas



Longan products

Impacts and Benefits

Longan Punsuk Returns Happiness to the Community Project



Contributed income to more than **100** longan farming families and created an average of **367,200** Baht/year income for each family.



Support medical equipment funds for elderly people and impoverished people of the local community in Lamphun and Chiangmai Province at the total of **355,305** Baht.

Build and Maintain Relationship with Suppliers

The Company strives to continuously support the building and maintaining of supplier relationships. This endeavor is projected through various knowledge sharing and livelihood improvement programs, supplier meetings to enable the exchange of knowhow and suggestions between the Company and suppliers, as well as conducting joint development plans.

Sustainable Development Case Study Between Suppliers and CP ALL

From a Young Mechanic to a New Generation of Farmer, Earning Millions

The Company commenced a trial project to sell fresh vegetables in 7-Eleven for over 6 years to assist small scale farmers. Mr. Manit Thippinthonng or Mr. Wit, age 36, owner of Suwan Earth Company Limited has participated in this trial project to sell fresh vegetables at 7-Eleven since 2014 and was provided with the opportunity to harvest fresh produce, such as Chinese cabbage, morning glory, cabbage, cucumber and spring onions from his farm. His products have always been very well received and his fresh produce is currently offered at over 300 7-Eleven stores. The consumer trend to focus more on consuming healthy food during the COVID-19 pandemic has led to the opportunity for a massive increase in sales of fresh vegetables. This trend has assisted Mr Wit's farm in selling 20,000 packs of produce every day, which is an increase from the usual 6,000-8,000 packs per day. Additionally, 7-Eleven has suggested ideas to create ready-to-cook vegetable packs such as sets for tomyum soup, sukiyaki, stir fried Thai basil, chili paste, as new idea offerings for consumers and to increase sales for farmers.

“

I have received various forms of assistance from 7-Eleven ever since I've been their supplier. The importance given to a farmer without high education is something I didn't expect from a large organization. They have assisted in stable jobs creation.

”

From Company Employee to Construction Contractor, Generating Steady Flow of Income

The Company values the construction business, which is a business highly capable of distributing income to the community. Therefore, this opportunity for potential small-scale construction contractors to showcase their work and test their transparency. Upon successful evaluation, the potential construction contractors participate in construction a 7-Eleven store. With emphasis on quality and safety as key factors, Mr. Rungroj Pholchan, general manager of Keng Engineer Company Limited, became one among a group of construction contractors who have passed

the requirements on every level and received the opportunity to collaborate with 7-Eleven. Mr. Rungroj has received construction contracts which allows for income stability throughout the year. Since collaborating with CP ALL over 3 years ago, our company has constructed over 100 7-Eleven stores and distributed income to over 70 people. Even during crisis such as the COVID-19 we still have financial liquidity, company employees still have work and employees are remuneration because CP ALL is a stable, sustainable and growing organization.



“ We are where we are now because of the opportunity received from an ethical and moral large company that not only doesn't take advantage of suppliers but is supplier focused and has future vision such as CP ALL. ”

From Selling Jelly Dessert Locally to Selling in 7-Eleven Stores, Creating Sustainable Jobs for Farmers

The Company supports and creates opportunities for SMEs to develop Thai desserts through product development collaborations and enhanced packaging to promote interest and ease of consumption. This project creates jobs and income for the community, including farmers, through purchasing their agricultural products as raw materials for desserts. Local farmers receive a stable income stream and stimulates the local economy through increased cash flow, the increase in product distribution channels through 7-Eleven and 24 Shopping Co., Ltd., and joint collaboration to

continuously develop and grow supplier SMEs. Ms. Monsawan Sanvejkul or Ms. Kay, director of Ms. Kay Desserts Co., Ltd., received the opportunity from CP ALL to offer 8 products, including cantaloupe sago, corn and wet flour sago, pumpkin in sweet coconut milk, sweet crown-shaped flour with butterfly pea with young coconut, Ruam Mit in fresh coconut milk, 5 colors Bua Loy, taro with young coconut, and pandan leaf flavor coconut milk jelly in 7-Eleven stores. The production capacity of 60,000 portions per day created a sales revenue of over 100 million Baht per year.

“ The CP ALL team has jointly collaborated with suppliers in product development through providing advice, quality inspection, new product recipe development, packaging designing appealing and modern packaging which allows ease for consumption, marketing strategies, and online promotion of products. Additionally, CP ALL has a well-established logistics system capable of distribution supplier products countrywide within a short time frame to ensure product freshness every day. ”



Sustainable Raw Material Procurement

The Company is steadfast in responsible operations towards all stakeholders. Under the policies spanning from sustainable procurement to ethics and supplier guidelines. The criteria for supplier selection include supplier capacity and compliance with the relevant law and regulations. The Company promotes and supports its suppliers and develops supplier capability through procurement and responsible supply chain management in order to fulfill the constantly changing needs and expectation of customers, communities and society. Additionally, there have been support for additional agricultural product and organic product sales channels while taking into account the appropriate distance from farms to point of sales to preserve product freshness and development of work processes to reduce environmental impact. Furthermore, the Company realizes the importance of product traceability in order to promote sustainable raw material usage throughout the various projects.

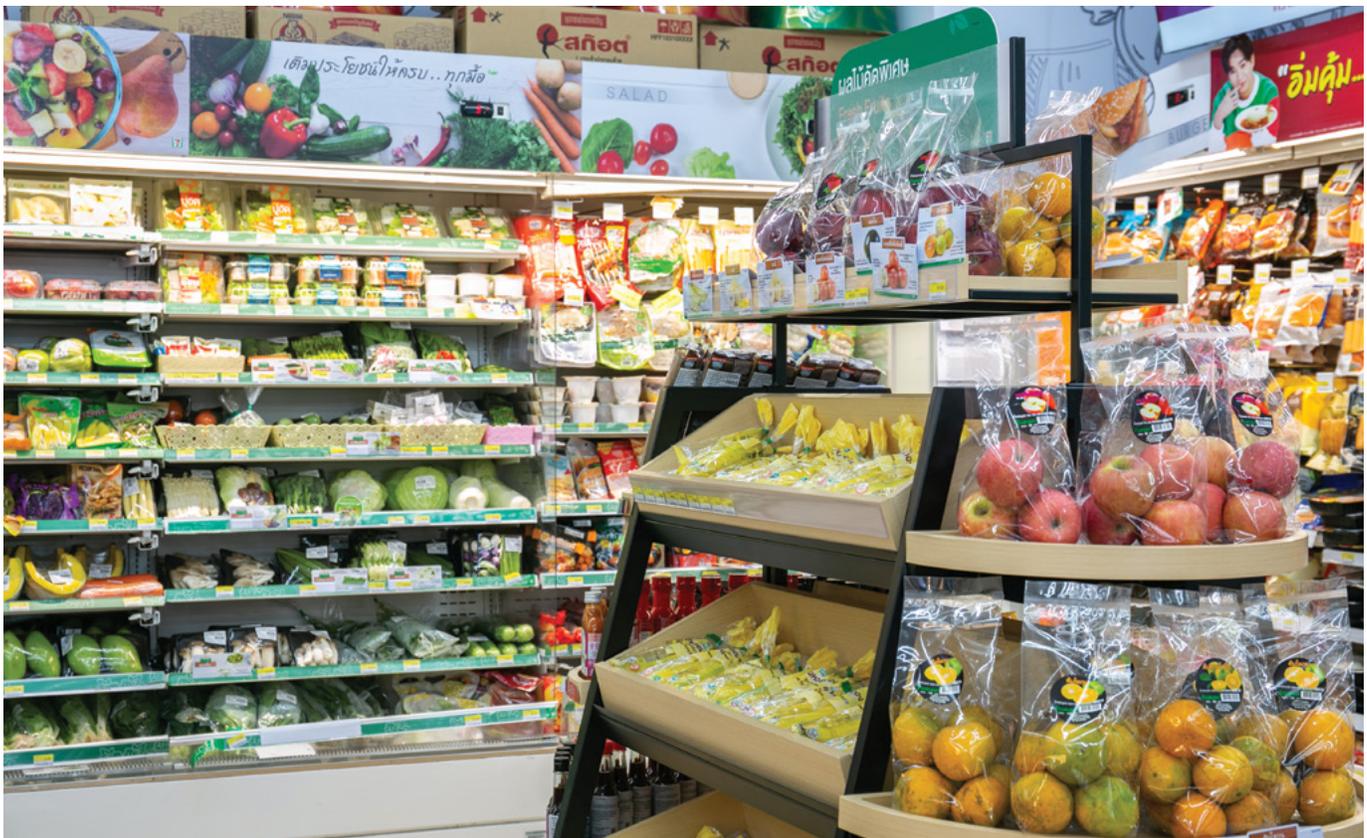
Traceability Inspection Project

Siam Makro takes into account the importance of product traceability. In 2019, the Makro iTrace system was developed to ensure consumers of the product traceability through a scannable QR code located on the product label and started with Own Brand fresh food products. The system was expanded this year to include product databases from the Makro iTrace application and therefore provides enhanced coverage.



Total
11,900 products
which are traceable

Accounts for **100%**
of total products,
under the registered
trademark of Siam Makro



Spread the Love from Hearts, **Foresting Community's Resilience**

CP ALL stands by side to create smiles for every communities, wherever the business may situation. The Company readily and willingly gives out aids, jointly build community of happiness with binding hearts and good will to one another. This is because the Company hopes to live with the communities sustainably, always.





Spread the Love from Hearts, Fostering Community's Resilience



2020 Goal



The Company shall have no significant conflicts for all business operations and in all areas where it operates

Performance Against Goal



Goal

No significant conflicts
in all areas of business operations



Progress

No significant conflicts
in all areas of business operations

Key Performance in 2020



46.12%

locally hired employees



100%

local contractors
(for 7-Eleven store
reparation and improvement)



233

local elderly employees



39,690

scholarships
granted to youth and
underprivileged people in
the community



2.3 million Baht

provided to support
community products or
OTOP

Supporting the SDGs



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

4.3 by 2030 ensure equal access for all women and men to affordable quality technical, vocational and tertiary education, including university.



SDG8 SDG8 Decent Work and Economic Growth

8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises

8.9 Promote sustainable tourism that creates jobs and promotes local culture and products



Additional information
is available through QR Code

Risks and Opportunities

The operations of CP ALL Plc. and Subsidiaries (“the Company”) possibly have an impact on communities which are considered neighbors, customers, and important suppliers. This impact may at times cause discomfort or concerns one way or another, and may lead to conflicts that destroy good relationships with the communities if they are not appropriately addressed and responded. Hence, to ensure the Company’s smooth operations, good community relationships management is an important issue for the Company. Presently, in tandem with the Coronavirus disease (COVID-19) pandemic generating increased concerns among stakeholders, the Company has to identify preventive approaches and measures, and provide an assistant to communities to enable a safe and sustainable co-existence.

Progress in 2020



Community Support Center



Continuing fire drill and emergency evacuation training for communities project



Phu Yhai Jai Dee project



Continuing Kon Dee Sri 7-Eleven project



Continuing To Be Number One project



CPRAM Sharing Smiles with Communities and Society Project

Management Approach

With always comprehending that we are part of society and communities, the conduct of any business activity may have an inevitably impact on communities, which are akin to our neighbors, customers, and important suppliers. Community trust is hence very important. The Company hence strives to build good relationships and create shared value between itself and communities. This includes finding ways to respond to the needs and concerns of communities in conducting all business activities—whether it be in building and expanding 7-Eleven stores, procurement, or hiring. This encompasses hiring from the community to create jobs and income for surrounding communities in which the Company conducts businesses. Additionally, the Company maintains communication channels to hear suggestions, attitudes, expectations, and concerns of the community through various channels and projects. This is so that the Company manages to meet expectations, reduce concerns of the community, and is able to live together sustainably.

Guidance on Mitigating and Preventing the Risk of COVID-19



The COVID-19 pandemic has affected local populations and communities in the areas of public health and economic difficulty. Citizens also lack awareness on protecting themselves from the spread of the infectious COVID-19. The Company hence strived to support communities during this crisis in order to relieve burdens and provide support to populations. This includes supporting medical staff, public health personnel, and other related personnel. Jobs promotion was also promoted in affected areas, and awareness raised among students on how they can protect themselves from COVID-19 infections through the following projects.

No Thais Left Behind Project

The Company has recognized hardships in various parts of the society during the COVID-19 pandemic, and has initiated the No Thais Left Behind Project which implemented concrete and continuous support. This includes procuring Personal Protective Equipment (PPE), N95 masks, cleaning alcohol for 77 hospitals in 77 provinces in Thailand. The Company also supported a factory following pronouncements of Somdej Phra Ariya Wongsa Kotyan Supreme Patrach Sangha of Thailand to relieve hardships of monks and novices. Ready-to-eat meals were also sold at 20 Baht to reduce living expenses of communities and increase access to food. Donations of consumer goods were also made to relieve sufferings Thais nationwide experience.

CPRAM Unite for Thais Against COVID-19 Project

CP ALL Plc., together with CPRAM Co., Ltd., provide assistance to communities during the COVID-19 pandemic by providing cooked food products and water for medical staff, public health personnel, and related government agencies at 69 locations in Thailand. Activity stations were also set up at 6 schools and 7 communities near the Company's branch offices to raise awareness on safe food consumption and needed adjustments during the pandemic. Cleaning and disinfecting activities were also conducted at educational institutions to create good hygiene for students, school personnel, and the community.

Lunch Sharing Project

CPRAM Co., Ltd. has alleviated and mitigated the hardships of community members in Nakhonsawan province who were affected by unemployment and loss of income, and those whom were required to self-quarantine to avoid infections during the COVID-19 pandemic. The Company, together with provincial volunteers, provided 371 packs of drinking water and 500 pieces of bread from CPRAM Co., Ltd. to citizens to alleviate their burden and hardships during this crisis.

DC Volunteers Bringing Happiness to Schools Project

As it recognized increased problems wherein children had to self-quarantine to avoid infections and families losing income, the Nakhonsawan Distribution Center organized a youth development activity to support their sustainable growth and happiness development. This was achieved by organizing a giving event wherein school equipment, uniforms, sports equipment, and financial assistance were given to 8 schools in the provinces of Nakhonsawan and Pichit.

Local Conflict Management Dashboard

Community Satisfaction Score
of 7-Eleven stores
(Total score of 5)



Community Hiring
(percentage)



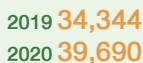
Local contractor hiring
(percentage)



Employment of the Elderly
(persons)



Scholarship provided
for youths and
underprivileged
individuals in
community (numbers)



Scholarship value
(million Baht)

2019 1,105
2020 1,412



Support community products
or OTOP products
(accumulated numbers)



Purchasing value
(million Baht accumulated)



Support for community enterprises
and Small-and-Medium Enterprises
(SMEs) within the community
(entities)



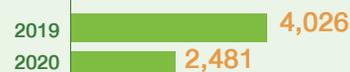
Purchasing value
(million Baht)



18 7-Eleven Stores have
been designed to blend
in with surrounding
environment and
architecture
(accumulated numbers)



Number of participants trained in
and received community fire drills
(numbers)



Approach to Address Needs and Reduce Community's Concerns in 7-Eleven Store Construction and Expansion Process



Community-Friendly Construction

Construction that Considers Surrounding Local Architecture

Before building a 7-Eleven store, the Company surveys the surrounding environment and architecture, as well as noting communities' concerns. The Company has reduced concerns related to 7-Eleven stores located in areas wherein the community is sensitive to architecture by designing 7-Eleven stores to be in harmony with pre-existing surrounding environment and architecture. It has helps promote tourism in these areas, too, such as in the case of the Phasonkaew 7-Eleven store.



Moreover, the Company strives to minimize negative impact towards its neighbors in the construction process through a safety and stakeholder engagement process. Additionally, local construction contractors are given priority selection in order to create jobs within the community. Should contractors pass selection criteria, as demonstrated by their past work, credibility, and workers' safety, the Company will give the opportunity for the contractor to construct three 7-Eleven stores. Upon passing this trial and an evaluation, the contractor will be enlisted as a vendor. In addition, the Company also cooperates with the public and private sectors, which includes the local labor market wherein the Company organized seminars and knowledge building to develop the capacity of local contractors.

Impacts and Benefits



Local contractors are employed for new store construction, by

11%



Local construction contractors have been enlisted as the Company's vendors, by

100%

Community-Friendly Business Operations

The Company strives to foster a bond with and create all-rounded benefits for communities to minimize all negative impacts. This is achieved through a three-pillar approach, which includes job creation for local communities, providing educational opportunities, and community action activities through the following projects.

Promote Vocations, Jobs, and Income for Local Communities

The Company promotes hiring in local communities, as well as providing work opportunities for the elderly and collaboration with SMEs to support community products or OTOP by selling them in 7-Eleven store after a special selection process for local products.

Impacts and Benefits



144 community products, distributed in **787** pilot stores



A total of **35** products scaled up from **15** communities

Selection of Local Products to be Carried at 7-eleven



Select a well-known product at a provincial level, one with the Thai FDA approval, and barcodes



Select five 7-Eleven stores for trial-sale



Display products and their accompanying information to advertise at 7-Eleven stores



Track products' revenues



If the product passes all criteria, the Company will expand its distribution channel to 7-Eleven stores at the provincial, regional, and national level

Examples of Community Products



“Coffee for Jobs” Project

The coffee shop, Seri Thai of the Baan Naku school, Kalasin, is a joint project of CP ALL Plc. And CP Retailink Co., Ltd. under the CONNEXT ED project. Financial support is provided for coffee beans and beverage-making, and equipment support is given to help the school operate the business and build vocational skills for its students. Students are able to practice skills in beverage-making, store management. The store also provides community members an outlet for their OTOP products and co-ownership of the store by holding shares in the cooperative. The Coffee for Jobs model is a framework that strengthens community’s sustainable thrust because it helps students learn vocational skills in their youth, unlocks opportunities for teachers, parents, and community members to be involved and sell their OTOP products. This sustainably creates income for the Community. In 2020, there were 245 participants in the project.



Food Product Development for Small Businesses in Nonthaburi and Pathumthani Provinces

Food Business Management Department, Food Business Management faculty of the Panyapiwatt Institute of Management recognizes the importance of product and packaging labels that enable consumers to learn more about the products and enhance customers’ interests in purchasing. Hence, it undertook a project wherein third-year students of the Food Business Management degree would work with 15 small food business owners in Nonthaburi and Pathumthani. Students would conduct site visits and interview business owners on their

challenges in product and packaging development. They then take this information to conduct an integrated product planning, under the supervision of professors, in order to help business owners, grow their business. Following this, newly developed products are placed for sale, and have garnered increased interest from customers. This resulted in a 15% increase in average income. These results are support professional skill development and income-generation opportunity for the community and the individuals.

The Sunflower Bloom Project

The Company promotes knowledge and the social and agricultural professions in the Lad Loomkaew district, Pathumthani province, by organizing a free knowledge and career fair, allowing interested individuals to leverage lessons learned in their profession. It also created a learning and development model that adapts the community into a tourism hub, expanding the knowledge base on agriculture through lessons on sunflower seeds sowing practices. Sunflower seeds kits are given communities, employees, and the general public to create jobs and vocations for the community. The project also increases market access channels for agricultural products and creates food security.



Impacts and Benefits



Phu Yhai Jai Dee Project

The Company recognizes the value of the elderly whose knowledge and abilities enable them to work with the Company in creating jobs and elevating their quality of life. The project cooperates with the government—specifically the Department of Older Persons, Ministry of Social Development and Human Security, Ministry of Labor, and the Bangkok Department of Social Development and Welfare—to interview and select elderly groups to work with participating 7-Eleven stores. Currently, there are 233 local elder participating in Phu Yhai Jai Dee Project, equivalent to employment value of over 2.6 million Baht.

Performance Score



Providing Scholarship to Youths in Community and Underprivileged

In 2020, the Company provided opportunities to education for youths in community and underprivileged, totals to 39,690 people, equivalent to 1,412 million Baht. This opportunities of education access encompasses both vocational and tertiary education, Panyapiwat Technological College and Panyapiwat Learning Center : vocational level. This includes partnered educational institutes of the Company, over 250 institutes active in education management across the country with regards to educational support for underprivileged youths or those from different sectors, such as economically challenged families, ethnic groups, 3 southernmost provinces, youth observation and protection department, as well as various foundations. The Company has provided constant support for 5 years consecutively (from 2015–2020), for at least 55,700 underprivileged youths.

Hearty Community Service

The Company has implemented community service projects in various locations to instill conscientiousness among its staff, reinforcing responsibility for self and society. It also promotes the welfare of community members, creating value for the community and society through the following projects.

CPRAM Smiles for the Community and Society Project

The Company sees the importance of creating educational opportunities for underserved individuals and the inadequacy of funding for educational equipment in schools within communities. It also recognizes the challenge certain communities face related to its vulnerable members, including bed-ridden elderly groups who require assistance with necessary healthcare equipment. The company hence conceived a project to promote and address the welfare challenge of vulnerable groups, including to provide educational opportunities for underserved individuals in communities. Learning equipment were provided quarterly to students living in areas surrounding industrial zones in Chonburi province who lack the funding to purchase these implements. Additionally, the Company also provided opportunities for students to do study-visits at the Cultural

Center and the CPRAM Innovation Center. It also provided necessary items for underserved youth and vulnerable groups in surrounding communities, such as sports equipment, learning implements, student bags, and student socks. It also organized knowledge-sharing events that add value through cooperation with community leaders in various locations. Currently, a total of one community and five schools has received assistance-reducing expense burden of students in buying needed materials for 281 students, worth more than 43,555 Baht. It also reduced expense burden for vulnerable groups in purchasing healthcare equipment for 72 individuals, worth 15,000 Baht. Additionally, the project has been expanded to other regions in Thailand, such as in Khon Kaen, Lampun, Surat Thani, and Pathumthani Provinces, among others.

Kon Dee Sri 7-Eleven Project

There are various stories at 7-Eleven stores. 7-Eleven employees not only dutifully provide services to customers, they also wholeheartedly serve customers in distress. For instance, at the end of October 2020, a customer was hit by a motorcycle as they crossed the street after making a purchase at the store. Both the customer and the motorcycle driver sustained injuries. At the time, store manager Khun Sasithorn Khunpatee and assistant store manager Khun Supachai Chaisit, who witnessed the incident while on duty, rushed to provide first aid assistance and called for ambulance to bring the injured to the hospital. As result, both parties were safe from the incident. This story is one of many heart-warming stories that impress upon customers the praise-worthy care provided by 7-Eleven employees, as they continue to help the community and society.



Fire Drill and Emergency Evacuation Training for Communities and Vulnerable Groups

The Company recognizes how fires, presently, can damage communities, vulnerable groups and multiple places. Such fires may occur due to the lack of locals' understanding regarding causes of fires and lack of knowledge regarding prevention or mitigation. This helps reinforce safety and builds good relationship with the community. The Company organized initial fire response training and evacuation training for citizens in the community, vulnerable groups (the School of the Deaf, educational institutes, child care centers, elder nursing home) consecutive since 1998. In 2020, the Company provided initial fire response training and evacuation trainings at 2 locations (Toon Song Hong Community Housing, Rim Klong Bang Bua Community), the School of the Deaf at 3 locations (Kanchanaburi, Nakhonpathon and Tung Mahamek), hospitals at a location (Walailak School of Medicine), 2 governmental agencies, Bureau of the Budget Thailand and Department of Labor Protection and Welfare (Yaek Talin Chan Intersestion). Number of participants trained totals to 2,481.



In addition to this project, the Company also undertook the following projects to promote knowledge, health and safety, and social assistance, as follows.

Water for Fire Fighters Project

The Company supported firefighter who have a high need for drinking water after losing liquid from performing their duties in alleviating fire situations. This is in order to create good relationships between the Company and the disaster mitigation agency, society, communities, and government agencies.



To Be Number One Project

The Company undertook activities to protect and address the issue of drug abuse through the To Be Number One club of distribution centers. The activities are composed of the following three (3) strategies.



Additionally, the Company also implements its “Drug Users, Raise Your Hands” project, which is an initiative that creates opportunities for drug-addicted youth to receive rehabilitation and capacity building and develop professional skills to help integrate into society. The club also organizes activities for its members which can be classified into networks, including a knowledge-sharing network and a community assistance network. This is to help the To Be Number One groups to meaningfully establish and operate effectively.



Development of Active Learning Knowledge Management and Innovations Creation from STEM

The Company recognizes the garbage problem in Thailand, which causes environmental problems affecting public health. To sustainably address this community problem, the Company initiated this project to raise awareness on trash segregation to reduce downstream garbage. This was achieved by cooperating with schools, which were the operational centers and which integrated this issue into school lessons. This was to increase awareness on the garbage problem, as well as its appropriate solutions. It also creates innovations that address trash segregation and increase household income. Additionally, cooperation with schools, households, and communities often results in effectiveness and conscientiousness towards society, creating sustainable values. Currently, the project has achieved a 50% reduction in household waste daily. Many types of trash have also been recycled, and reused into salable value-added products.

Dog Lovers Community Project

The Company sees the importance of community safety from the problem of stay dogs. It hence undertook the Dog Lovers Community project to marshal community members to care for dogs in the community, so that they can coexist with community memberships happily. It also reduces the problem of stay dogs and provides care for their health, preventing from contracting rabies or from spreading it to other pets or community residents.

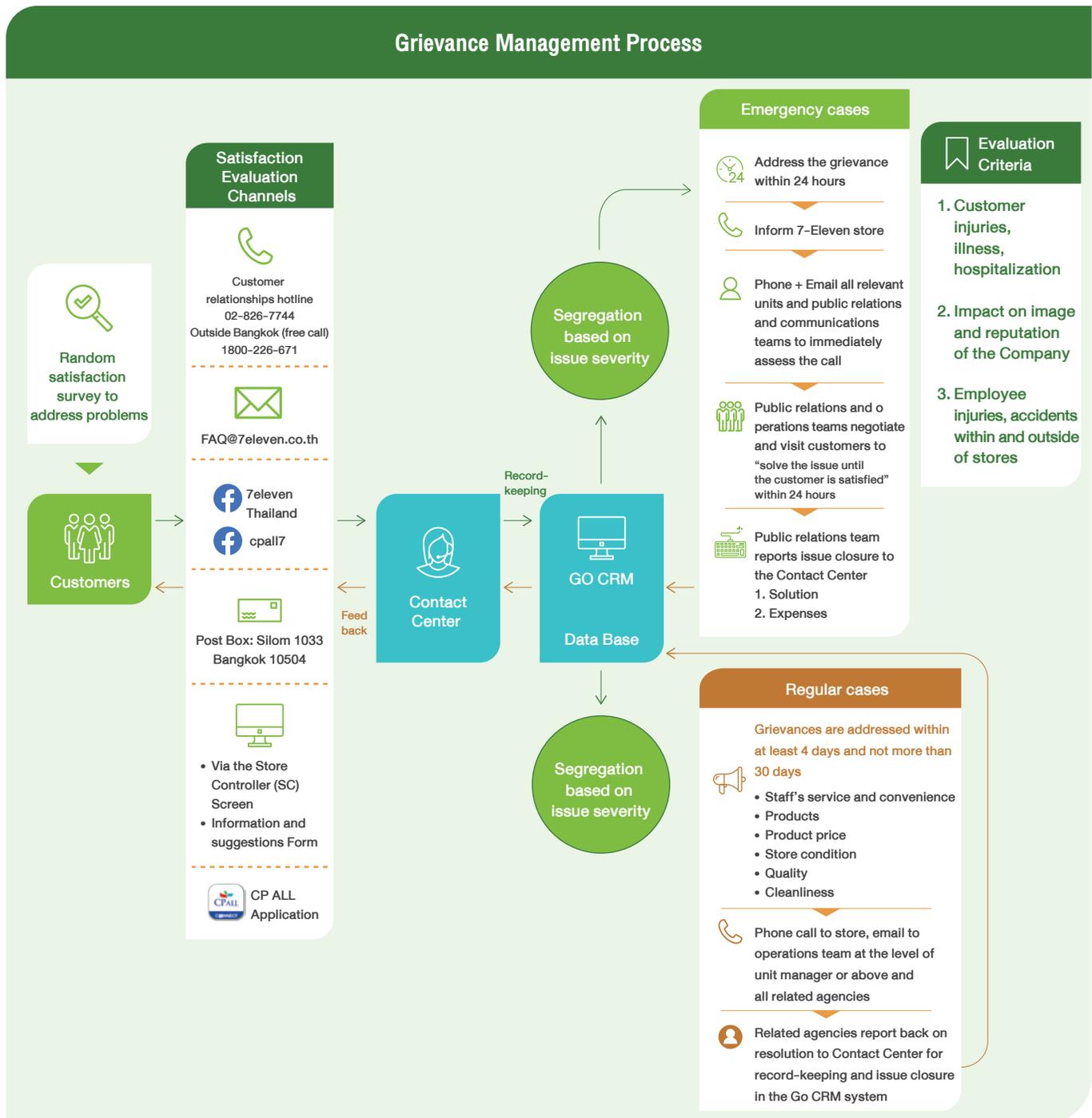
“7 Sor” and School Safety Project

In order to foster safety for life and property of school staff, and to prepare their readiness in responding to potential emergency situations, the Company has organized a school working group that advises school fire emergency planning and training for teachers, students, staff to have the knowledge and understanding the dangers of fire emergencies. It also organizes fire drills and first aid simulations, while also providing readily available emergency prevention and mitigation equipment, and emergency equipment inspection, such as fire extinguishers.



Stakeholder Grievance Management Process

The Company has opened grievance, suggestions, and concerns channels through various channels, including a contact center, online channel, and other social media. Monitoring is conducted on grievances and their correction, leading to improvements and rapid community response which is both timely and effective. The process is as follows.



For over 33 years, CP ALL has stood by community's side, committing to create smiles for communities. The Company's undertaking revealed the community's satisfaction score towards the Company's operations has increased by 1.33% compared to 2019 numbers.



APPENDIX



ร้านเภสัชชาติ พลัส

pharmacy

The entrance to a pharmacy is visible on the left side of the store. It features a blue sign with Thai text 'ร้านเภสัชชาติ พลัส' and a white sign with the word 'pharmacy' and a blue cross symbol. There are also some smaller signs and posters on the glass door.

ATM

A red ATM machine is located in front of the store. It has a screen and a keypad, and is surrounded by some promotional signs.

ATM

A purple ATM machine is located in front of the store. It has a screen and a keypad, and is surrounded by some promotional signs.

The main storefront of the 7-Eleven store is visible, showing a large glass display window. Inside, various products are visible, including snacks, drinks, and household items. There are also some promotional signs and posters on the window.

13440

The right side of the storefront is visible, showing a large glass display window. Inside, various products are visible, including snacks, drinks, and household items. There are also some promotional signs and posters on the window.

Sustainability Performance Data 2020 : Environment

GRI Standard	Required Data	Unit	2017	2018	2019	2020
302-1 (e)	Total energy consumption	GJ	7,543,731.28	8,390,153.22	9,149,268.02	9,359,865.15
	Total non-renewable energy	GJ	273,582.89	501,239.88	544,162.86	556,226.90
	Stationary combustion	GJ	273,582.89	370,720.89	414,339.03	424,515.91
	• Fuel oil	GJ	161,001.74	23,384.76	0	0
	• Diesel	GJ	4,086.98	1,644.70	7,980.44	5,714.41
	• Liquified petroleum gas	GJ	69,182.62	292,398.72	348,141.34	355,268.85
	• Natural gas	GJ	39,311.55	53,292.70	58,217.25	63,532.65
	Mobile combustion	GJ	N/A	130,519.00	129,823.82	131,710.99
	• Diesel	GJ	N/A	115,852.21	114,460.20	117,073.99
	• Gasoline	GJ	N/A	14,666.67	15,363.62	14,636.19
• Natural Gas Vehicles	GJ	N/A	0.12	0.0032	0.82	
302-1 (b)	Total renewable energy	GJ	2,759.40	15,482.29	15,102.14	16,195.78
	• Solar cell	GJ	2,759.40	2,759.40	2,798.50	1,796.64
	• Geothermal	GJ	N/A	12,722.89	12,303.64	14,399.14
302-1 (c)	Total electricity purchased externally	GJ	7,267,388.99	7,873,431.05	8,590,003.02	8,787,442.48
	• National electricity grid	GJ	7,267,165.11	7,872,737.87	8,578,506.85	8,699,470.97
	• Solar Cell	GJ	223.88	693.18	11,496.18	87,971.51
302-3 (a)	Energy intensity per revenue unit	GJ per million Baht of revenue	15.41	15.89	16.02	17.12
303-3 (a)	Total water withdrawal	Million m³	9.06	8.67	9.35	9.54
	• Groundwater	Million m ³	1.04	1.27	1.35	1.46
	• Third-Party Water	Million m ³	8.02	7.40	8.00	8.08
	- Surface municipal water	Million m ³	N/A	N/A	N/A	7.95
	- Groundwater municipal water	Million m ³	N/A	N/A	N/A	0.13
303-3 (b)	Total water withdrawal from water stress area	Million m³	N/A	N/A	3.67	4.85
	• Groundwater	Million m ³	N/A	N/A	1.29	1.31
	• Third-Party Water	Million m ³	N/A	N/A	2.38	3.54
	- Surface municipal water	Million m ³	N/A	N/A	N/A	3.47
	- Groundwater municipal water	Million m ³	N/A	N/A	N/A	0.07
303-3 (b)	Total freshwater withdrawal	Million m³	N/A	N/A	9.35	9.54
	• Freshwater (≤1,000 mg/L Total Dissolved Solids)	Million m ³	N/A	N/A	9.35	9.54
	• Reused and recycled water	Million m ³	0.19	0.93	0.51	0.75
	Water withdrawal intensity per revenue unit	m³ per million Baht	18.52	16.43	16.38	17.46

GRI Standard	Required Data	Unit	2017	2018	2019	2020
305-2 (a)	Total GHG emissions	tCO₂e	1,066,918.55	1,137,849.23	1,229,764.63	1,188,079.57
305-1 (a)	Direct (Scope 1) GHG emissions	tCO₂e	9,008.51	13,051.12	13,343.50	10,593.86
	• Methane from wastewater treatment	tCO ₂ e	914.04	3,253.40	3,724.42	819.66
	• Mobile combustion	tCO ₂ e	8,094.47	9,797.72	9,021.92	9,253.95
305-1 (c)	• Biogenic combustion	tCO ₂ e	N/A	N/A	579.15	520.25
305-2 (a)	Total GHG emissions	tCO₂e	1,057,910.04	1,124,798.10	1,216,421.13	1,177,485.71
	• Electricity purchased	tCO ₂ e	1,057,910.04	1,124,798.10	1,216,421.13	1,177,485.71
	GHG reduction from alternative energy usage	tCO₂e	N/A	744.48	2,491.45	12,269.05
305-4 (a)	Direct and indirect (Scope 1 and Scope 2) per revenue unit	tCO₂e per million Baht	2.18	2.16	2.15	2.17
305-3 (a)	Other indirect (Scope 3) GHG emissions	tCO₂e	N/A	N/A	1,274,754.60	1,412,920.47
	• Purchase goods and service (plastic packaging)	tCO ₂ e	N/A	N/A	231,528.50	137,739.12
	• Upstream transportation and distribution	tCO ₂ e	N/A	N/A	90,128.25	141,122.76
	• Waste generated in operations	tCO ₂ e	N/A	N/A	192,510.20	68,003.90
	• Business travel (by planes)	tCO ₂ e	N/A	N/A	2,588.75	793.62
	• Employee commuting (personal vehicles)	tCO ₂ e	N/A	N/A	2,934.80	2,934.80
	• Processing of sold products (electronic equipment)	tCO ₂ e	N/A	N/A	741,535.40	1,052,100.15
	• End-of-life treatment of sold products (plastic packaging)	tCO ₂ e	N/A	N/A	13,528.70	10,226.12
	GHG reduction from decreased consumption of single use plastic bag	tCO₂e	0	4,945.97	33,332.36	85,212.55

GRI Standard	Required Data	Unit	2017	2018	2019	2020
306-3 (a)	Total waste generated	Tonnes	74,181.51	135,440.47	174,461.64	126,402.29
306-4 (a)	Total waste diverted from disposal	Tonnes	31,830.22	88,692.43	126,259.35	78,472.83
306-4 (b)	Hazardous waste	Tonnes	2.25	1.94	18.35	59.40
	• Reused	Tonnes	2.25	1.94	17.89	45.83
	• Energy recovery (used for mixed fuel)	Tonnes	N/A	N/A	0.46	13.57
306-4 (c)	Non-hazardous waste	Tonnes	31,827.97	88,690.49	126,241.00	78,352.30
	• Reused	Tonnes	N/A	N/A	N/A	61.13
	• Recycling	Tonnes	26,712.96	82,586.89	119,780.06	70,008.31
	• Composting	Tonnes	5,115.01	6,103.60	6,460.94	6,613.28
	• Energy recovery (used for mixed fuel)	Tonnes	N/A	N/A	N/A	1,730.71
306-5 (a)	Total waste directed to disposal	Tonnes	42,351.29	46,748.03	48,202.29	47,929.46
306-5 (b)	Hazardous waste	Tonnes	26.77	29.00	25.84	9.78
	• Incineration	Tonnes	23.76	26.54	20.20	4.33
	• Landfilled	Tonnes	3.01	2.45	5.64	5.45
306-5 (c)	Non-hazardous waste	Tonnes	42,324.52	46,719.04	48,176.45	47,919.68
	• Incineration	Tonnes	1,651.77	1,955.43	1,778.93	0
	• Landfilled	Tonnes	40,672.75	44,763.61	46,397.52	47,919.68
	Percentage of total waste diverted from disposal per total waste generated	Percentage	43	65	72	62

Remarks

- N/A = Not Available
- Sustainability performance 2020 reporting is made in accordance to the reporting framework of GRI Standard version 2016 (2018 and 2020 edition).
- Energy consumption in Joules is the multiple of fuel volume and the conversion factor of each fuel type (referencing the Department of Alternative Energy Development and Efficiency : DEDE).
- Total energy consumption within the organization is the sum of all consumed non-renewable energy, renewable energy and electricity purchased externally.
- Energy intensity is total energy consumption per revenue unit, equivalent to total energy used per million Baht revenue.
- Total water withdrawal is equivalent to groundwater withdrawal, plus with water from 3rd water supply, i.e. Metropolitan waterworks authority, provincial waterworks authority, and landlords.
- Total water withdrawal from water stressed areas, as analyzed by Aqueduct Water Risk Atlas (Aqueduct Global Maps 3.0) from World Resources Institute (WRI).
- GHG emissions is calculated from activities emitting GHG multiples with GHG emissions coefficient, in reference to Thailand Greenhouse Gas Management Organization (Public Organization). It is reported as carbon dioxide equivalent, according to GHG Protocol for scope 1, 2, and 3 GHG emissions.
- Total direct GHG emissions covers GHG emissions from wastewater system, mobile combustion, biofuel combustion (excluding stationary combustion and refrigerant leakage).
- Indirect GHG emissions from energy consumption is equivalent to GHG emissions from electricity purchased externally multiplies by GHG coefficient, Energy Policy and Planning Office (EPPO).
- Other GHGs cover goods and service purchase (plastic packaging), logistics and distribution upstream, management of wastewater from operations, business travel (by planes), employees commute (private personnel), processing of sold products (electronic equipment), end-of-life treatment of sold products (plastic packaging).
- GHG reduced from renewable energy usage, covering solar-generated and geothermal electricity.
- GHG emissions reduced from plastic packaging usage, calculated from decreased usage of plastic bag at 7-Eleven multiplies by GHG emissions coefficient.
- GHG emissions per revenue is equivalent to the ratio of direct and indirect GHG emissions per energy consumption per million Baht revenue.
- Amount of hazardous and non-hazardous waste is reported according to the framework of GRI Standard 2020 edition. In 2019 – 2020, there is an additional scope of goods and asset write-off of CP ALL Plc., hence, the same scopes were added by recalculation numbers of 2017-2018.

Sustainability Performance Data 2020 : Human Resources

GRI Standard	Required Data	2017		2018		2019		2020		
		Person	%	Person	%	Person	%	Person	%	
102-8	Total Employees									
	By Gender									
	• Male	25,942	34.21	33,110	35.72	48,159	39.19	66,910	34.94	
	• Female	49,900	65.79	59,582	64.28	74,735	60.81	124,570	65.06	
	By Employment Contract									
	Permanent Employees									
	• Male	25,942	34.21	28,330	33.88	30,670	32.87	34,585	33.83	
	• Female	49,900	65.79	55,279	66.12	62,641	67.13	67,642	66.17	
	Contractors									
	• Male	N/A	N/A	4,780	52.63	17,489	59.12	32,325	36.22	
	• Female	N/A	N/A	4,303	47.37	12,094	40.88	56,928	63.78	
	405-1	Employee Diversity								
		By Level								
Top Management										
• Male		14	77.78	55	69.62	41	66.13	32	57.14	
• Female		4	22.22	24	30.38	21	33.87	24	42.86	
Management										
• Male		1,106	45.38	1,151	43.91	937	43.48	1,259	44.18	
• Female		1,331	54.62	1,470	56.08	1,218	56.52	1,591	55.82	
Junior Management										
• Male		N/A	N/A	856	42.82	610	41.27	797	42.24	
• Female		N/A	N/A	1,143	57.18	868	58.73	1,090	57.76	
Officer										
• Male		24,822	33.82	27,124	33.52	29,692	32.59	33,294	33.52	
• Female		48,565	66.18	53,785	66.48	61,402	67.41	66,027	66.48	
By Age										
• Under 30 years old										
• Male		13,917	33.31	15,170	32.80	16,875	32.10	18,218	32.81	
• Female	27,860	66.69	31,082	67.20	35,700	67.90	37,306	67.19		
• 30-50 years old										
• Male	11,667	35.24	12,699	35.05	13,224	33.79	15,717	34.99		
• Female	21,438	64.76	23,535	64.95	25,907	66.21	29,203	65.01		

GRI Standard	Required Data	2017		2018		2019		2020	
		Person	%	Person	%	Person	%	Person	%
	• Over 50 years old								
	• Male	358	37.29	461	41.05	571	35.58	650	36.46
	• Female	602	62.71	662	58.95	1,034	64.42	1,133	63.54
	By Religion								
	• Buddhist	73,296	96.64	77,174	92.30	87,989	94.30	96,180	94.08
	• Christian	461	0.61	475	0.57	532	0.57	599	0.59
	• Islamic	2,980	3.93	4,123	4.93	4,725	5.06	4,882	4.78
401-1	New Employee Hires								
	By Gender								
	• Male	34,123	N/A	16,637	36.98	16,827	35.25	13,767	34.12
	• Female			28,356	63.02	30,911	64.75	26,586	65.88
	• New hire rate	44.99		53.81		51.16		39.47	
	By Age								
	• Under 30 years old	27,505	80.61	37,013	82.26	38,852	81.39	33,119	82.07
	• 30-50 years old	6,587	19.30	7,945	17.66	8,772	18.37	7,134	17.68
	• Over 50 years old	31	0.09	35	0.08	114	0.24	100	0.25
401-1	Turnover								
	By Gender								
	• Male	33,502	N/A	13,470	38.31	14,902	38.29	12,022	34.24
	• Female			21,690	61.69	24,019	61.71	23,086	65.76
	• Turnover rate	44.17		42.05		41.71		34.34	
	By Age								
	• Under 30 years old	26,327	78.58	27,324	77.71	30,012	77.11	26,996	76.89
	• 30-50 years old	7,078	21.13	7,691	21.88	8,753	22.49	7,871	22.42
	• Over 50 years old	97	0.29	145	0.41	156	0.40	241	0.69
401-3	Parental Leave								
	Number of employees taking parental leave	N/A	N/A	N/A	N/A	2,959	3.17	3,592	3.51
	Number of employees returning to work after parental leave	N/A	N/A	N/A	N/A	2,615	2.80	3,225	3.15
102-41	Collective Bargaining Agreements								
	Employee Representative under welfare committee	52,795	99.55	56,722	99.29	64,115	100	102,227	100

GRI Standard	Required Data	2017	2018	2019	2020
		Hour / Person / Year			
404-1	Training and Development				
	• Average hours of training	N/A	25.47	22.18	18.91
	By Gender				
	• Male	N/A	26.57	20.51	17.35
	• Female	N/A	24.37	23.84	20.47
	By Level				
	Top Management				
	• Male	N/A	88.67	69.41	83.29
	• Female	N/A	20.50	70.81	85.88
	Management				
	• Male	54.44	65.28	45.14	40.03
	• Female		57.13	45.42	40.62
	Junior Management				
	• Male	N/A	42.40	46.07	39.42
	• Female	N/A	42.08	46.25	40.71
	Officer				
	• Male	81.98	25.55	18.72	16.43
	• Female		23.78	22.75	19.96

Note

- N/A : Not Available
- Human resources performance reporting is made in accordance to the reporting framework of the GRI Standard, 2016 edition.
- Human resources performance covers all business unit operations.

Sustainability Performance Data 2020 : Occupational Safety, Health and Working Environment

GRI Standard	Required Data	Unit	2017		2018		2019		2020	
			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		2	
			0	0	0	0	0	0	2	0
	• High-consequence work-related injuries rate (excluding fatalities)	Cases/1,000,000 work hours*	N/A		N/A		0		0.004	
			N/A	N/A	N/A	N/A	0	0	0	0.01
• Recordable work-related injuries rate	Cases/1,000,000	N/A		N/A		1.22		2.14		
		N/A	N/A	N/A	N/A	2.27	0.69	3.02	1.99	
• The number of hours worked	Hours	N/A		192,955,020		222,630,585		251,718,321		
		N/A	N/A	67,743,167	125,211,853	74,829,447	147,801,138	83,430,837	168,287,484	
403-10 (a) (2018)	• The number of fatalities as a result of work-related ill health	Persons	0		0		0		0	
	• The number of cases of recordable work-related ill health	Cases	N/A		N/A		0		0	
			N/A	N/A	N/A	N/A	0	0	0	0
403-2 (a) 2016	• Absentee Rate (AR)	%	0.90		2.26		2.34		2.28	
			0.36	0.55	2.41	2.18	2.64	2.20	2.58	2.13
	• Lost-Time Injuries Frequency Rate (LTIFR)	Cases/1,000,000	1.95		1.10		0.71		1.66	
			3.56	1.06	1.93	0.65	1.28	0.43	2.21	1.38
• Occupational Illness Frequency Rate (OIFR)	Cases/1,000,000	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	Cases	0		0		0		3	
			0	0	0	0	0	0	2	1
	• High-consequence work-related injuries rate (excluding fatalities)	Cases/1,000,000 work hours*	N/A		N/A		0		0	
			N/A	N/A	N/A	N/A	0	0	0	0
• Recordable work-related injuries rate	Cases/1,000,000 work hours	N/A		N/A		1.51		0.52		
		N/A	N/A	N/A	N/A	2.02	0.93	0.80	0.34	
• The number of hours worked	Hours	N/A		60,757,234		63,698,344		232,938,058		
		N/A	N/A	37,375,636	23,381,598	33,717,995	29,980,349	88,997,868	143,940,190	
403-10 (a) (2018)	• The number of fatalities as a result of work-related ill health	Cases	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	1.99		1.02		0.99		0.37		
		N/A	N/A	0.94	1.15	1.28	0.67	0.52	0.28	

Note

- N/A : Not Available
- CP ALL Plc. data is not include scope of sub-areas operation.
- CPRAM Co., Ltd. data covers scope of Ready-to-eat food (Lat Lum Kaeo factory), Bakery (Lat Krabang factory). Since 2018, scope of Chonburi factory has been included.
- CP ALL Plc. contractors data covers housekeeper, security guard, construction and renovation contractor. Since 2020, Store Business Partner (SBP) and transportation contractor of CP ALL distribution center data has been included.
- Siam Makro PCL contractors data covers all types of contractor which are regular contractor, contractor that is entering the area, transportation supplier, security officer and housekeeper).
- CPRAM Co., Ltd. contractors data includes only housekeeper who works at office buildings, security guard, and contractor in the production line. Since 2020, construction and renovation contractor data has been included.
- High-consequence work-related injuries rate (excluding fatalities) = Total number of work-related injury (cases) that results in an injury which the worker cannot expected to recover fully to pre-injury health status within 6 months over the reporting period x 1,000,000 hours worked / Number of hours worked (over the reporting period).
- Recordable work-related injuries rate = Total number of injuries (cases) at all levels including work-related injury from restricted work, beyond first-aid level, lost-day level to severity level over the reporting period x 1,000,000 hours worked / Number of hours worked (over the reporting period).
- 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 2020 : Health and Well-Being

GRI Standard	Required Data	Unit	2018	2019	2020
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	1.32
	• Ready-to-eat food			3.12	0.15
	• Packaged beverage (exclude alcoholic)			0.00	1.16
	• Process food			0.00	0.00
G4 – FP7	Total of sales volume of consumer products that are increased nutritious ingredients	Percentage	1.10	0.00	6.93
	• Ready-to-eat food			0.00	1.01
	• Packaged beverage (exclude alcoholic)			0.00	5.96
	• Process food			0.00	0.00
	Total of sales volume of consumer products that are renovated/ reformulated	Percentage	0.20	5.66	7.55
	• Ready-to-eat food			3.80	2.21
	• Packaged beverage (exclude alcoholic)			1.86	5.33
	• Process food			0.00	0.00

Note :

- Data including Private Brand consumer products only.

GRI Content Index

GRI 102: General Disclosures

Disclosures	Chapter	Page/ Website/ Omission	External Assurance
Organizational Profile			
102-1 Name of the organization	Collaborative Value Chain for Everyone's Happiness	12	
102-2 Activities, brands, products, and services	Collaborative Value Chain for Everyone's Happiness	12-19	
102-3 Location of headquarters	Collaborative Value Chain for Everyone's Happiness	19	
102-4 Location of operations	Collaborative Value Chain for Everyone's Happiness	12-19	
102-5 Ownership and legal form	Refer to CP ALL Annual Report	41-50	
102-6 Markets served	Collaborative Value Chain for Everyone's Happiness	12-19	
102-7 Scale of the organization	Collaborative Value Chain for Everyone's Happiness	12	
	Refer to CP ALL Annual Report	3,17, 25-30	
102-8 Information on employees and other workers	Appendix	264-266	
102-9 Supply chain	Emphasis on All Material Issues for Sustainability in All Dimensions	13	
102-10 Significant changes to the organization and its supply chain	Annual Report	No Significant changes to the organization and supply chain	
102-11 Precautionary Principle or approach	Corporate of Good Governance, Manage Transparently	45, 48-54	
	Refer to CP ALL Annual Report	62-74	
102-12 External initiatives	Message from Chairman	3	
	Corporate of Good Governance, Manage Transparently	52	
	Standing Beside Honesty, Stepping Aside Corruption	63	
	Embracing Differences, Building Bridges, and Forging Shared Benefits	85	
102-13 Membership of associations	Embracing Differences, Building Bridges, and Forging Shared Benefits	84	

Disclosures	Chapter	Page/ Website/ Omission	External Assurance
Strategy			
102-14 Statement from senior decision-maker	Message from Chairman	2-3	
	Message from Chairman of Executive Committee	4-5	
Ethics and Integrity			
102-16 Values, principles, standards, and norms of behavior	Building on Ambition, Strategy for Sustainability	26	
Material topic and its Boundary			
103-1 Explanation of the material topic and its Boundary	Emphasis on All Material Issues for Sustainability in All Dimensions	34-38	
Stakeholder Engagement			
GRI 103: Management Approach 2016			
103-2 The management approach and its components	Embracing Differences, Building Bridges, and Forging Shared Benefits	76-90	
GRI 102: General Disclosures 2016			
102-40 List of stakeholder groups	Embracing Differences, Building Bridges, and Forging Shared Benefits	76-90	
102-41 Collective bargaining agreements	Respecting Human Rights, Committed to International Principles, Creating Peace	73	
	Appendix	280	
102-42 Identifying and selecting stakeholders	Embracing Differences, Building Bridges, and Forging Shared Benefits	36, 77	
102-43 Approach to stakeholder engagement	Embracing Differences, Building Bridges, and Forging Shared Benefits	78-90	
102-44 Key topics and concerns raised	Embracing Differences, Building Bridges, and Forging Shared Benefits	78-90	
GRI 418: Customer Privacy 2016			
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Standing beside honesty, stepping aside corruption	61	
Reporting Practice			
102-45 Entities included in the consolidated financial statements	Refer to CP ALL Annual Report	2	
102-46 Defining report content and topic Boundaries	Emphasis on All Material Issues for Sustainability in All Dimensions	37-38	
102-47 List of material topics	Emphasis on All Material Issues for Sustainability in All Dimensions	37	

Disclosures	Chapter	Page/ Website/ Omission	External Assurance
102-50 Reporting period	Emphasis on All Material Issues for Sustainability in All Dimensions	34	
102-51 Date of most recent report	Emphasis on All Material Issues for Sustainability in All Dimensions	34	
102-52 Reporting cycle	Emphasis on All Material Issues for Sustainability in All Dimensions	34	
102-53 Contact point for questions regarding the report	Collaborative Value Chain for Everyone's Happiness	19	
102-54 Claims of reporting in accordance with the GRI Standards	Emphasis on All Material Issues for Sustainability in All Dimensions	34	
102-55 GRI content index	Appendix	269-277	
External Assurance			
102-56 External assurance	Appendix	288-289	

Material Topics

GRI Standards	Disclosures	Chapter	Page / Website	Omission	External Assurance
Corporate Governance					
GRI 103: Management Approach 2016					
103-2	The management approach and its components	Corporate of Good Governance, Manage Transparently	42-46		
103-3	Evaluation of the management approach	Corporate of Good Governance, Manage Transparently	42, 45, 47, 48-52, 54-55		
GRI 102: General Disclosures 2016					
102-18	Governance structure	Corporate of Good Governance, Manage Transparently	46		
102-29	Identifying and managing economic, environmental, and social impacts	Corporate of Good Governance, Manage Transparently	43-44, 47		
102-30	Effectiveness of risk management processes	Corporate of Good Governance, Manage Transparently	48-55		
		Refer to CP ALL Annual Report	62-74		
Anti-Corruption					
GRI 103: Management Approach 2016					
103-2	The management approach and its components	Standing beside honesty, stepping aside corruption	58-63		
103-3	Evaluation of the management approach	Standing beside honesty, stepping aside corruption	58, 60-63		

GRI Standards	Disclosures	Chapter	Page / Website	Omission	External Assurance
GRI 102: General Disclosures 2016					
102-17	Mechanisms for advice and concerns about ethics	Standing beside honesty, stepping aside corruption	61		
GRI 205: Anti-corruption 2016					
205-2	Communication and training about anti-corruption policies and procedures	Standing beside honesty, stepping aside corruption	62-63		
205-3	Confirmed incidents of corruption and actions taken	Standing beside honesty, stepping aside corruption	62-65		
Human Rights and Labor Practices					
GRI 103: Management Approach 2016					
103-2	The management approach and its components	Respecting Human Rights, Committed to International Principles, Creating Peace	67-74		
103-3	Evaluation of the management approach	Respecting Human Rights, Committed to International Principles, Creating Peace	66, 69-74		
GRI 401: Employment 2016					
401-3	Parental leave	Appendix	265		
GRI 412: Human Rights Assessment 2016					
412-1	Operations that have been subject to human rights reviews or impact assessments	Respecting Human Rights, Committed to International Principles, Creating Peace	69, 72-73		
412-2	Employee training on human rights policies or procedures	Respecting Human Rights, Committed to International Principles, Creating Peace	71		
GRI 405: Diversity and equal opportunity 2016					
405-1	Diversity of governance bodies and employees	Respecting Human Rights, Committed to International Principles, Creating Peace	74		
		Appendix	264		
Leadership & Human Capital Development					
GRI 103: Management Approach 2016					
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	93-109		
103-3	Evaluation of the management approach	Mix the similar, mend the different, and make good and talented individuals, mould to unite a force	92, 95-109		

GRI Standards	Disclosures	Chapter	Page / Website	Omission	External Assurance
GRI 404: Training and Education 2016					
404-1	Average hours of training per year per employee	Appendix	266		
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	96-103, 105-109		
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	105-107		
Innovation					
GRI 103: Management Approach 2016					
103-2	The management approach and its components	Innovation creates intellect, increases business value	165-179		
103-3	Evaluation of the management approach	Innovation creates intellect, increases business value	164, 167, 168-179		
GRI 203: Indirect Economic Impacts 2016					
203-2	Significant indirect economic impacts	Innovation creates intellect, increases business value	164, 168-179		
Occupational Health and Safety					
103-2	The management approach and its components	Occupational Safety, Health and Environment	183-191		
103-3	Evaluation of the management approach	Occupational Safety, Health and Environment	182, 184, 186-191		
GRI 403: Occupational Health and Safety (Management Approach 2018)					
403-1	Occupational health and safety management system	Elevating Occupational Safety, Creating Friendly Work Environment	185-186		
403-2	Hazard identification, risk assessment, and incident investigation	Elevating Occupational Safety, Creating Friendly Work Environment	185-191		
403-3	Occupational health services	Elevating Occupational Safety, Creating Friendly Work Environment	186-191		
403-4	Worker participation, consultation, and communication on occupational health and safety	Elevating Occupational Safety, Creating Friendly Work Environment	186-191		
403-5	Worker training on occupational health and safety	Elevating Occupational Safety, Creating Friendly Work Environment	189-191		

GRI Standards	Disclosures	Chapter	Page / Website	Omission	External Assurance
403-6	Promotion of worker health	Elevating Occupational Safety, Creating Friendly Work Environment	186-188, 190-191		
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Elevating Occupational Safety, Creating Friendly Work Environment	188-191		
GRI 403: Occupational Health and Safety (Topic-specific disclosures 2018)					
403-9	Work-related injuries	Appendix	267	Work-related injuries does not covered to part time employee of SBP, there still in the process of data collection. This data will be completed in 2025.	✓
403-10	Work-related ill health	Appendix	267	Work-related ill health does not covered to part time employee of SBP, there still in the process of data collection. This data will be completed in 2025.	✓
Health and Well Being					
GRI 103: Management Approach 2016					
103-2	The management approach and its components	Selecting Hygienic Food with the Consumer Health at Heart	133-145		
103-3	Evaluation of the management approach	Selecting Hygienic Food with the Consumer Health at Heart	132, 135-145		
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	135		
		Appendix	268		✓
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	135		
		Appendix	268		
GRI 417: Marketing and Labeling					
417-1	Requirements for product and service information and labeling	Selecting Hygienic Food with the Consumer Health at Heart	136, 140-141		
Education					
GRI 103: Management Approach 2016					
103-2	The management approach and its components	Creating educational opportunities, creating jobs, creating the future	150-162		

GRI Standards	Disclosures	Chapter	Page / Website	Omission	External Assurance
103-3	Evaluation of the management approach	Creating educational opportunities, creating jobs, creating the future	148-149, 151-162		
GRI 404: Training and Education 2016					
404-2	Training and Education Programs for upgrading employee skills and transition assistance programs	Creating educational opportunities, creating jobs, creating the future	151		
Social Impact					
GRI 103: Management Approach 2016					
103-2	The management approach and its components	Sharing Opportunities and Creating Value for Society	115-129		
103-3	Evaluation of the management approach	Sharing Opportunities and Creating Value for Society	114, 116-129		
GRI 413: Local Communities 2016					
413-1	Operations with local community engagement, impact assessments, and development programs	Sharing Opportunities and Creating Value for Society	249-258		
GRI 204: Procurement Practices 2016					
204-1	Proportion of spending on local suppliers	Sharing Opportunities and Creating Value for Society	250		
Ecosystem and Biodiversity Protection					
GRI 103: Management Approach 2016					
103-2	The management approach and its components	Protecting the Ecosystem and Committing to Being Green	215-225		
103-3	Evaluation of the management approach	Protecting the Ecosystem and Committing to Being Green	214, 216-225		
GRI 304: Biodiversity 2016					
304-2	Significant impacts of activities, products, and services on biodiversity	Protecting the Ecosystem and Committing to Being Green	215-225		
GRI 308: Supplier environmental assessment 2016					
308-1	New suppliers that were screened using environmental criteria	Cascading Responsibilities Throughout the Value Chains	240-241		
Climate Change Management					
GRI 103: Management Approach 2016					
103-2	The management approach and its components	Climate Change Management, Alternating for Renewable Energy	197-198		
103-3	Evaluation of the management approach	Climate Change Management	196, 199-200, 198-202, 205-212		

GRI Standards	Disclosures	Chapter	Page / Website	Omission	External Assurance
GRI 302: Energy 2016					
302-1	Energy consumption within the organization	Climate Change Management, Alternating for Renewable Energy	199-200		
		Appendix	261		✓
302-3	Energy intensity	Appendix	261		✓
302-5	Reductions in energy requirements of products and services	Climate Change Management, Alternating for Renewable Energy	206-208		
GRI 305: Emissions 2016					
305-1	Direct (Scope 1) GHG emissions	Climate Change Management, Alternating for Renewable Energy	198-200	Direct GHG emissions from refrigerant refilled and stationary combustion are not available. This data will be disclose on 2021	
		Appendix	262		✓
305-2	Energy Indirect (Scope 2) GHG emissions	Climate Change Management, Alternating for Renewable Energy	200		
		Appendix	262		✓
305-3	Other Indirect (Scope 3) GHG emissions	Climate Change Management, Alternating for Renewable Energy	202		
		Appendix	262		✓
305-4	GHG emissions intensity	Climate Change Management, Alternating for Renewable Energy	196		
		Appendix	262		✓
305-5	Reduction of GHG emissions	Climate Change Management, Alternating for Renewable Energy	196, 206-208		
		Appendix			
GRI 301: Materials 2016					
301-1	Materials used by weight or volume	Climate Change Management, Alternating for Renewable Energy	262		
GRI 306: Waste 2020					
306-3	Waste generated	Protecting the Ecosystem and Committing to Being Green	216		
		Appendix	263		✓
304-4	Waste diverted from disposal	Protecting the Ecosystem and Committing to Being Green	216		
		Appendix	263		✓

GRI Standards	Disclosures	Chapter	Page / Website	Omission	External Assurance
306-5	Waste directed to disposal	Protecting the Ecosystem and Committing to Being Green	216		
		Appendix	263		✓
Water Stewardship					
GRI 303: Water and Effluents (Management Approach 2018)					
303-1	Interactions with water as a shared resource	Water Stewardship	228-234		
303-2	The management approach and its components	Water Stewardship	231		
GRI 303: Water and Effluents (Topic-specific disclosures 2018)					
303-3	Water withdrawal	Water Stewardship	228, 230		
		Appendix	261		✓
303-4	Water discharge	Water Stewardship	230		
303-5	Water consumption	Water Stewardship	230		
Responsible Supply Chain Management					
GRI 103: Management Approach 2016					
103-2	The management approach and its components	Cascading Responsibilities Throughout the Value Chains	237		
103-3	Evaluation of the management approach	Cascading Responsibilities Throughout the Value Chains	236, 238-246		
GRI 308: Supplier Environmental Assessment 2016					
308-1	New suppliers that were screened using environmental criteria	Cascading Responsibilities Throughout the Value Chains	240-241		
GRI 414: Supplier Social Assessment 2016					
414-1	New suppliers that were screened using social criteria	Cascading Responsibilities Throughout the Value Chains	240-241		
Local Conflict Management and Community Acceptance					
GRI 103: Management Approach 2016					
103-2	The management approach and its components	Spread the love from hearts, fostering community's resilience	249-250		
103-3	Evaluation of the management approach	Spread the love from hearts, fostering community's resilience	248-250		
GRI 413: Local Communities 2016					
413-1	Operations with local community engagement, impact assessments, and development programs	Spread the love from hearts, fostering community's resilience	249-258		
GRI 204: Procurement Practices 2016					
204-1	Proportion of spending on local suppliers	Spread the love from hearts, fostering community's resilience	250		

United Nations Sustainability Development Goals

Goal	Description	Chapter	Goal	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"> • 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 Stewardship • 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"> • 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 Stewardship 		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 land 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"> • Corporate of Good Governance, Manage Transparently • Respecting Human Rights, Committed to International Principles, Creating Peace • Standing beside honesty, stepping aside corruption • 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 • Embracing Differences, Building Bridges, and Forging Shared Benefits • Innovation creates intellect, increases business value • Elevating Occupational Safety, Creating Friendly Work Environment • 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"> • 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 			

UNGC Advanced level

UNGC Advanced level checklist	Comment/Reference	
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 	26-33
	<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 	27
	<ul style="list-style-type: none"> Align strategies, goals and incentive structures of all business units and subsidiaries with corporate sustainability strategy 	26-33
	<ul style="list-style-type: none"> Assign responsibility for corporate sustainability implementation to an individual or group within each business unit and subsidiary 	27
	<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 	26-33
	<ul style="list-style-type: none"> Ensure that different corporate functions coordinate closely to maximize performance and avoid unintended negative impacts 	27
	<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 	58-63, 66-74, 76-90, 196-212, 236-246, https://www.cpall.co.th/wp-content/uploads/2018/12/01_CPAIL-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 	66-74, 196-212, 236-246
	<ul style="list-style-type: none"> Communicate policies and expectations to suppliers and other relevant business partners 	58-63, 76-90, 236-246
	<ul style="list-style-type: none"> Implement monitoring and assurance mechanisms (e.g. audits/ screenings) for compliance within the company's sphere of influence 	182-191, 236-246
	<ul style="list-style-type: none"> Undertake awareness-raising, training and other types of capacity building with suppliers and other business partners 	42-55, 58-63, 66-74, 182-191, 236-246
	<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	
	Indicate which of the following best practices are described in your COP:	
	Robust Human Rights 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 26-33, 66-74,

UNGC Advanced level checklist	Comment/Reference
<ul style="list-style-type: none"> • 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) 	66-74
<ul style="list-style-type: none"> • Integrated or stand-alone statement of policy expressing commitment to respect and support human rights approved at the most senior level of the company 	26-33, 66-74
<ul style="list-style-type: none"> • Statement of policy stipulating human rights expectations of personnel, business partners and other parties directly linked to operations, products or services 	66-74
<ul style="list-style-type: none"> • Statement of policy publicly available and communicated internally and externally to all personnel, business partners and other relevant parties 	66-74
<ul style="list-style-type: none"> • 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"> • Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff 	26-33, 66-74
<ul style="list-style-type: none"> • Process to ensure that internationally recognized human rights are respected 	66-74
<ul style="list-style-type: none"> • On-going due diligence process that includes an assessment of actual and potential human rights impacts 	66-74
<p>The Guiding Principles suggest that the assessment:</p>	-
<ul style="list-style-type: none"> • Internal awareness-raising and training on human rights for management and employees 	66-74
<ul style="list-style-type: none"> • Operational-level grievance mechanisms for those potentially impacted by the company's activities 	58-63, 76-90, 248-258
<ul style="list-style-type: none"> • Allocation of responsibilities and accountability for addressing human rights impacts 	66-74
<ul style="list-style-type: none"> • Internal decision-making, budget and oversight for effective responses to human rights impacts 	26-33
<ul style="list-style-type: none"> • Processes to provide for or cooperate in the remediation of adverse human rights impacts that the company has caused or contributed to 	66-74
<ul style="list-style-type: none"> • 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 	66-74
<ul style="list-style-type: none"> • 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"> • Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff 	66-74
<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 	66-74, 236-246
<ul style="list-style-type: none"> • Monitoring drawn from internal and external feedback, including affected stakeholders 	66-74

UNGC Advanced level checklist	Comment/Reference
<ul style="list-style-type: none"> Process to deal with incidents the company has caused or contributed to for internal and external stakeholders 	66-74
<ul style="list-style-type: none"> Outcomes of integration of the human rights principles 	66-74
<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>	66-74
<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>	66-74
<p>(b) Provide information that is sufficient to evaluate the adequacy of an enterprise's response to the particular human rights impact involved;</p>	66-74
<p>(c) In turn not pose risks to affected stakeholders, personnel or to legitimate requirements of commercial confidentiality.</p>	66-74
<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.) 	66-74
<ul style="list-style-type: none"> Other established or emerging best practices 	-
<p>Criterion 6: The COP describes robust commitments, strategies or policies in the area of labour</p>	
<p>Indicate which of the following best practices are described in your COP:</p>	
<p>Robust Labour Management Policies & Procedures</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 <p>66-74, 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</p>
	<ul style="list-style-type: none"> Reference to principles of relevant international labour standards (ILO Conventions) and other normative international instruments in company policies <p>66-74, 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/</p>
	<ul style="list-style-type: none"> Reflection on the relevance of the labour principles for the company <p>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</p>
	<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). <p>66-74, 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</p>
	<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 <p>236-246</p>
	<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. <p>66-74</p>
	<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). <p>66-74</p>

UNGC Advanced level checklist	Comment/Reference
<ul style="list-style-type: none"> • Structural engagement with a global union, possibly via a Global Framework Agreement 	66-74
<ul style="list-style-type: none"> • Other established or emerging best practices 	-
Criterion 7: The COP describes effective management systems to integrate the labour principles	
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 	66-74, 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 	66-74
<ul style="list-style-type: none"> • Dialogue mechanism with trade unions to regularly discuss and review company progress in addressing labour standards 	66-74
<ul style="list-style-type: none"> • Allocation of responsibilities and accountability within the organization 	26-33, 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 	66-74
<ul style="list-style-type: none"> • Active engagement with suppliers to address labour-related challenges 	236-246
<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 	66-74
<ul style="list-style-type: none"> • Other established or emerging best practices 	-
Criterion 8: The COP describes effective monitoring and evaluation mechanisms of labour principles integration	
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 	26-33, 66-74, 92-109, 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 	92-109
<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 	92-109
<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 	236-246
<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 	236-246
<ul style="list-style-type: none"> • Outcomes of integration of the Labour principles 	66-74
<ul style="list-style-type: none"> • Other established or emerging best practices 	-

UNGC Advanced level checklist

Comment/Reference

Criterion 9: The COP describes robust commitments, strategies or policies in the area of environmental stewardship

Indicate which of the following best practices are described in your COP:

Robust Environmental 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 	26-33, 196-212, 214-225, https://www.cpall.co.th/wp-content/uploads/2020/06/05_CPAll-Environmental-Policy_Eng_Edit27.5.62.pdf
	<ul style="list-style-type: none"> Reference to relevant international conventions and other international instruments (e.g. Rio Declaration on Environment and Development) 	196-212
	<ul style="list-style-type: none"> Reflection on the relevance of environmental stewardship for the company 	196-212, 214-225
	<ul style="list-style-type: none"> Written company policy on environmental stewardship 	196-212, https://www.cpall.co.th/wp-content/uploads/2020/06/05_CPAll-Environmental-Policy_Eng_Edit27.5.62.pdf
	<ul style="list-style-type: none"> Inclusion of minimum environmental standards in contracts with suppliers and other relevant business partners 	236-246
	<ul style="list-style-type: none"> Specific commitments and goals for specified years 	26-33, 196-212
	<ul style="list-style-type: none"> 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:

	<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 	196-212, https://www.cpall.co.th/wp-content/uploads/2020/06/05_CPAll-Environmental-Policy_Eng_Edit27.5.62.pdf
	<ul style="list-style-type: none"> Environmental risk and impact assessments 	196-212
	<ul style="list-style-type: none"> Assessments of lifecycle impact of products, ensuring environmentally sound management policies 	-
	<ul style="list-style-type: none"> Allocation of responsibilities and accountability within the organization 	26-33
	<ul style="list-style-type: none"> Internal awareness-raising and training on environmental stewardship for management and employees 	92-109 196-212
	<ul style="list-style-type: none"> Grievance mechanisms, communication channels and other procedures (e.g. whistleblower mechanisms) for reporting concerns or seeking advice regarding environmental impacts 	76-90 248-258
	<ul style="list-style-type: none"> Other established or emerging best practices 	-

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:

	<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 	196-212, https://www.cpall.co.th/wp-content/uploads/2020/06/05_CPAll-Environmental-Policy_Eng_Edit27.5.62.pdf
	<ul style="list-style-type: none"> System to track and measure performance based on standardized performance metrics 	196-212, https://www.cpall.co.th/wp-content/uploads/2020/06/05_CPAll-Environmental-Policy_Eng_Edit27.5.62.pdf
	<ul style="list-style-type: none"> Leadership review of monitoring and improvement results 	196-212
	<ul style="list-style-type: none"> Process to deal with incidents 	-

UNGC Advanced level checklist	Comment/Reference
<ul style="list-style-type: none"> Audits or other steps to monitor and improve the environmental performance of companies in the supply chain 	236-246
<ul style="list-style-type: none"> Outcomes of integration of the environmental principles 	196-212, 214-225
<ul style="list-style-type: none"> 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	<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
<ul style="list-style-type: none"> Publicly stated formal policy of zero-tolerance of corruption 	26-33, 58-63, https://www.cpall.co.th/wp-content/uploads/2018/06/Anti-Corruption-Procedures-en.pdf
<ul style="list-style-type: none"> Commitment to be in compliance with all relevant anti-corruption laws, including the implementation of procedures to know the law and monitor changes 	https://www.cpall.co.th/wp-content/uploads/2018/06/Anti-Corruption-Procedures-en.pdf
<ul style="list-style-type: none"> Statement of support for international and regional legal frameworks, such as the UN Convention against Corruption 	58-63, https://www.cpall.co.th/wp-content/uploads/2018/06/Anti-Corruption-Procedures-en.pdf
<ul style="list-style-type: none"> Detailed policies for high-risk areas of corruption 	-
<ul style="list-style-type: none"> Policy on anti-corruption regarding business partners 	-
<ul style="list-style-type: none"> 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:	
<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 	26-33, 58-63, https://www.cpall.co.th/wp-content/uploads/2018/06/Anti-Corruption-Procedures-en.pdf
<ul style="list-style-type: none"> Support by the organization's leadership for anti-corruption 	42-55, 58-63
<ul style="list-style-type: none"> Carrying out risk assessment of potential areas of corruption 	58-63
<ul style="list-style-type: none"> Human Resources procedures supporting the anti-corruption commitment or policy, including communication to and training for all employees 	42-55, 58-63
<ul style="list-style-type: none"> Internal checks and balances to ensure consistency with the anti-corruption commitment 	42-55, 58-63
<ul style="list-style-type: none"> Actions taken to encourage business partners to implement anti-corruption commitments 	58-63, 236-246
<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

UNGC Advanced level checklist	Comment/Reference
<ul style="list-style-type: none"> • Communications (whistleblowing) channels and follow-up mechanisms for reporting concerns or seeking advice 	58-63, 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 	58-63, 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 	-
Criterion 14: The COP describes effective monitoring and evaluation mechanisms for the integration of anti-corruption	
Indicate which of the following best practices are described in your COP:	
<ul style="list-style-type: none"> • Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff 	26-33, 58-63, 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 	42-55, 58-63
<ul style="list-style-type: none"> • Process to deal with incidents 	42-55
<ul style="list-style-type: none"> • Public legal cases regarding corruption 	58-63
<ul style="list-style-type: none"> • Use of independent external assurance of anti-corruption programmes 	42-55
<ul style="list-style-type: none"> • Outcomes of integration of the anti-corruption principle 	42-55
<ul style="list-style-type: none"> • Other established or emerging best practices 	-
Criterion 15: The COP describes core business contributions to UN goals and issues	
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 	26-33
<ul style="list-style-type: none"> • Align core business strategy with one or more relevant UN goals/issues 	https://www.cpall.co.th/en/sustain/cpall-and-the-sustainable-development-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/en/sustain/cpall-and-the-sustainable-development-goals
<ul style="list-style-type: none"> • Adopt and modify operating procedures to maximize contribution to UN goals/issues 	https://www.cpall.co.th/en/sustain/cpall-and-the-sustainable-development-goals
<ul style="list-style-type: none"> • Other established or emerging best practices 	-
Criterion 16: The COP describes strategic social investments and philanthropy	
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 	26-33, 148-162, 114-129, 248-258
<ul style="list-style-type: none"> • 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 	26-33, 148-162, 114-129, 248-258

Taking Action in Support of Broader UN Goals and Issues

UNGC Advanced level checklist	Comment/Reference
<ul style="list-style-type: none"> Coordinate efforts with other organizations and initiatives to amplify—and not negate or unnecessarily duplicate—the efforts of other contributors 	148-162, 114-129, 248-258
<ul style="list-style-type: none"> 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 	114-129, 248-258
<ul style="list-style-type: none"> 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:	
<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 	26-33
<ul style="list-style-type: none"> Publicly advocate the importance of action in relation to one or more UN goals/issues 	196-212
<ul style="list-style-type: none"> 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.cpoll.co.th/en/sustain/sustainability-framework
<ul style="list-style-type: none"> 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:	
<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 	26-33, 148-162, 114-129, 236-246, 248-258
<ul style="list-style-type: none"> 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 	76-90, 148-162, 114-129, 248-258
<ul style="list-style-type: none"> 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 	236-246
<ul style="list-style-type: none"> Other established or emerging best practices 	-
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 	2-5
<ul style="list-style-type: none"> CEO leads executive management team in development of corporate sustainability strategy, defining goals and overseeing implementation 	2-5
<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 	-
<ul style="list-style-type: none"> Other established or emerging best practices 	-

Corporate
Sustainability
Governance and
Leadership

UNGC Advanced level checklist	Comment/Reference
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 	42-55
<ul style="list-style-type: none"> Board of Directors (or equivalent) assumes responsibility and oversight for long-term corporate sustainability strategy and performance 	26-33, 42-55
<ul style="list-style-type: none"> Board establishes, where permissible, a committee or assigns an individual board member with responsibility for corporate sustainability. 	26-33
<ul style="list-style-type: none"> Board (or committee), where permissible, approves formal reporting on corporate sustainability (Communication on Progress) 	23, 26-33
<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 	26-33, 76-90
<ul style="list-style-type: none"> Publicly recognize responsibility for the company's impacts on internal and external stakeholders 	2-5, 26-33, 76-90
<ul style="list-style-type: none"> Define sustainability strategies, goals and policies in consultation with key stakeholders 	26-33, 34-38
<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 	76-90
<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' 	76-90
<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 2020

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 2020 "the report" against the assurance criteria below to a moderate level of assurance and at the materiality of the professional judgement of the verifier, using AccountAbility's AA1000AS v3¹, where the scope was a Type 2 engagement.

Our assurance engagement covered CP ALL's subsidiaries in Thailand only, and specifically the following requirements:

- Evaluating CP ALL's adherence to AA1000 AccountAbility Principles (2018) of Inclusivity, Materiality, Responsiveness and Impact.
- Confirming that the report is in accordance with:
 - GRI Standards (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 306-3 Waste generated, GRI 306-4 Waste diverted from disposal and GRI 306-5 Waste directed to disposal (2020 edition).
 - *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:

¹ GHG quantification is subject to inherent uncertainty.

- Assessing CP ALL's approach to stakeholder engagement to confirm that issues raised by stakeholders were captured correctly. We did this by interviewing CP ALL's management who engage directly with stakeholder groups as well as reviewing documents and associated records.
- Reviewing CP ALL's process for identifying and determining material issues to confirm that the right issues were included in their report. We did this by benchmarking reports written by CP ALL and its peers to ensure that sector specific issues were included for comparability. We also tested the filters used in determining material issues to evaluate whether CP ALL makes informed business decisions that may create opportunities which contribute towards sustainable development.
- Auditing CP ALL's data management systems to confirm that there were no significant errors, omissions or mis-statements in the report. We did this by reviewing the effectiveness of data handling process, and systems, including those for internal verification. We also spoke with key people in various departments responsible for compiling the data and drafting the report.
- Visiting CP ALL's operations as business representative (CPRAM – Ladkrabang, Siam Makro – Chaengwattana and Mahachai Distribution centre, and CP ALL - Suvarnabhumi Distribution centre) to sample performance data and information for the selected specific standard disclosures to confirm its reliability.

Observations

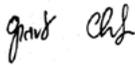
Further observations and findings, made during the assurance engagement, are:

- Stakeholder inclusivity: We are not aware of any key stakeholder groups that have been excluded from CP ALL's stakeholder engagement process. CP ALL has addressed the key stakeholder group's opinion regarding their impacts.
- Materiality: We are not aware of any material issues concerning CP ALL's sustainability performance that have been excluded from the report. CP ALL has processes for identifying and determining material issues based on a set of unbiased criteria and qualitative impact valuation.
- Responsiveness: CP ALL has addressed the concerns of stakeholders in relation to impacts of waste disposal and GHG emission. However, we believe that future reports should disclose safety statistics for manpower under licence operations.
- Reliability: Data management systems are considered to be well defined, but the implementation of these systems varies across CP ALL's operational facilities.
- Impact: CP ALL has initial performing impacts measurement and valuation of an agriculture product and climate change related. However, CP ALL should further address quantitative impacts regard stakeholder groups as well as materiality in the future reports.

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



Dated: 26 February 2021

On behalf of Lloyd's Register Quality Assurance Ltd.
Lloyd's Register International (Thailand) Limited
22th Floor, Sirinrat Building, 3388/78 Rama IV Road
Klongton, Klongtoey, Bangkok 10110 THAILAND

LRQA reference: BGK00000540

Lloyd's Register Group Limited, its affiliates and subsidiaries, including Lloyd's Register Quality Assurance Limited (LRQA), and their respective officers, employees or agents are, individually and collectively, referred to in this clause as 'Lloyd's Register'. Lloyd's Register assumes no responsibility and shall not be liable to any person for any loss, damage or expense caused by reliance on the information or advice in this document or howsoever provided, unless that person has signed a contract with the relevant Lloyd's Register entity for the provision of this information or advice and in that case any responsibility or liability is exclusively on the terms and conditions set out in that contract.

The English version of this Assurance Statement is the only valid version. Lloyd's Register Group Limited assumes no responsibility for versions translated into other languages.

This Assurance Statement is only valid when published with the Report to which it refers. It may only be reproduced in its entirety.



CP ALL Public Company Limited
www.cpall.co.th

