



**Giving
and Sharing
Opportunities**



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Corporate Philosophy

Through happy employees,
we desire to see smiles from
customers



Vision

We serve convenience
to all communities



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

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Sustainability Strategy



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and Equitable Business



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Building Resources for our World



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Energy Efficiency



Sustainable Packaging
Management



Sustainable Waste
Management



Ecosystem & Biodiversity
Protection



Message From Chairman



Mr. Soopakij Chearavanont
Chairman
CP ALL Public Company Limited

CP ALL is standing firm in our commitment to creating and sharing opportunities to all. This is in line with the CP Group's 3-benefit principle which enables us to pay tribute to the country by creating the sustainable benefit to the country, the people and our organization. We have been consistently creating benefits and sharing opportunities to all including the small and medium enterprises, the farmers and the vulnerable groups through our 'Give Futures, Give Channels, Give Quality of Life' conceptual framework. This allows us to elevate the manufacturing standard of products, raise product quality, improve the quality of people's lives throughout the value chain with creativity. Consequently, the connectivity of micro economy and macro economy is strengthened to accommodate the global evolution sustainably. In tandem, we empower the youth and vulnerable groups by making a quality education accessible through CONEXT ED Project and the Panyapiwat's scholarship program. This not only enables the youth and vulnerable groups a secured and self-supporting life but also equips them with the environmental awareness and knowledge on environmental management for a better and sustainable community.

Over the two years in the Covid-19 crisis, CP ALL; consisting of the members of management and staffs, the network of business partners, customers and all in our value chain, has been united

to relentlessly support the people who were affected by the Covid-19 pandemic and restore the community economics. As we see a prominent recovery in progress, we determine to continue participating in the making of a sustainable Thai society.

CP ALL has further developed our corporate sustainable development strategy to synchronize with the context of global sustainable development. By issuing the policy and the long-term 15 sustainable development goals (2021 – 2030), we will be able to strengthen our value chain, mitigate the climate risk, safeguard the impact of related national policy and the evolution of modern technological development. This encourages the engagement of all sectors in driving our sustainable development goals, good corporate governance and code of conducts along with creating values for our environment and society.

With the endeavor among our colleagues and all sectors throughout our value chain, we will be able to effectively move forward to achieve our sustainable development goals and create the sustainable benefits to the country, the people and our organization. 



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Message from Chairman of Executive Committee



Mr. Korsak Chairasmisak
Chairman of Executive Committee
CP ALL Public Company Limited

In 2021, was a challenging year for the Company and its stakeholders. Together, we have swiftly and effectively cooperated under prevention measures for the coronavirus disease (COVID-19), which restricted social activities. The Company has launched the new 7Delivery service which safely deliver products to consumers' homes under the strictest health standards. This is coupled with procurement of products in order to mitigate the spread of COVID-19 such as medical masks, antigen test kits of quality at affordable price. These initiatives have been regarded as a success in alleviating the effects of the pandemic on the society.

Additionally, the Company's resolute dedication to becoming a leader in sustainability has resulted in the recognition from international agencies. The Company has been evaluated and accepted as a member of the Dow Jones Sustainability Indices (DJSI), ranking first in Food & Staples Retailing Industry. Furthermore, we have retained our membership for the fifth consecutive year. This highlights our commitment in promoting sustainability across the consumer chain as well as advocating for sustainability strategies that would translate into real practices, which we have sufficiently achieved in our goals.

The Company's achievements in sustainability, as reflected in our membership in the DJSI, gave us the conviction that sustainable growth in business give weight to environmental preservation, the society, and good governance whilst also

thoroughly taking all stakeholders into account. The Company's successful role in sustainability, in tandem with the analysis of financial information to generate long-term continuous returns, have been a key factor in boosting investor confidence in Environmental, Social, and Corporate Governance (ESG).

Furthermore, the Company have also continuously focused on environmental promotion activities such as plastic and food waste management as well as climate change mitigation preparedness. The Company has also focused on human rights promotion in accordance with international standards for the purpose of reducing inequality and building equal opportunities in the Company. At the same time, the Company recognizes the importance of management under the values of "honesty, transparency, while being conscientious of the community, society and the environment" in order to build confidence with all concerned parties through adherence with its "Three Benefits" principle, aspiring to address needs of the nation, people and the Company. The Company is also deeply committed to doing business in consideration of stakeholders in all dimensions, as we strive to become a sustainable organization with an aspiration to "giving and sharing opportunities for all" for more than 34 years. By integrating the concept of sustainability as part of our operations, we are wholly confident in our next step towards in conducting business sustainably in the new era. 



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#ThaisTogether

Be a "neighbor" the community desires



Regardless of where a community store like 7-Eleven is located, they are filled with compassion for the community, and represents not only is a neighbor but an important customer and supplier.

It represents a helping hand that extends support even in times of crisis.

We will overcome this crisis together





“Thais Together” 7-Eleven joins hands with PPTV to deliver 20,000 boxes of ready-to-eat food to Wat Saphan Patient Hospital.

09/08/2021



7-Eleven stands alongside Thai people in the fight against COVID-19 and continues to deliver essential supplies during the 3rd wave.

08/07/2021



"E-Chan x 7-Eleven x Foremost" continues to deliver milk to assist mothers in quarantine.

20/08/2021



Voices from the community to "Krua Pan Im-Seven Eleven" helps fill your stomach in times of crisis.

09/09/2021



"7-Eleven" with a policy to assist society through all crisis dimensions through the project "Thai people do not abandon each other"

21/06/2021





<https://www.cpall.co.th/category/news/csr>



“7 Book Awards” organizes
“Books in the New Normal Era”
activity with awards and
congratulate the winners of the
7 Book Awards 2021 via online
channels.

02/09/2021



CP ALL proceeds with the
"7-Eleven Supports SME" project
to combat the dangers of
COVID-19 and aims to elevate
more than 1,000 SMEs.

18/05/2021



CP ALL announces its mission
to assist and support medium
and small-scale entrepreneurs
through forward progress with
the 7-Eleven SME Support
project which emphasizes 3 main
strategies

15/07/2021



It's open! The first 7-Eleven
branch in "Cambodia" promotes
the environment, support the
community and society.

30/08/2021



“Application for children with
autism”, cool ideas from Thai
youth champion at the Creative
AI Camp By CP ALL 3rd year

14/06/2021





#ThaisTogether

Like “true friends” holding hands



The breath of SMEs and Thai farmers will never end when you have real friends providing strong sales channels, knowledge and support to help expand opportunities, in addition to creating new hopes for life and forward progress, good opportunities which arise daily, economic drive and joint sustainable growth.





#ThaisTogether

Being “friends” coexisting sustainably



The environment is healed and preserved in a concrete way as a result of serious considerations for responsible business conduct and attention to ecosystem inhabitants. Moreover, strengthening of cooperation relating to 7 Go Green initiatives pave way for opportunities in creating a livable and sustainable world.





7-Eleven ushers forward the 7 Go Green Mission 2021 policy, “For the environment 24 hours a day”, and introduces new employee shirts woven from recycled plastic bottles during World Environment Day.

05/06/2021



7-Eleven offers “Earth-saving cups” or paper cups that are naturally biodegradable instead of plastic cups.

05/06/2021



7-Eleven welcomes the World Environment Day! Manufactures employee shirts from recycled plastic bottles.

05/06/2021



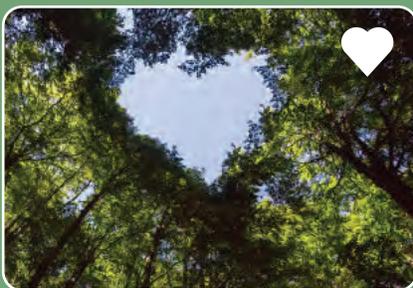
“7-Eleven” wins the 2021 Outstanding Low Carbon and Sustainable Business (LCSi) Assessment and Rating Program (LCSi) Award

13/09/2021

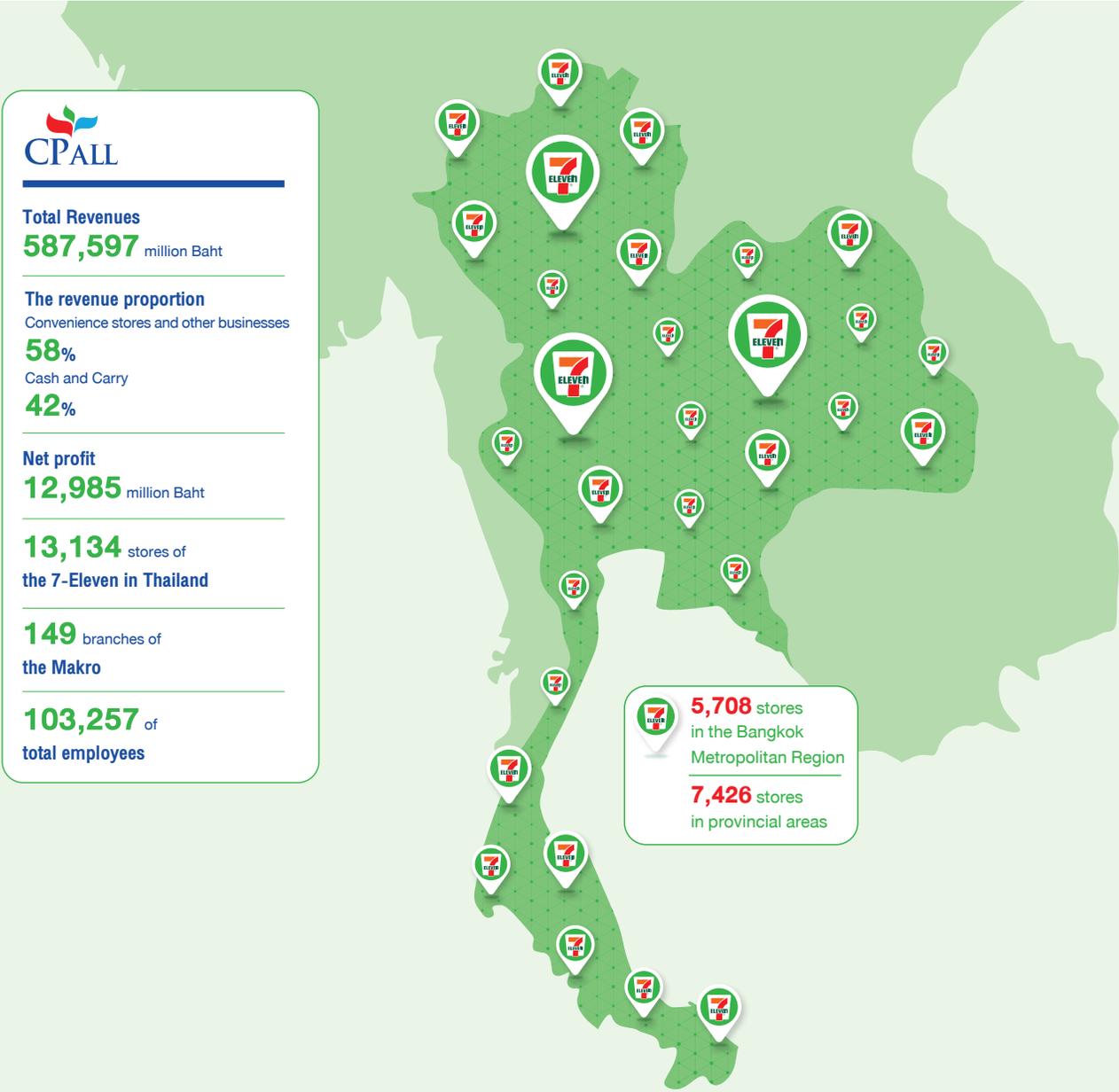


Welcoming the World Environment Day! With Green packaging at 7-Eleven.

05/06/2021



Collaborative Value Chain for Everyone's Happiness



CP ALL Public Company Limited and its subsidiaries ("the Company") 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 34 years through increasingly varied service channels, it creates good customer experience in accessing products and services. 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.

Retail business Convenience store



7-Eleven and 7Delivery

Comprehensive online and offline convenience shopping services and home delivery services offering essential daily consumer products with a variety of fresh food and vegetables, ready-to-eat fruits, and abundant drink selections.

www.7eleven.co.th



Kudsan

Bakery corner. Freshly baked pizza made fresh every day, fresh coffee from professional baristas and a variety of beverages from quality raw ingredients.



All café

Services ready-to-serve beverages and freshly brewed coffee.



Bellinee's Bake & Brew

Premium bakery café. Ingeniously crafts freshly baked bakery menus and exclusive dishes by professional patisserie, including premium fresh coffee.

www.bellinee.co.th



eXta Plus

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

www.exta.co.th



Catalog - 24 - Amulet 24 - 24

24 Shopping Co., Ltd.

Offers various "O2O channels" channels to order, pay, and receive products and services in a fun and convenient way-open for 24 hours a day



01

Convenient Store Service



CP Retailink Co., Ltd.

One-stop retail and convenient store equipment dealership and after-sales service who are available 24 hours a day

www.cpretailink.co.th



Café MuanChon

Business operated under the belief that coffee can create a livelihood for society and supporting communities. It has continuously promoted this livelihood since 2010



ALL Wellness Co., Ltd.

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

Others



Suksapiwat Co., Ltd.

Making investments in education, consisting of 3 educational institutes, as follows.



Panyapiwat Institute of Management Demonstration School (Satit PIM)

Is a private middle- and high school. 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.

www.satit.pim.ac.th



Panyapiwat Technological College

Is a vocational training institute, for Vocational Certificate and High Vocational Certificate. Bilateral teaching approach was used, along with theory-based and practical classes on-site, by developing students ready for job market.

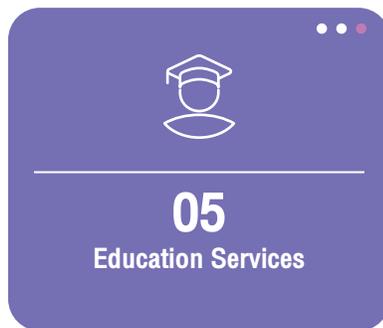
www.panyapiwat.ac.th



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, by emphasizing on integrated learning method of both theoretical and practical, or a work-based education.

www.pim.ac.th



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

Service training, human resources development, and comprehensive seminar provider, through the design and development of curricular that meet varied customer demands.

www.panyatara.co.th

Others



06 Information Services



Gosoft (Thailand) Co., Ltd.

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

www.gosoft.co.th



07 Marketing Media Services



MAM Heart Co., Ltd.

The center for professional communication services in the One Stop Service model. Its scope also covers events management and marketing activities to help its customers achieve their business goals.



ALL NOW Management Co., Ltd.

Provide 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, with guaranteed of services fully provides customers greatest satisfaction.

www.allnowgroup.com



08 Logistics Management Services



ALL NOW Logistics Co., Ltd.

Provide 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).

www.allnowgroup.com

More details on the Company's operations in the following areas can be found in the Company's 2021 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 34 years, CP ALL Plc. And its subsidiaries (“the Company”) have committed to continuously develop for the convenience and better livelihood of community and society. At every step of success, the Company also strives to develop towards excellence and sustainable development. The secret lies in the Company’s strong determination, continuous actions, and partners in ideologies, for the benefits of the nation, society and the Company – enabling all for mutual growth, aligning with the aspiration, “Giving and Sharing Opportunities”

<p>1988 Formed CP Convenient Store Ltd. under the “7-Eleven” trademark</p> <p>1989 Renamed the company to CP 7-Eleven Ltd. and opened the first 7-Eleven outlet at Soi Patpong, Bangkok</p> <p>1998 Announced the “Thriving to a Quality Organization” policy and laid the foundation for a quality organization</p> <p>1999 Registered a legal entity following the public limited company law</p> <p>2002 Announced “Thriving for Organization Development Excellence”</p> <p>2003 Registered in the Thailand Stocks Exchange under the stocks trading acronym “CP7-11”</p> <p>2004 • Participated in and was awarded Thailand Quality Class (TQC) • Formed Saksapivat Co., Ltd. to award education opportunities to the youth</p> <p>2007 Renamed the Company to 2018 CP ALL Co., Ltd. (Public) and renamed the stocks trading acronym to “CP ALL”</p> <p>2009 Announced the “Thriving for Organization of Innovation” policy</p> <p>2011 Achieved retail business leadership that substantively cared for the environment and looked into the meaningful energy utilization under the Environmental Conservation Strategy “7 GO Green”</p> <p>2013 Acquired Siam Makro Co., Ltd. (Public) and executed membership-based, self-service product distribution through cash</p>	<p>2014 Participated in and was awarded Thailand Quality Class (TQC)</p> <p>2015 Formed the Sustainable Development Committee</p> <p>2016 • Commenced membership into the United Nations Global Compact (UNGC) • Formed the Sustainable Development Unit and initiated reporting under the Global Reporting Initiative (GRI) • Appointed a Marketing and Distribution Sustainability Strategy Working Group • Appointed a Corporate Governance Board of Directors and Committee</p> <p>2017 • Announced Sustainable Development Policy, and related policies • Participated in the assessment and granted membership into the Dow Jones Sustainability Indices (DJSI) in the Emerging Market segment in the Food and Staples Retailing category • Confirmed as member Thailand’s Private Sector Collective Action Coalition against Corruption (CAC) • Conducted Human Rights Due Diligence following the principles of the Universal Declaration of Human Rights</p> <p>2018 • Selected into the Dow Jones Sustainability Indices (DJSI) World Index and the Emerging Market segment in the Food and Staples Retailing category • Selected as member to the FTSE4GOOD in the Emerging Markets Index by FTSE Russell • Selected as member of the Thailand Sustainability Investment (THSI) Index • Remained in Universe of ESG 100 asset groups • Took part in the mobilizing the Global Compact Network Association (GCNT) • Communicated Ethical and Sustainable Business Guidelines to its suppliers • Conducted trainings on the Responsible Management of Supply Chain</p>	<p>2019 • Selected as member of the Dow Jones Sustainability Indices (DJSI) and classified as a Global Industry Leader in the Food and Staples Retailing Category • Selected as a member to the FTSE4GOOD, organized by FTSE Russell • Graded for B or equivalent to Leadership Level for Carbon Disclosed Project (CDP) • Rated for BB (range of AAA-CCC) in MSCI (Morgan Stanley Capital International) ESG Rating</p> <p>2020 • Selected as a member of the Dow Jones Sustainability Indices (DJSI) in the Food & Staples Retailing Industry Sector for the 4th consecutive year. Listed in both World and Emerging Markets Indices. • 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 (Morgan Stanley Capital International) ESG Rating, 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.</p> <p>• Selected as member of the Thailand Sustainability Investment (THSI) Index • Received “Highly Commended” SET Awards • Remained in Universe of ESG 100 asset groups • Signatory to the Low Carbon City Memorandum of Agreement (MOA) with the UNDP</p> <p>• Remained in Universe of ESG 100 asset groups for the 3rd consecutive year • Reviewed framework, goals, strategy and 2021-2030 sustainable developmental plans. • 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. • Established a working committee for Planting for Sustainable Community Project</p>
		<p>2021 • Selected as a member of Dow Jones Sustainability Indices (DJSI) for the 5th consecutive year in Food & Staples Retailing Industry. Listed in DJSI World for the 4th consecutive year, and in DJSI Emerging Markets for the 5th consecutive year. Simultaneously, the Company was also an Industry Leader. • Selected as a member of FTSE4GOOD in Food & Drug Retailers Sector for the 4th consecutive year, with a score higher than the industry average in every dimension. • Rated as B or equivalent to Management Level, as a Company with business operations and strategy focusing on reduction of greenhouse gas emission and management of climate change risks in the Company’s supply chain for CDP disclosure platform. • Rated as BBB (range of “AAA” to “CCC”) in MSCI ESG Research’s Sustainability Assessment • Listed as a member of THSI for the 4th consecutive year. • Received SET Awards in the category of Highly Commended • Part of the Universe of ESG100 Asset Group for the 4th consecutive year • Awarded Low Carbon and Sustainable Business Index (LCSI) for Outstanding Level • Established the SMEs Committee and the 7 Center Driver Committee, supporting SMEs</p>

Supporting the United Nations Sustainable Development Goals (SDGs)



Progress Towards 2030 Sustainability Goals

The Company strives on taking action to achieve the sustainable development goals and realize the identified strategic plan for phase 2 in 2021–2030. The progresses of each goal are:

Heart : Living Right	
Corporate Governance and Anti-Corruption The Company's corporate governance rating is at excellence by an internationally recognized institute	Goal Excellence Performance Excellence
Human Rights and Labor Practices The Company has continuously conducted Human Rights Impact Assessment following United Nations Guidelines, of its operations and suppliers with high sustainability risks	Goal 100% Performance 100%
Leadership and Human Capital Development All leaders and employees will be involved in the learning process and activities on sustainability	Goal 100% Performance 100%
Innovation and Value Creation Income from products and services innovation and new businesses including process innovation	Goal 20% Performance 8.40%
Responsible Supply Chain Tier1 Supplier with high sustainability risk must receive comprehensive assessment and improved	Goal 100% Performance 94.69%

Health : Living Well	
Social Impact and Economic Contribution To develop skills and promote jobs to generate income for Small and Medium Enterprise (SMEs), and small entrepreneurs agriculturists, and vulnerable groups	Goal 250,000 persons Performance 200,411 persons
Education and Lifelong Learning To support children, youth, adults, and vulnerable groups to education-having access to technical and professional skills necessary for their profession	Goal 500,000 persons Performance 272,200 persons
Good Health & Well-being Increase the number of new health & nutrition products and services	Goal 25% Performance 19.40%
Food and Water Security & Access to Well-being Support the underserved, impoverished, and vulnerable people in receiving access to safe food and water, as well as adequate well-being	Goal 5,000,000 persons Performance 891,078 persons
Stakeholders Engagement All key stakeholder group engagement level	Goal 80% Performance 86%

Home : Living Together	
Climate Resilience To achieve Carbon Neutral by 2030 and Net Zero GHG Emissions by 2050	Goal Carbon Neutral Performance 4.16%
Energy Efficiency To reduce the final energy consumption by comparing with the business-as-usual case (BAU)	Goal 25% Performance 1.68%
Sustainable Packaging Management Private Brand utilizing plastic packaging must be reusable, recyclable, or compostable	Goal 100% Performance 85.09%
Sustainable Waste Management Reduce excess or leftover food amount requiring disposal and reduce waste generated by the Company's operations	Goal 100% Performance 57.98%
Ecosystem & Biodiversity Protection All areas of business operations have projects in collaboration with local and national stakeholders or independent third parties	Goal 100% Performance 87.18%

Awards and Recognition in 2021



<https://www.cpass.co.th/sustain/award>

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

01

CP ALL was an Industry Leader of Dow Jones Sustainability Indices (DJSI) in Food & Staples Retailing Industry, scoring the highest in the assessment. The Company has been a member for the 5th consecutive year, listed in DJSI World for the 4th consecutive year, DJSI Emerging Markets for the 5th consecutive year.

ESG100 2021
Environmental • Social • Governance

04

CP ALL has been selected as a member in the ESG 100 Service Group universe in 2021, the 4th consecutive year, by Thaipat Institute. It is an assessment of listed companies with outstanding environmental, social and governance performance.

CDP
DISCLOSURE INSIGHT ACTION

07

CP ALL was rated at B, equivalent to Management Level, reflecting the Company as one whose business conducts and strategy alike focus in reduction of GHG emissions and management of potential climate change risks in the Company's supply chain. The assessment was completed by CDP, a sustainability assessor whose data disclosure standard on climate change is globally recognized, in Climate Change program.

FTSE4Good

02

CP ALL has been selected as a member in FTSE4Good Index's Emerging group, FTSE4Good ASEAN 5 Food Retailers & Wholesalers Industry for the 4th consecutive year. The Company's score is among the highest top 5 globally (FTSE4Good Index is managed by FTSE Russell)

SET AWARDS 2021

05

CP ALL was awarded SET Awards 2021 in Sustainability Excellence, under Highly Commended in Sustainability Awards category. The award is given to listed companies conducting business according to the approach of sustainability development, with good governance and comprehensive considerations for stakeholders.

LCSI

08

CP ALL received Outstanding award for Low Carbon and Sustainable Business Index (LCSI) in 2021 annual assessment and rating by Thailand Greenhouse Gas Management Organization (TGO).

THSI
THAILAND
SUSTAINABILITY
INVESTMENT 2021

03

CP ALL has been selected as a member in Thailand Sustainability Investment (THSI) for the 4th consecutive year, in considerations to economic, social and environmental performance. The selection was conducted by the Stock Exchange of Thailand.

MSCI ESG RATINGS
BBB
CCC B BB BBB A AA AAA

06

CP ALL was ranked in ESG Ratings, a sustainability assessment, at BBB (range of AAA-CCC) from MSCI (Morgan Stanley Capital International)



09

CP ALL received a recognition plaque as a great corporate supporter to persons with disabilities, rated at Outstanding, from the Company's efforts for the past 5 years. The honor was granted by Department of Empowerment of Persons with Disabilities, Ministry of Social Development and Human Security, on 2021 International Day of Disabled Persons.



10

CP ALL has received Excellence CG Scoring from disclosure of Corporate Governance Report (CGR) of Thai Listed Companies.



11

CP ALL was granted “Best overall investor relations (large cap)” from IR Magazine at IR Magazine Awards – South East Asia 2021.



12

CP ALL received Change Agent Award 2021. It is CAC’s recognition for certified companies, and an invitation for suppliers, SME entrepreneurs, to join in the commitment with CAC. In a year, over 10 companies joined.



13

CPRAM Co., Ltd. received CSR-DIW and CSR-DIW Continuous in 2021, reflecting the Company’s responsibility towards the society, the environment, and immediate communities – aspiring for mutual growth under sustainable environment and decent quality of life. The award was provided by Department of Industrial Works, Ministry of Industry.



14

CPRAM Co., Ltd. received a 2021 Role Model Organization Award on Human Rights, in the category of large business organization, from the Company’s provided welfare and labor protection, Ministry of Justice.



15

CPRAM Co., Ltd. (Ladkrabang) received Green Industry Award, fostering establishment towards Level 4-5 Green Industry, for 2020-2021.



16

CPRAM Co., Ltd. (Lumphun), for the first time, received Recognition award as an establishment with outstanding safety, occupational health, and environment performance in 2021 at a national level (Gold level), and outstanding award as an establishment with excellent labor relation and welfare in 2021, also for the first time.



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Gosoft (Thailand) Co., Ltd. received Thailand HR Innovation Award 2021 for the 2nd consecutive year from Personnel Management Association of Thailand (PMAT), Institute of HR Professional Development (IHPD), in collaboration with Thailand Productivity Institute, and Graduate School of Human Resource Development under National Institute of Development Administration in “Leadership Ecosystem to Great Leader” program.



18

Counter Service Co., Ltd. received Distinguished Awards for overall Corporate Management Excellence.



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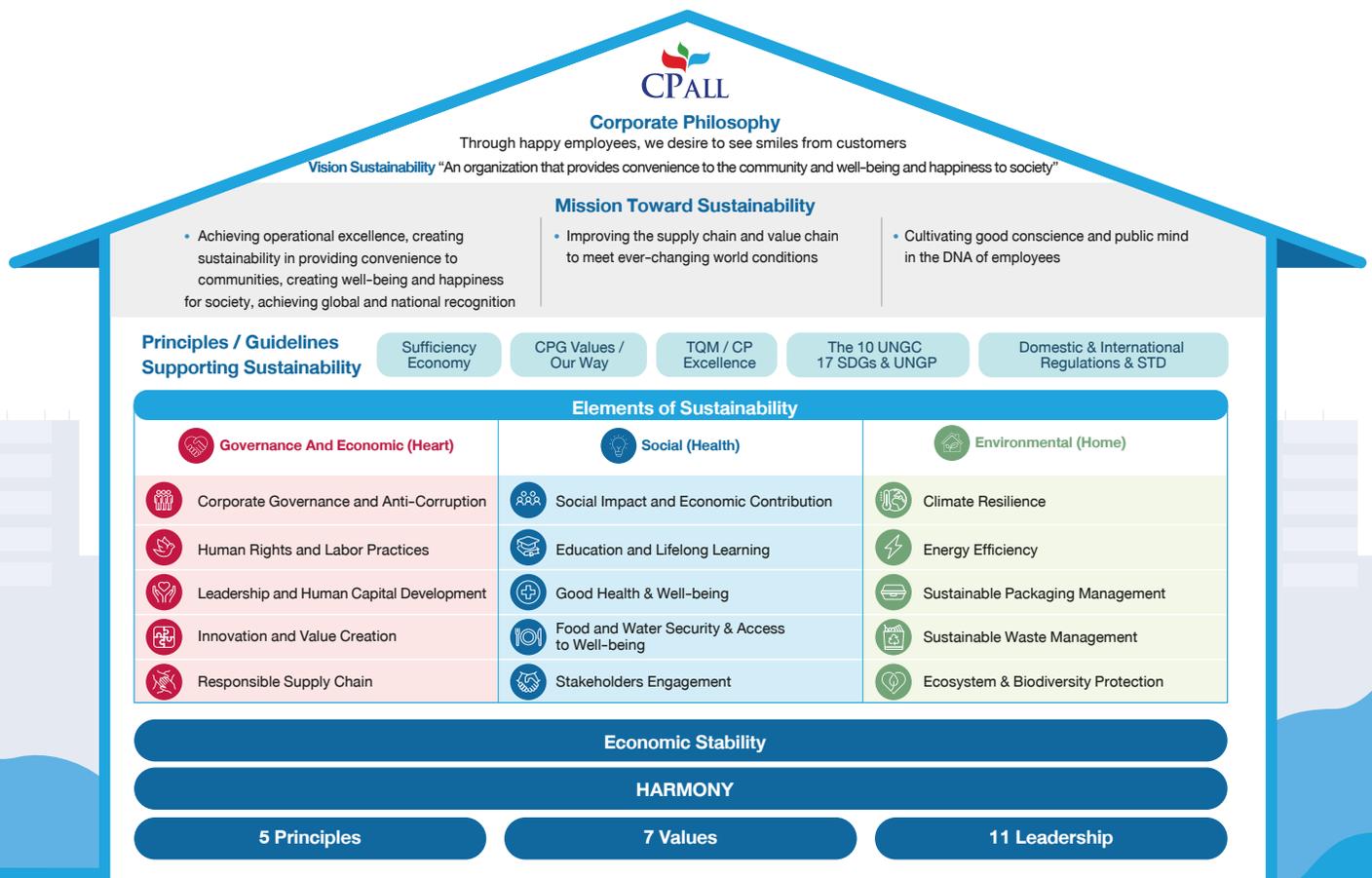
Panyapiwat Technological College and Panyapiwat Learning Center received an award for 2021 Outstandingly Safe Educational Institute from Department of Labor Protection and Welfare, Ministry of Labor, for the 6th consecutive year.



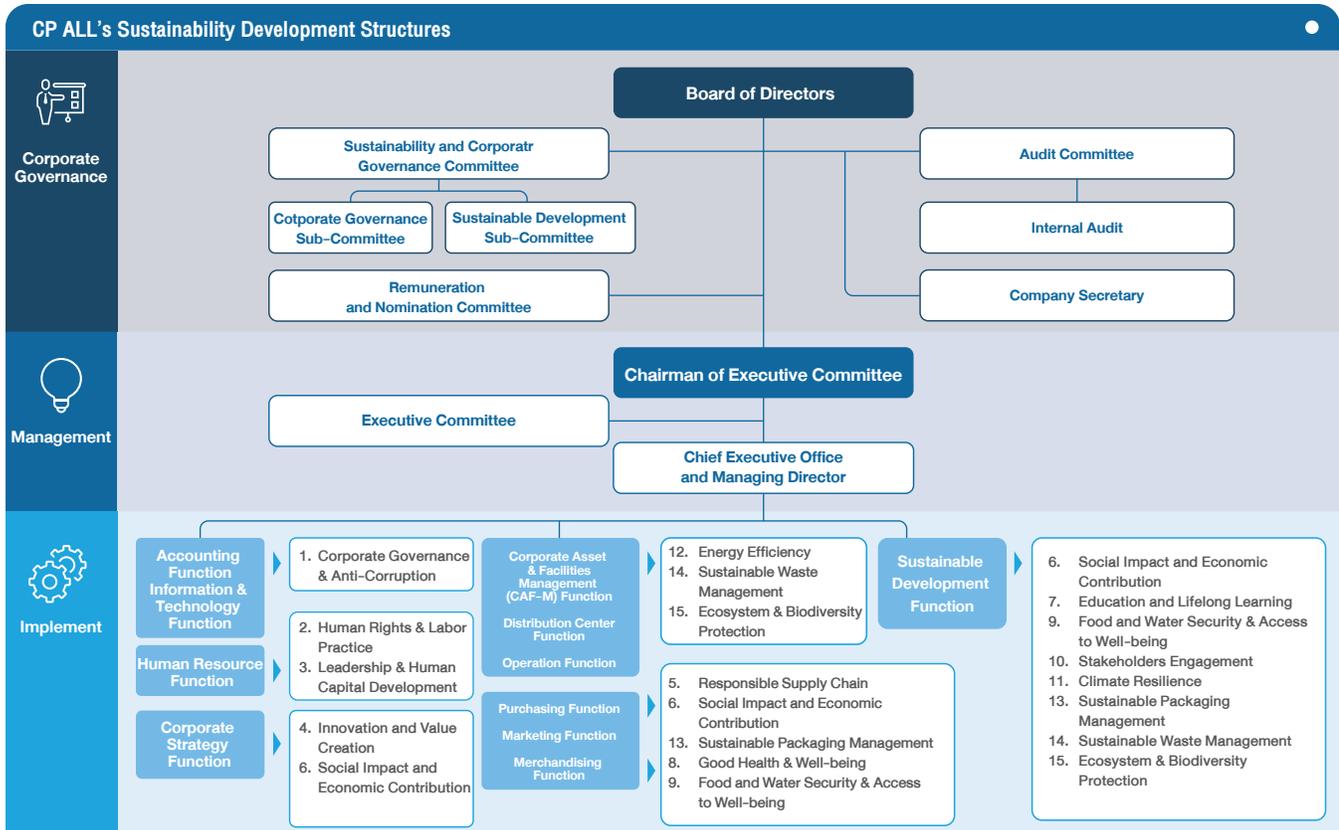
Building an Ambition, Strategy towards Sustainability

CP ALL Plc. and its subsidiaries (“the Company”) are determined to drive forth corporate sustainability strategy, stipulating development framework and materiality issue management that encompasses the 3 dimensions, which are economic, social and environment, aligning with the Company’s vision, which focuses on bolstering community and society’s livelihood. The Company set 15 corporate sustainability goals, in consistent with Sustainability Development Goals (SDGs) and United Nations Global Compact (UNGC). Furthermore, the Company also aims to operate in accordance with principle of corporate social responsibility, comprises OECD Guideline for Multinational Enterprise, Corporate Governance Code (CG Code) and ISO26000. Furthermore, the Company builds engagement with stakeholders via various channel, such as in-depth interviews and numerous activities, to stay informed of their perspective, expectations, and suggestions. All of which is part of the consideration to drive corporate development to sustainably achieve goals.

In 2021, the Company operated under the policy and a working framework of 3 pillars, comprises Heart, Health, and Home, aiming to continue comprehensive sustainable development work across all dimensions, fairly and transparently. This was substantiated with support to society for decent quality of life and environmental stewardship, to drive forth the Company for stable growth and enhance competitive capacity in the long-run. Simultaneously, the Company analyzed stakeholders’ expectations, material issues according to numerous international standards, and material issues from peers, utilizing the findings for the Company’s sustainability strategy improvement. There were 4 new issues, which are 1) accessibility to safe food and water, 2) energy consumption effectiveness 3) sustainable packaging management, and 4) sustainable waste management. Furthermore, the efforts also integrate corporate culture to build unity and create values to the employees, enabling them to achieve targets and grow in tandem with the Company.



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.



Strategy for Sustainable Development Goals

In 2021, the Company continuously operated according to the strategy set prior, while simultaneously developed and improved performance effectiveness throughout the year. This facilitates the Company to achieve sustainable development goals, encompassing economic, social and environmental dimensions, as follows.



Good Governance throughout the Supply Chain

The Company continuously reviews and improved its governance policy to ensure suitability and compliance to the Company’s good governance principle, relevant laws, and international practice guidelines. Furthermore, the Company promotes anti-corruption efforts by utilizing a Digital Compliance System as relating to each department, to raise awareness and serve as a good guideline for all employees in the Company. This is simultaneously achieved with continuous reviews of emerging risks potentially affecting the business in 3-5 years, to prepare and promptly identify response means. Additionally, the Company

has been mindful of the technological risks, thus it has set a cyber security and safety management system, including personal data protection of employees in the Company, as well as customers and suppliers alike.

Furthermore, the Company also creates inspiration to employees via various projects, such as Reward & Recognition, as well as pushing for changes for suppliers through supports for good governance and suppliers’ sustainable capacity building throughout the value chain.

Creating Inspiration for Employees	Creating Changes for Suppliers	Risk Management
<ul style="list-style-type: none"> Projects for communication and all employees’ awareness enhancement Reward & Recognition Projects 	<ul style="list-style-type: none"> Projects to build sustainability capacity for suppliers Projects to build Thailand’s Private Sector Collective Action 	<ul style="list-style-type: none"> Information and Cybersecurity Projects PDPA* Projects

*PDPA refers to Personal Data Protection Act 2019 or Personal Data Protection Act B.E. 2562

Good Governance Performance throughout the Value Chain 2021

<p style="font-size: 2em; font-weight: bold; color: #2c4e64;">285</p> <p style="font-size: small;">of the processes received risk assessment</p>	<p style="font-size: 2em; font-weight: bold; color: #2c4e64;">0</p> <p style="font-size: small;">Cases of grievance on personal data protection</p>	<p style="font-size: 2em; font-weight: bold; color: #2c4e64;">100%</p> <p style="font-size: small;">of employees and suppliers were communicated about anti-corruption policy through ethics handbook and work code of conduct</p>
<p style="font-size: 2em; font-weight: bold; color: #2c4e64;">100%</p> <p style="font-size: small;">of the high risk processes has risk management plans</p>	<p style="font-size: 2em; font-weight: bold; color: #2c4e64;">100%</p> <p style="font-size: small;">of employees received trainings on personal data protection risks</p>	<p style="font-size: small;">Standardized process as accredited by ISO20000 and ISO27001</p>

Giving and Sharing Opportunity

The Company promotes social value creation and is committed to ‘Give Futures’ by giving educational and vocational opportunities to those in the community, as well as sharing the necessary skills and knowledge for future employment and income generation. This is achieved through establishment of educational institutes and scholarship grants for youths, underserved people and vulnerable groups, in society to access quality education, in order to ‘Give Channels’ for opportunities

are shared through vocational support and provision of agricultural produce selling distribution to enhance community’s income of farmers and SMEs, micro-entrepreneur, and vulnerable group. Furthermore, the Company ‘Give Quality of Life’ to community through the project, ‘Eat well, Live Well, Be Happy,’ Tao Kae ‘Community’s Good Health Center’ Project, Thais Together Project, to foster locals’ livelihood and better quality of life.



Give Futures	Give Channels	Give Quality of Life
<ul style="list-style-type: none"> Support accesses to quality education via educational institutes <ul style="list-style-type: none"> - Panyapiwat College of Technology (PAT) - Panyapiwat Institute of Management (PIM) - Panyapiwat Institute of Management Demonstration School (Satit PIM) Provide opportunities through scholarship provision to enable access to quality education CONNEXT ED Project to elevate the schools’ education and community’s lifelong learning Foster necessary knowledge and skills to be future-ready 	<p>Allies to SMEs</p> <ul style="list-style-type: none"> Giving channels: Projects to increase SME distribution channel to expand opportunities for business growth and branding Give knowledge: Training and sharing SMEs’ necessary knowledge, such as Sustainable Tao-Kaew Building Project, Retailer Alliance Give support : Cross-sector collaboration between SME, public sector, private sector, and other entities 	<ul style="list-style-type: none"> Eat well, live well, be happy project Tao Kaew ‘Community’s Good Health Center’ project Joint healthy product development project VG for Love Project Thais Together Project Community relation and disaster mitigation projects



2021 Performance under Giving and Sharing Opportunities Strategy

1 Give Futures

- Support **44,739** youths in accessing quality education
- Supporting **37,132** scholarships
- 54,353** youths, and adults having received trainings in necessary skills

3 Give Quality of Life

- 891,078** persons
Gained access to safe, nutritious, and sufficient foods
- 1,147** persons
Vulnerable groups, governmental agencies and communities recived training for fire drill and emergency evacuation

2 Give Channels

- 18,802** Farmers with purchase value at **7,380** million Baht
- 33,882** SMEs and micro entrepreneurs, with purchase value at **22,289** million Baht
- 12,169** persons of vulnerable groups with aids valuing at **79.53** million Baht

7 Go Green Strategy

The Company implemented 7 Go Green Strategy under the 4 key approaches, comprises Green Store, Green Logistic, Green Packaging and Green Living. In 2021, the Company worked on diverse projects, such as energy-centric project, reducing consumption, promoting renewable energy usage via installation of Solar PV Rooftop for 7-Eleven stores and distribution channels. Furthermore, the Company has promoted reused of plastic waste per circular economy principle, such as employee uniform made

from recycled plastics, bag projects from stretch film, to name a few. There are also efforts fostering reduction of fuel usage via pilot projects of product-transporting electric vehicles. Simultaneously, there were environmental projects from collaboration with stakeholders, such as suppliers, opinion leaders, and public sector, fostering an environmentally conscious mindset throughout the value chain.

Green Store	Green Logistic	Green Packaging	Green Living
<ul style="list-style-type: none"> Energy efficiency improvement at 7-Eleven store project Projects to improve of renewable energy usage proportion Projects to improve cooling system and cooling agents 	<ul style="list-style-type: none"> Projects to increase Electric Vehicles (EV) in the transportation system Projects to increase proportion of renewable energy usage in operations 	<ul style="list-style-type: none"> Projects to develop and opt for environmentally friendly packaging Projects to reduce Single-use plastic Projects to reuse packaging waste 	<ul style="list-style-type: none"> Waste separation bin projects Ton Kla Rai Thung project Excess food donation through foundations Food Waste Management Project Plantation project

2021 Performance under 7 GO Green Strategy

Green Store and Green Logistic

Increase energy usage efficiency by

46,870.03 MWh per year

Used **9,169.96 MWh per year**
of alternative energy in operations

Reduce **23,116.38 tCO₂e**
of greenhouse gas emission

Green Living

Reduced food waste to landfills by **5,149.72 tonnes**

Donated over **173,898 meals**
of surplus food to **118 communities**

228,240 trees planted

Reduced GHG emission by **5,349.52 tCO₂e**

Green Packaging

Reduced volume of plastic usage by **6,509.78 tonnes**

Reduced volume of waste from sticker, straw and paper wrapped straws usage by
322.57 million pieces

Reduced single-use plastics usage by
26,405.15 tonnes per year

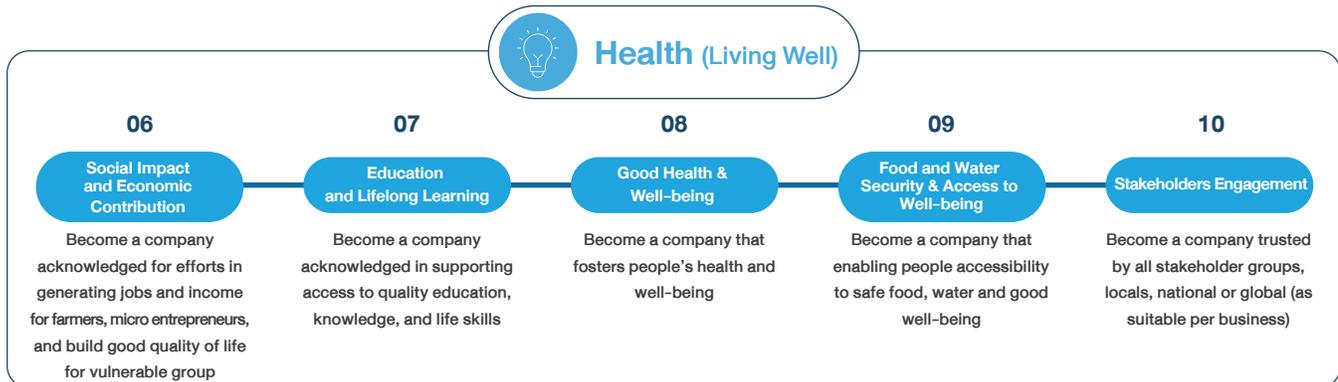
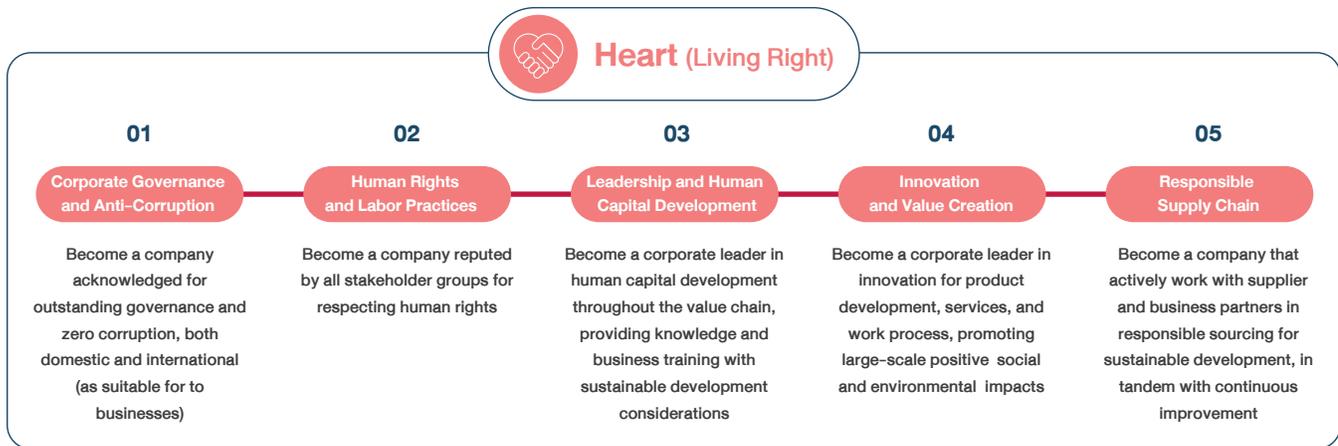
Reduced paper usage by **319.49 tonnes**

Reduced plastic waste to landfill and recycled by
1,115.02 tonnes

Reduced GHG emission by **356,193.06 tCO₂e**

Equivalent to the plantation of **8,283,559 trees**

In 2021, the Company has improved the sustainable development framework, both short- and long-term, phase 2, applicable to operations from 2021 – 2030. Considerations are given to current situations, global trends and the Company’s capacity, while adding new material issues, which are accesses to safe food, water and good well-being, energy efficiency, sustainable packaging management and waste management. The framework is as follows.



2021 Prized Awards

CP ALL was an Industry Leader of Dow Jones Sustainability Indices (DJSI) in Food & Staples Retailing Industry, scoring the highest in the assessment. The Company has been a member for the 5th consecutive year, listed in DJSI World for the 4th consecutive year, DJSI Emerging Markets for the 5th consecutive year.



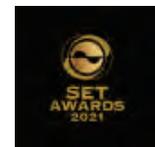
CP ALL has been selected as a member in FTSE4Good Index's Emerging group, FTSE4Good ASEAN 5 Food Retailers & Wholesalers Industry for the 4th consecutive year. The Company's score is among the highest top 5 globally (FTSE4Good Index is managed by FTSE Russell)



CP ALL has been selected as a member in Thailand Sustainability Investment (THSI) for the 4th consecutive year, in considerations to economic, social and environmental performance. The selection was conducted by the Stock Exchange of Thailand.



CP ALL was awarded SET Awards 2021 in Sustainability Excellence, under Highly Commended in Sustainability Awards category. The award is given to listed companies conducting business according to the approach of sustainability development, with good governance and comprehensive considerations for stakeholders.



CP ALL was rated at B, equivalent to Management Level, reflecting the Company as one whose business conducts and strategy alike focus in reduction of greenhouse gas emission and management of potential climate change risks in the Company's supply chain. The assessment was completed by CDS, a sustainability assessor whose data disclosure standard on climate change is globally recognized.



CP ALL was ranked in ESG Ratings, a sustainability assessment, at BBB (range of AAA-CCC) from MSCI (Morgan Stanley Capital International)



CP ALL received Outstanding award for Low Carbon and Sustainable Business Index (LCSi) in 2021 annual assessment and rating by Thailand Greenhouse Gas Management Organization (TGO).





Caring for All Material Issues, Ensuring Sustainability Across All Dimensions

CP ALL Plc and its subsidiaries (“the Company”) has continuously published its sustainability report for the 6th consecutive year, serving as a communication channel for performance under sustainable development policies and strategic frameworks, informing all stakeholder groups. This is inclusive to the Company’s economic, social, environmental and governance dimension. Published performance cover the period of 1 January to 31 December 2021, encompassing 3 key business units and 8 supporting units. In 2021, the Company’s net revenue was In 2021, the Company’s net revenue was at 587,597 million Baht (the revenue includes the Ek-Chai Distribution System Co., Ltd. or Lotus since 26 October to 31 December 2021). Additional information regarding subsidiaries is disclosed in on page 2 of 2021 annual report.

The content of this report is framed according to the Company’s overall operations and material issues affecting the 3-dimensions of sustainability under all stakeholder groups’ perspective. The reporting framework aligns with international sustainability reporting standard, GRI Sustainability Reporting Standards (GRI Standards)(Core Option), and The Food Processing Sector Supplement. This report’s content has been approved by the Board of Directors. Simultaneously, the Company assigned an internationally reputable and credible third-party, LRQA Group Limited to verify the report.

In 2021, the data set reviewed comprises GRI 302-1, GRI 302-3, GRI 303-3, GRI 305-1, GRI 305-2, GRI 305-3 (Upstream transport and distribution, Business travel), GRI 305-4 GRI 306-3, GRI 306-4 , GRI 306-5 ,GRI 403-9 ,GRI 403-10 403-10, FPSS FP6 and GRI 405-2



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

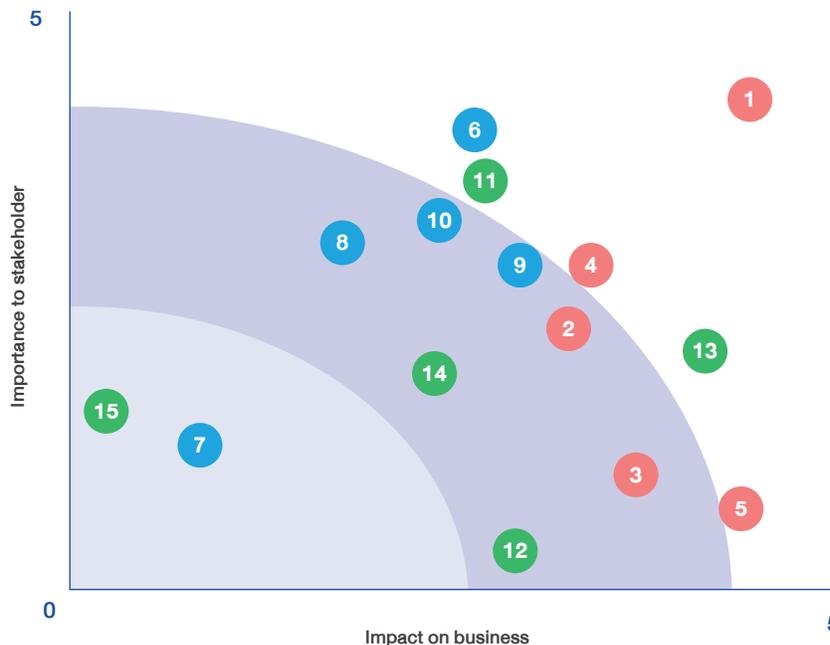
The Company reviewed material topics with considerations to both internal and external factors relevant to operations, as well as all stakeholder groups' expectation. The Company assessed the sustainability material topics according to the process under Global Reporting Initiative Standards (GRI)'s 10-point principle, as follows.



In 2021, the Company's process and steps for materiality assessment comprises 3-key steps, as follows.

1 Materiality Identification	2 Materiality Prioritization	3 Materiality Verification and Reviews for Continuous Improvement
<p>Sustainability Development Sub-Committee consolidates material issues, with considerations on the Company's strategic shift. The source of information facilitating identification of issues relevant to business operations and stakeholders, encompasses economic, social, and environmental dimension, comprising:</p> <ul style="list-style-type: none"> • Global Reporting Initiative (GRI) • Dow Jones Sustainability Indices (DJSI) • Global Trend • Sustainable Development Goals (SDGs) • Sustainability Accounting Standards Board (SASB) • Other material issues of peer industry or relevant industry, such as retail business group, food business group, e-commerce and digital technology group, as well as education business group. 	<p>The Company brings material issues, as consolidated from information sources, for initial screening. The issues have been reviewed by reputable expert consultants, coupled with surveys of all stakeholder groups' opinions and expectations through a questionnaire. The questionnaire focuses on ranking of material issues, gauging the prioritization of both stakeholders' and the Company's. This includes reviews of other material issues from peer industry and relevant industry. Over 3,688 stakeholders, consisting of both the Company's executives and managers, participated.</p>	<p>The Company presented material issues to the Executive Committee, representatives of high-level executives, to validate the prioritization, with consideration to the level of influence to stakeholders' assessment and decisions, coupled with the level of significance in economic, social, and environmental impacts. Furthermore, the Company also verifies accuracy of the assessment and the prioritization, particularly concerning all stakeholder groups' expectations, perspectives and suggestions relating to the Company's sustainability performance. Stakeholders' opinions are consolidated, follows by internal meeting to review key information obtained from material issue assessment. Notably, the Executive Committee (Ex.Com), which are high-level executives, is responsible in reviewing and verifying results of 2021 material issue assessment, as illustrated in the materiality matrix.</p>

2021 Materiality Matrix



- ▲ **High Stakeholders' Interests**
 1. Corporate Governance and Anti-Corruption
 4. Innovation and Value Creation
 5. Responsible Supply Chain Management
 6. Social Impact and Economic Contribution
 11. Climate Resilience
 13. Sustainable Packaging Management
- **Medium Stakeholders' Interests**
 2. Human Rights and Labor Practices
 3. Leadership and Human Capital Development
 8. Good Health & Well-being
 9. Food and Water Security & Access to Well-being
 10. Stakeholder Engagement
 12. Energy Efficiency
 14. Sustainable Waste Management
- ▼ **Low Stakeholders' Interests**
 7. Education and Lifelong Learning
 15. Ecosystem & Biodiversity Protection

Topic Boundaries

Topic	Materiality	GRI Indicator	Boundaries							
			Internal	External						
			Employee	Business partner	Supplier and Subcontractor	Government	Customer	Community	Opinion leader	Shareholder
Economic	Corporate Governance and Anti-Corruption	102-19, 102-30, 205-2	✓	✓	✓				✓	✓
	Human Rights and Labor Practices	403-4, 405-1, 406-1, 412-2	✓	✓	✓		✓	✓		
	Leadership and Human Capital Development	404-2, 404-3	✓	✓						
	Innovation and Value Creation	203-1	✓	✓	✓	✓	✓	✓		
	Responsible Supply Chain	204-1	✓		✓		✓			
Social	Social Impact and Economic Contribution	103-1, 103-2	✓		✓	✓		✓	✓	
	Education and Lifelong Learning	103-1, 103-2	✓			✓		✓		
	Good Health & Well-being	FP5-FP7, 417-1	✓		✓		✓	✓		
	Food and Water Security & Access to Well-being	103-1, 103-2	✓				✓	✓		
	Stakeholders Engagement	103-1, 103-2	✓	✓	✓	✓	✓	✓	✓	✓
Environment	Climate Resilience	302-4	✓		✓	✓			✓	
	Energy Efficiency	302-1, 303-3, 303-4	✓		✓					
	Sustainable Packaging Management	301-1, 301-2	✓		✓	✓	✓	✓	✓	
	Sustainable Waste Management	306-1, 306-2	✓		✓	✓	✓	✓	✓	
	Ecosystem & Biodiversity Protection	304-1, 304-2, 304-3	✓			✓		✓	✓	



The Company operates and reported performance on different indicators, based on the weight and relevance, covering all business groups, as follows.

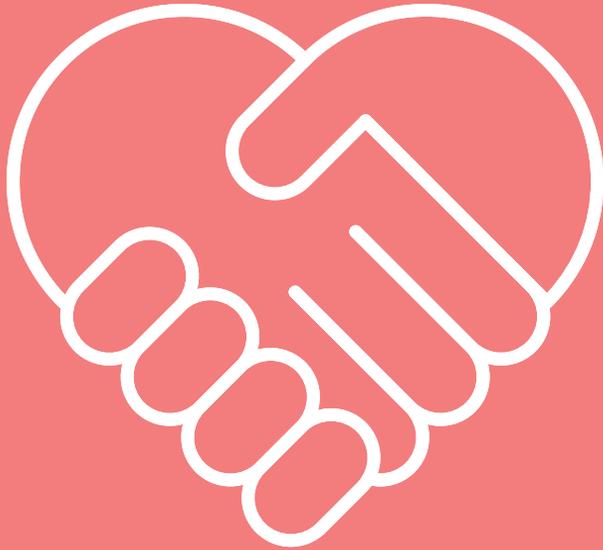
 Business Units	 Economic	 Social	 Environmental
Convenience Store Services			
CP ALL Public Company Limited	✓	✓	✓
ALL Wellness Co., Ltd.	✓	✓	
CP Retailink Co., Ltd.	✓	✓	
24 Shopping Co., Ltd.	✓	✓	
Wholesale Services			
Siam Makro PCL	✓	✓	✓
Financial Services			
Counter Service Co., Ltd.	✓	✓	
Thai Smart 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.	✓	✓	

Remark : Social and Environment Performance not cover of Ek-Chai Distribution System Co., Ltd. or Lotus

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



HEART



Creating business
with candidness
and transparency
Alongside Thais,
with a heart of good
governance



Corporate Governance
and Anti-Corruption



Human Rights
and Labor Practices



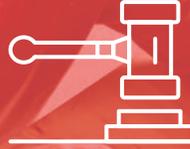
Leadership and Human
Capital Development



Innovation
and Value Creation



Responsible
Supply Chain Management



Corporate Governance and Anti-Corruption

CP ALL has been recognized as a leader in sustainability continuously. This success did not appear instantaneously. Rather, it arises from all employees, at all levels, joining forces in performing their duties according to their respective responsibilities consistently. Honest business supervision, transparency, respect for law, and commitment to anti-corruption measures integrates into good governance in the hearts of CP ALL personnel.

Supporting the SDGs



SDG12 Ensure sustainable consumption and production patterns

12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.

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

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

16.5 Substantially reduce corruption and bribery in all its forms

16.7 Ensure responsive, inclusive, participatory, and representative decision-making at all levels

Corporate Governance and Anti-Corruption

2030 Goal



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

Key Performance in 2021



Rated Excellence or 5-stars following corporate governance disclosure by Thai Institute of Director (IOD) for the 3rd consecutive year



Certified ISO 27001 for Information Security Management System, and ISO 27791 Privacy Information Management from All Member's key data management process



Elevated the quality of CAC membership to Change Agent, expanding transparent business conduct network to suppliers by encouraging supplier companies to commit and become part of CAC



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



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

Progress against short-term and long-term goals

Performance



Key Progress in 2021



Improved and reviewed anti-corruption policy and relevant practices for clarifying and tangible implantation results



Certified ISO 27001 for Information Security Management System, and ISO 27791 Privacy Information Management from All Member's key data management process



Promoted, educated, and supported SMEs, construction contractors to declare commitment to become part of CAC



Organized training on governance and anti-corruption, privacy data protection, and cybersecurity for all levels of employees through E-Learning



Elevated establishment of work culture in alignment with the laws, regulations and trade protocols.

Risks and opportunities

The most important point in fostering the Company to become more effective in business operations is to emphasize governance. This is the factor enhancing business competitiveness, building long-term trust for stakeholders and drawing investors' interests, as well as a crucial approach in creating values to business and driving the Company towards sustainable growth. The Company is cognizant of business operations' needs to be ethical, fair, transparent, and anti-corruption, also recognizing

the importance of effective management of potential risks, under relevant governing parties' regulations and criteria. This is in tandem with building understanding and communicating to employees at all levels for accurate implementation, minimize regulatory violation. Presently, integration of sustainability and governance is an issue stakeholders highly prioritize, it is thus a challenge to be embraced in order to continuously drive the Company's leadership in sustainability.

Management Approach

CP ALL Public Company Limited's conduct on governance is overseen by the Sustainability and Governance Committee, responsible in stipulating corporate governance policy, sustainability policy, Anti-Corruption policy, as well as business ethics and code of conduct. Furthermore, the Committee is also tasked with continuously reviewing governance policy to ensure relevance and alignment with the compliance department's governance principle as appropriate. Furthermore, the Company organized training on governance and Anti-Corruption of employees at all levels. There were frequent assessments to test their knowledge and understanding, committed to raising awareness and fostering knowledge as well as understanding of operations per principle of good governance and good public mind. This facilitates the Company to operate business effectively and transparently, while simultaneously moving forward to become a sustainability leader.

Notably, the impacts following the COVID-19 Pandemic drew the Board of Directors's attention to impacts on business operations and all stakeholder groups. The Company thus makes responses accordingly by stipulating COVID-19 prevention measures for employees in the office, distribution centres and 7-Eleven stores. This includes measures for customers, such as work from home measures and 7Delivery processes to minimize contact risks for 7-Eleven employees and customers. The welfare is also extended to encompass employees' families as well.



For more Information :

Governance Policy

https://www.cpall.co.th/wp-content/uploads/2020/11/Corporate-Governance-Policy_Edited-2020.pdf

Anti-Corruption Policy

https://www.cpall.co.th/wp-content/uploads/2020/11/CP-ALL-Anti-Corruption-Policy_ENG_FINAL.pdf

Sustainability Policy

<https://www.cpall.co.th/wp-content/uploads/2021/06/Sustainable-Development-Policy-and-Goals-2564-2573-en.pdf>

Good Governance Principles

- 1** Establish Clear Leadership Role and Responsibilities of the Board
- 2** Define Objective that Promote Sustainable Value Creation
- 3** Strengthen Board's Effectiveness
- 4** Ensure Effective CEO and People Management
- 5** Nurture Innovation and Responsible Business
- 6** Strengthen Effective Risk Management and Internal Control
- 7** Ensure Disclosure and Financial Integrity
- 8** Ensure Engagement and Communication with Shareholders



ESG Issue that may Impact Investment Performance



1. Environmental

- Resource Management
- Emission Reduction
- Environmental Accidents
- Risk Mitigation



2. Social

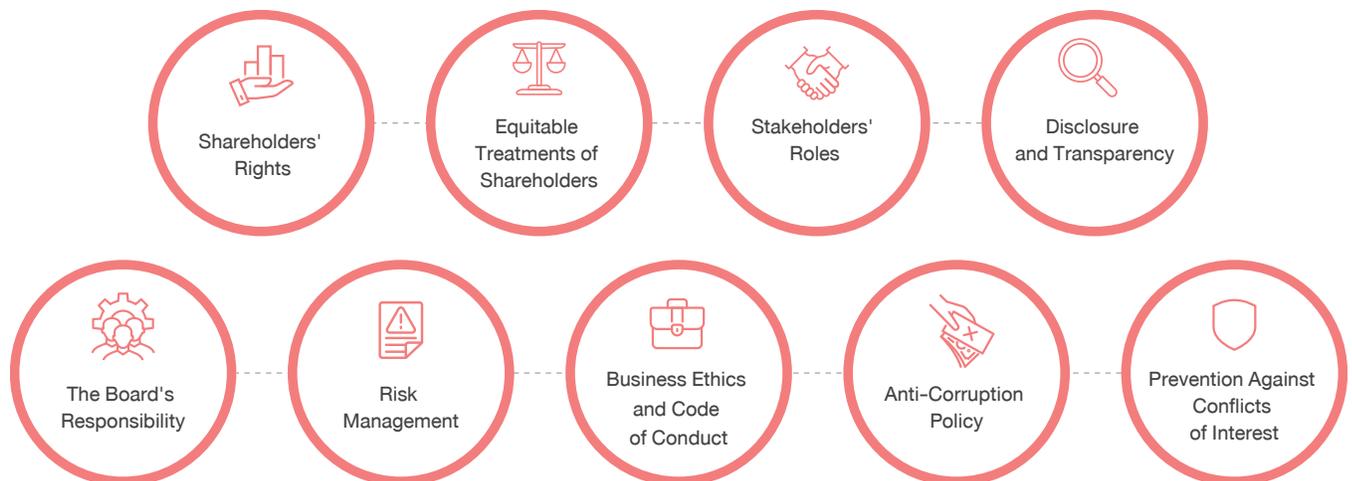
- Human Rights
- Community Relations
- Supply Chain Monitoring



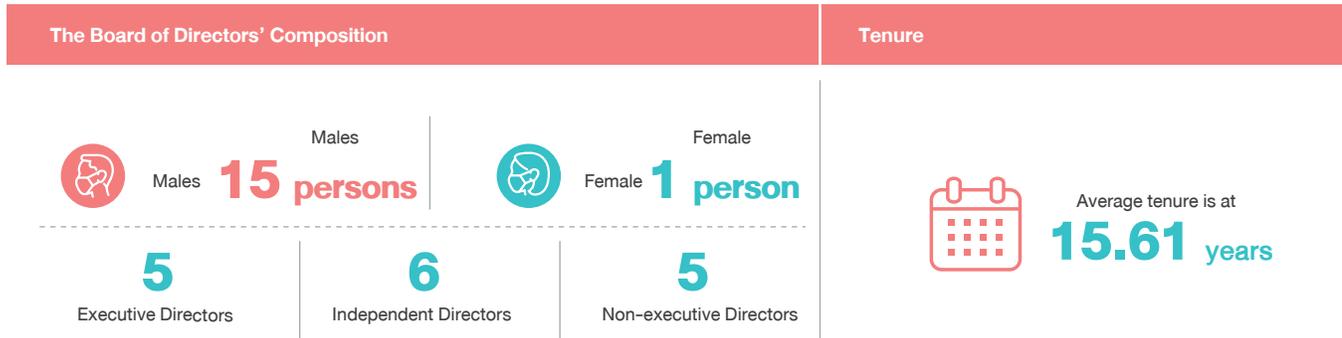
3. Governance

- Executive Compensation
- Shareholder's Rights
- Accountability of Board Leadership
- Vision

Corporate Governance Policy



Performance Summary 2021



Governance and Anti-Corruption Training and Assessment

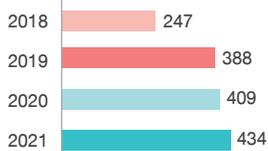


Building a work culture of compliance to regulations, rules and protocols



Corruption

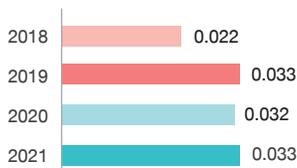
Corruption cases identified (case)



Proportion of operations with corruption cases (%)



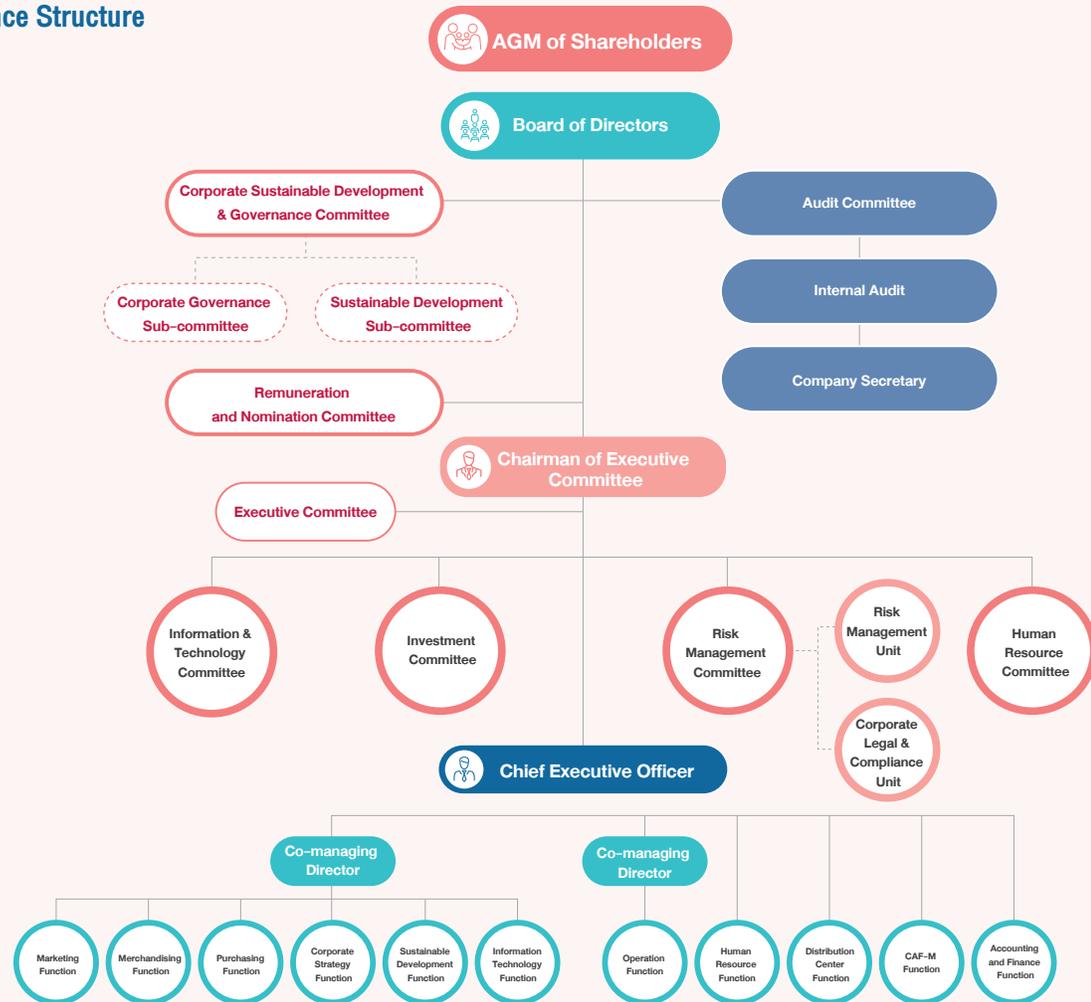
Average corruption rate at 7-Eleven stores per year (%)



Grievance regarding personal data violation (if any) investigated and confirmed



Governance Structure



Sub-committee

The Company has an independent sub-committee operation under the Board of Directors, whose crucial roles comprises:

Audit Committee	Sustainability and Corporate Governance Committee	Remuneration and Nomination Committee
<ul style="list-style-type: none"> Conduct financial audit Review performance to ensure compliance aligning policies, regulations, laws, practices and requirements of governing authority Review internal control system and internal audits, as well as risk management system to ensure thoroughness Discuss with accounting auditors regarding budget and internal audit Consider lists which maybe relevant or pertain conflicts of interests to ensure compliance to the laws and SET's requirements Report summary of related performance and provide recommendations to the Board of Directors 4 times per year 	<ul style="list-style-type: none"> Develop policies on governance, anti-corruption, sustainability, as well as relevant practices, business ethics and code of conduct Review related policy for continuity and timeliness at least once annually Govern the Management and employees' work to be in alignment with relevant policies Review and assess performance according to policy in tandem with the Board and Management Report related performance and provide recommendations to the Board of Directors at least twice a year 	<ul style="list-style-type: none"> Consider criteria determining the Board's and high-level Management's remuneration and compensation forms, subsequently propose to the Board for approval of high-level Management's compensation. The Board's compensation is proposed to the Annual General Assembly for approval Assess high-level Management's remuneration to be in alignment with the performance Consider the criteria and process in nominating appropriate individuals for an appointment in the Board Select nominees for the nomination process as stipulated, including those nominated by minority shareholders Make recommendation to the Board of Director prior to presenting to the Annual General Meeting for the appointment

Board of Director Structure

CP ALL Public Company Limited’s Board comprised of 16 directors, of which 5 were executives, 6 were independent directors, and 5 were non-executive directors. Furthermore, the Company allocated authority by dividing the authority between the chairman and the chairman of executive committee (CEC) in a distinct manner; the titleholders must be different persons. Additionally, the Company has disclosed performance regarding the Board’s technical expertise via the Board Skills Matrix, and Board Industry Experience to illustrate appropriate expertise, skills, and experience of the Company’s Board titleholders. This is in accordance with Global Industry Classification Standard (GICS), under Consumer Staples Category, enabling conducts which are responsive to the Company’s strategy, goals, and stakeholders effectively.

Board Skills Matrix



2021 Corporate Governance Survey of Thai Listed Companies

The Company participated in a corporate governance disclosure of Thai listed companies by Institute of Directors (IOD). The assessment criteria comprise 5 categories of which are: 1) Shareholders’ rights, 2) Equal treatment to shareholders, 3) Considerations to stakeholders’ roles, 4) Disclosure and Transparency, 5) the Board’s responsibilities. In 2021, the Company was assessed and ranked at Excellence or 5-star, with an above-average score compares to SET 100 Index and SET 50

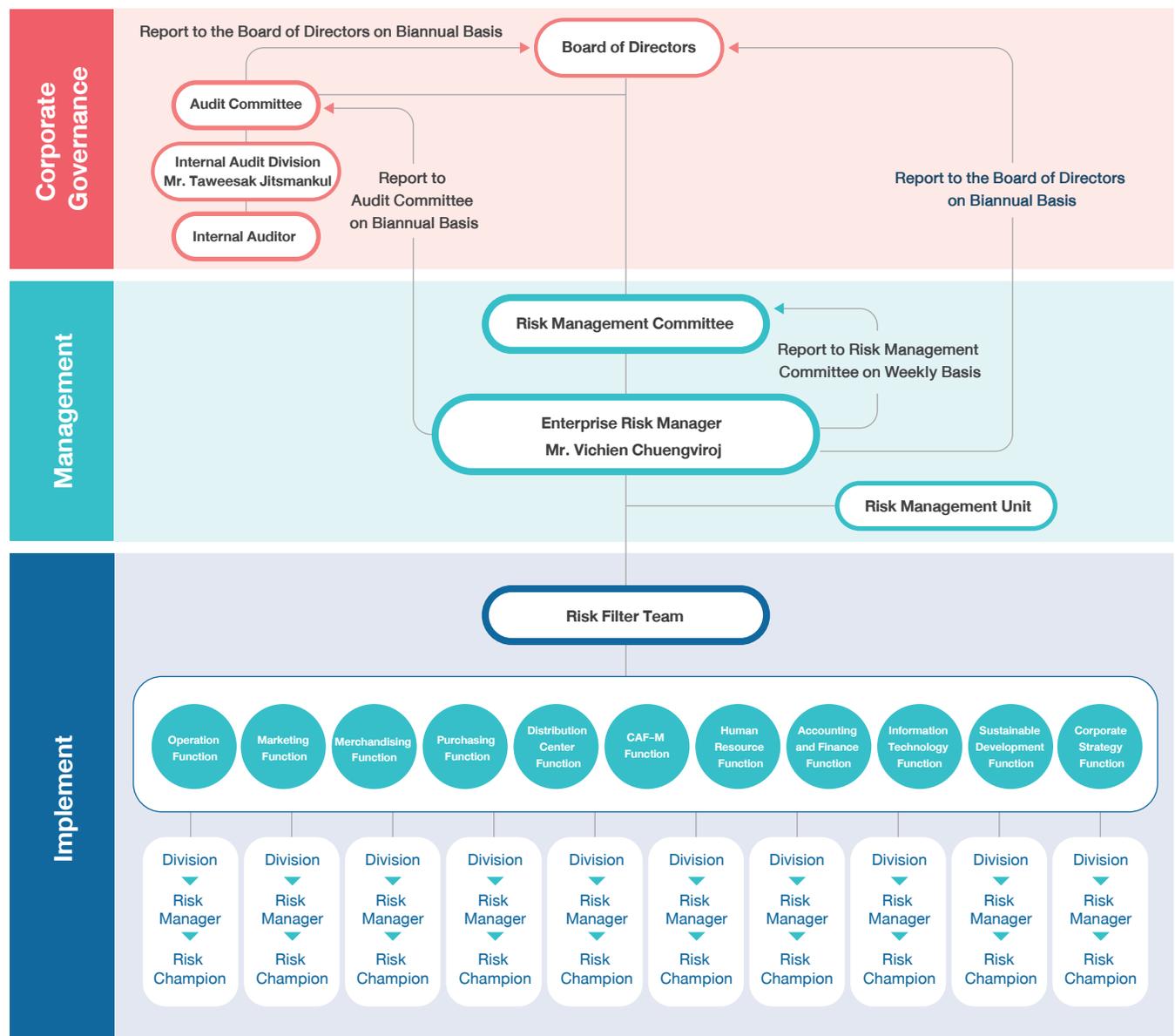
Index companies in every category. Furthermore, the Company is in the Top Quartile of the Company with market capitalization of over 10,000 million Baht.



Risk Management

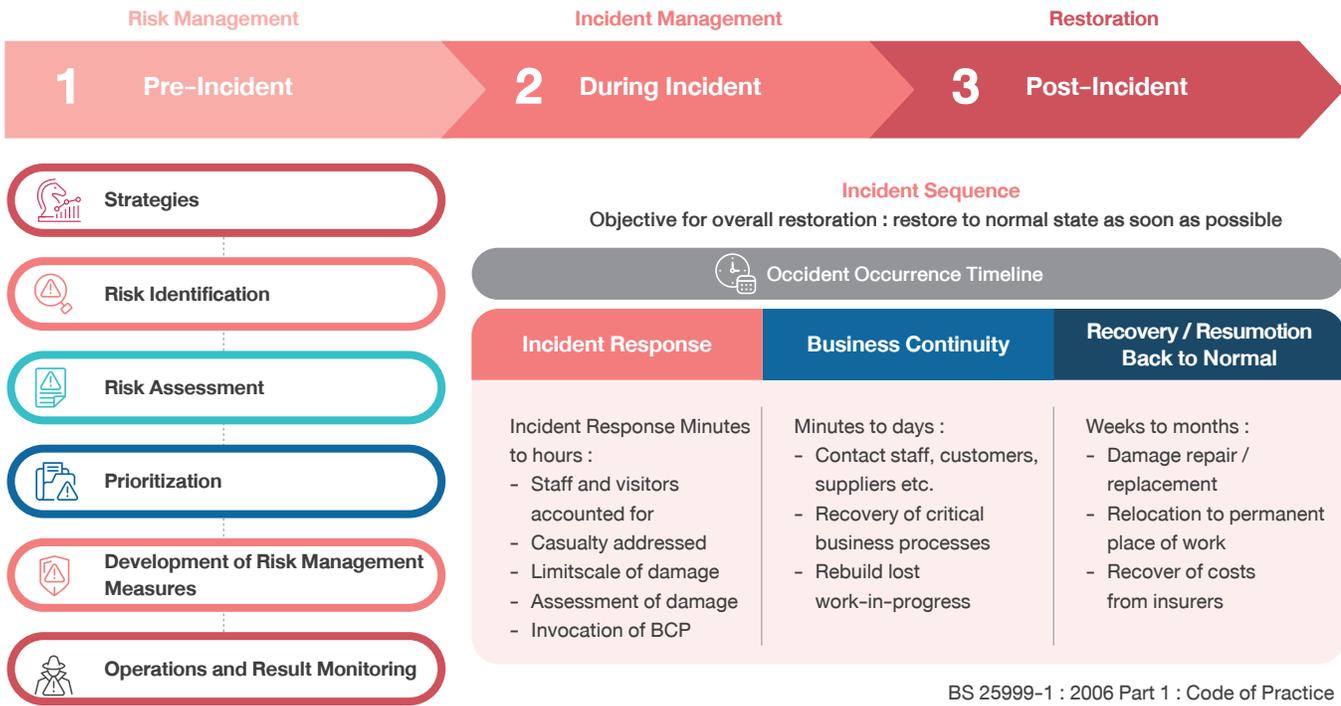
The Company recognizes numerous types of risks which could continuously affect the Company, thus a Risk Management Committee was established. The Committee is tasked with setting policies and corporate risk management approach. The risk management department and governance department jointly serve as risk management committees, enabling effective operation under the umbrella of good corporate governance, while maintaining alignment to the Company's goal. Simultaneously, risk management committee is also responsible for reporting risk performance and present to the audit committee and the Board of Directors twice a year. This makes possible the reviews of corporate risk management process, as well as identification of a solution enhancing effectiveness of risk management for comprehensiveness.

Corporate Risk Management Structure



Notably, the Company has set up risk and crisis management framework for sustainable business operations, serving as an operation guideline on risk management framework. This ascertains management of risks that could potentially affect the Company's operations and target achievement, as well as enabling thorough risk control plans in all aspects.

Risk and Incident Management Framework for Sustainable Business Operations

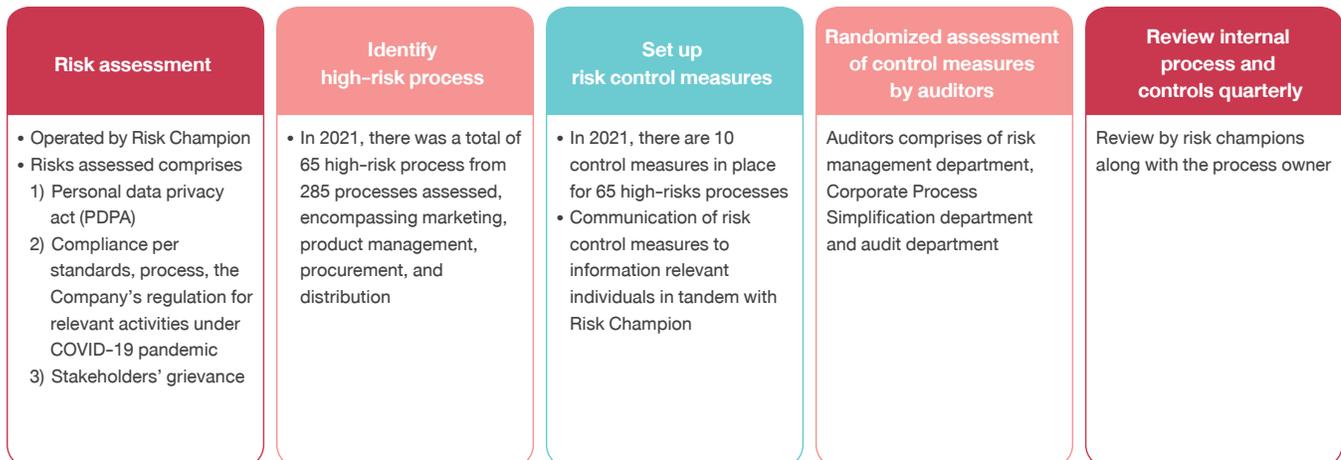


The Company categorizes risks that could potentially affect business operations into 3 groups, as follows.

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

Risk assessment is conducted annually, with training on relevant risk mitigation measures provided on a quarterly basis to numerous departments. Risk champions provided information, in tandem with provision of control mechanisms and monitoring in place, promoting employees to strictly follow protocols and regulations, being able to readily take actions in crisis management, and support the Company's strategy.

Risk Monitoring and Internal Control Mechanism



Emerging Risks

The Company reviews issues and trends annually to analyze potential emerging risks and business risks, aiming to develop measures, management approaches, and responses to risks promptly. In 2021, the Company identified emerging risks, as well as impacts on business, setting measures, and management approach.



Risks from governmental regulations promoting packaging waste reduction

Greenhouse gas emission from plastics' life cycle is presently high, resulting in failure to achieve the goal of reducing global average temperature by 1.5 degrees Celsius. Over 90% of plastics are produced from fossil fuel, the cause behind increased volume of greenhouse gas emission. Furthermore, Center for International Environmental Law (CIEL) reports emission estimation of plastic production-induced pollution globally to be equivalent to pollution emitted from coal industry over 189 plants. This may cause an increase in greenhouse gas emissions by 10–13% in 2050. The best approach to reduce plastic usage is to address it from upstream at the stage of production, reduce excessive use of resource, reduce plastic packaging, and increase recycled plastic products. This serves as a goal to initially optimize resource usage to minimize environmental impacts. The public sector's governance and policy implementation on packaging are therefore highly crucial to enabling the principle of circular economy.

Thailand has Thai Plastic Roadmap for 2018–2030, comprises 2 primary goals to reduce plastic and packaging waste, as follows. The first goal is to reduce and terminate plastic usage, opting for alternative and environmentally-friendly; the second goal is to recycled plastic waste for further benefits, encompassing plastic waste reduction at-source and post-consumption. At the moment, the aforementioned plan has progressed into phase 2 (2022–2027).¹ The phase stipulated was one whose scope is expanded to cover termination of single-plastic packaging use, in tandem with developing the national process and fundamental infrastructure in reusing and recycling. One of the tools used for studies to substantiate policy development is Extended Producer Responsibility (EPR), in which producers must be accountable for the entire cycle, from designing, distribution, recalls, collection, reuse, recycled, and treatment of packaging waste post-consumption. The principle of extended producer responsibility is widely practiced in Europe, North America, South Africa, and some countries in Asia. It is likely to be implemented as a regulation in Thailand, which can directly impact retail businesses in the future.

¹ References to the documents: Thailand's Roadmap on Plastic Waste Management and current initiatives on single-use plastic in food delivery and takeaway
Pollution Control Department Ministry of Natural Resources and Environment



Business Impacts



The Company aims to work on plastic waste management under the Thai Plastic Roadmap continuously, supporting minimization of environmental impacts and response to the national policy, per Extended Producer Responsibility (EPR) principle. It is possible that within the next 3–5 years, it will become a regulations implemented domestically for all industries, affecting business operations throughout the Company’s value chain. Review of environmental operational plan, from upstream to downstream, is

extremely crucial in driving forth the Company’s business. Furthermore, investment in reuses and recycles of packaging waste, as well as distribution of products rely on novel system and process, thus incurring additional costs to set up system or to operate (equates to investment of over 215 million Baht in the next 3–5 years). A nudge for legal actions per extended producer responsibility may affect the Company’s reputation if one does not have sufficient preparation throughout the supply chain.



Measures and Management Approach



The Company aims to minimize plastic waste and packaging waste landfilled, by promoting waste management under the principle of Circular Economy, in order to achieve target in plastic packaging management for Private Brand. It must be reusable, recyclable, or compostable, through the concept “reduce, avoid, stop” by operating per 3 primary approaches, as follows.

- Reduce plastic usage at-source, stipulating policies and strategy in response to packaging selection of the product groups which are private brand, shifting towards eco-packaging; as well as initiating packaging development strategy in collaboration with suppliers, such as designing packaging anew to reduce plastic use, the shift for sealing and printed cling film, as opposed to thick plastic lid with stickers. There is also an adjustment for the packaging thickness or bottle sizes. Suppliers are asked for cooperation in development and selection of eco-packaging.
- Reduce and replace plastic usage at consumption stage; initiate strategic process in reducing single – use plastic use and commence campaigns to foster customers’ engagement.
- Reduce post-consumption Plastic, Non-Plastic Waste initiate strategy of recycling post-consumption plastics per the principle of circular economy in joint-efforts with suppliers, NGOs, communities, the public sector, local entities, global organizations, as prototype of recycling post-consumption plastic waste anew, such as plastic bottle-to-employee shirt, post-consumption plastic waste separation bin for recycling process.



Risks of increasing sea level and erosion of brackish water due to climate change

The cause behind continuous rise of seawater level is due to climate change. The rising global temperature affects the ocean, whose role is to absorb greenhouse gas, to store more heat. This causes the water volume to expand and push the seawater level even higher. Simultaneously, the rising temperature also speeds up the melting of glacier, resulting in further rise in sea level. Furthermore, Intergovernmental Panel on Climate Change (IPCC) reported that the sea level would rise by 84 centimeters on average globally between 2019–2011. This would result in river

basins and lower lands becoming more susceptible to floods and drownings. Natural freshwater sources would be intruded with seawater more, such as underground water, surface water. This culminates in limited efficiency of freshwater consumption and business operations. The seawater seepage is triggered by high-tide seawater, which rises higher and further. The freshwater volume released from dams decreases due to drought, multiplying the seawater contamination in natural freshwater sources, with direct impacts on all lives, ecosystems, economic growth and fundamental infrastructure.



Business Impacts



Researches from various institutes demonstrate possibilities of rising sea level. The data is derived from highly precise calculations from satellite images. Over 96% of Thailand's Bangkok would be flooded if flooding occurs, encompassing over 1,512 square kilometers within the next 3–5 years. The economic damage could multiply, particularly in basins within Bangkok and the peripheral provinces, which are areas of business importance due to the high density of stores.

Notably, climate change-induced impacts such as rising sea level and seawater intrusion in freshwater sources, directly affect 7-Eleven stores in the river basin areas across 9 provinces, which are Bangkok, Samut Prakarn, Nonthaburi, Pathumthani, Saraburi, Chachoengsao, and Prajinburi. There are over 4,892 store branches. Post-flooding, there would be business disruption, additional cost for store fixes and rebuilding, expense in tool and equipment procurement to maintain water supply quality for businesses. In tandem, such incidents can impact

products' quality, as well as products and services requiring prior preparation, which must stop its sales as it got affected by seawater level and high-tide, resulting in saltwater intrusion of frequently sourced freshwater bodies. The Company would lose many business opportunities during such crisis. Consequently, the Company has conducted risk assessments, categorized into 2 dimensions, as follows.

- Loss of sale opportunities for product groups necessitating good quality of water, such as All Café freshly made beverage, 7-Select beverage machine, and Slurpee. The expense to procure clean water for consumption, which can be valued at 1,000–1,500 million Baht, if the products and services cannot be provided for 7 consecutive days.
- Damage value after an insurance claim was an equivalent of over 2,644 million Baht, as assessed from deductible of the first part from the insurance claims and the insurance payout.



Measures and Management Approach



The Company developed comprehensive risk policy and risk management plan, governed by Risk Management Committee. Climate change risk has been integrated as a risk factor against the Company's business operations, aiming to review risk management approach thoroughly at least twice a year. This ensures risk management is aligned and is part of the decision behind determining business operation strategy. Simultaneously, the Company set up for Flood Scenario & Preparation plans for 7-Eleven stores, by studying for consistency with natural disaster statistics, coupled with the public sector's risk assessment data, such as spatial climate change-induced risk database.¹ This could be used to substantiate risk assessment of store branches in each areas, to develop business continuity plans, and post-incident restoration plan. The extent includes reports on impacts from rising sea levels, which may trigger floods and high-tides, subsequently culminating in saltwater

instruction, directly to Risk Management Committee. This enables stipulation of directions and identification of crisis mitigation approach, such as.

- Changes for high-quality water filters that could affectively filter salinity
- Review and adjust conditions to select branch stores' location, with considerations to the increasing sea level impacts
- Set up water-resilient store project, to ready branch stores against floods starting from the process of designing, mid-incident, to designing for mobility in case of relocation when needed
- Establish restoration plan for branch stores post-floods



¹ <https://climate.onep.go.th/th/topic/database/riskmaps/>



Risks in maintaining capacities of fresh produce suppliers in the Company's supply chain post-regional transportation system

The expansion of product logistics and transportation to various regions, also known as Belt and Road Initiative (BRI) commenced on the 3rd of December 2021, only the China-Laos Railway section. The boten – Vientien comprises 32 stations, consisting of 22 stations of product logistics, 10 stations for passengers. This would help expand the trade and tourism scope at a regional level with significantly reduced time used. The time used for transportation is only 7-9 hours and product logistics only

10-12 hours, meaning products will be delivered into Thailand within 48 hours, considerably much faster than the traditional counterpart (traditional road transportation requires 4-6 days, ships 12-17 days, and airplane 1-2 days). This shift helps fresh product groups to be distributed into Thai market more and transported much faster, likely to an even greater pace upon completion of domestic railway system in 2028, or within 6 years.



Business Impacts



It can be considered both opportunities and risks in business conducts. The challenges can be identified in 2 aspects, as follows.

- Challenges in controlling fresh food's quality to be at international standard throughout the product logistics and trans shipment** Due to the difference in each country's production standard and the contamination detection standard, both of which are one of the initial risks relevant to regional transportation system, whether imports or exports, the impacts of products failing to meet standards can cost the Company's reputation, as well as expense from recalls unaligned with local standards.
- Competitive capacity of domestic suppliers, particularly farmers, SMEs and regional producers** This is an apparent risk, due to the difference production scale, manpower drainage, excess production, which would impact the production budget. Small suppliers unable to adapt or compete at a regional level would be forced out of the market, culminating in reducing strengths and diversity of the supply chain. Assessing impacts to retail business' fresh food product groups at over 234 SKUs, valuing over 850 million Baht per year or impacts throughout supply chain estimated to be 14,285 million Baht.



Measures and Management Approach



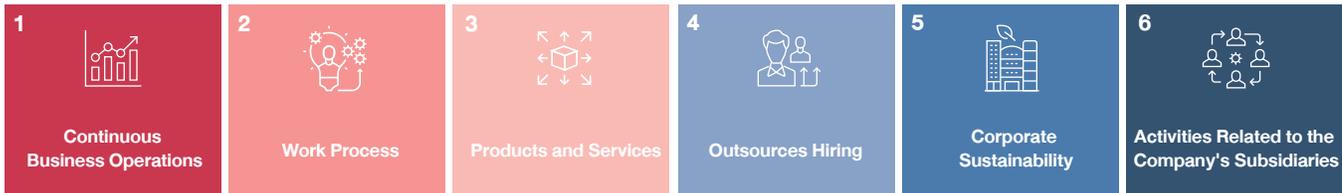
The Company has sped up in fostering suppliers' strength through various measures, ensuring SMEs suppliers are able to adapt and be ready to grasp sales and competitive opportunities at a regional level. This was achieved through promotional measures, as follows.

- Support producers to enhance products' quality and build distinction, difference, or capacity to present the products' values in order to increase competitive capacity at a regional level
- Purchase directly from farmers, including development of production by Siam Makro Public Company Limited under the CP ALL Group
- Promote quality assurance to align with international standards, from plantation, trimmings, to packaging, in order to manage investment in production and create acceptance regarding products' quality assurance
- Foster marketing and sales channel, as well as purchasing and deliver product distribution channels to SMEs producers, enabling circularity and ensuring investment for further development

Black Swan Search

The Company has continued the Black Swan project for the 8th consecutive years to raise awareness on risks for the Company’s personnel. Management and employees are encouraged to take part in identifying enterprise risk that could potentially impact

the Company’s operations and goals through submission of risk topics in a contest, available at various channels. The risks topics are related to the below 6 issues, as follows.

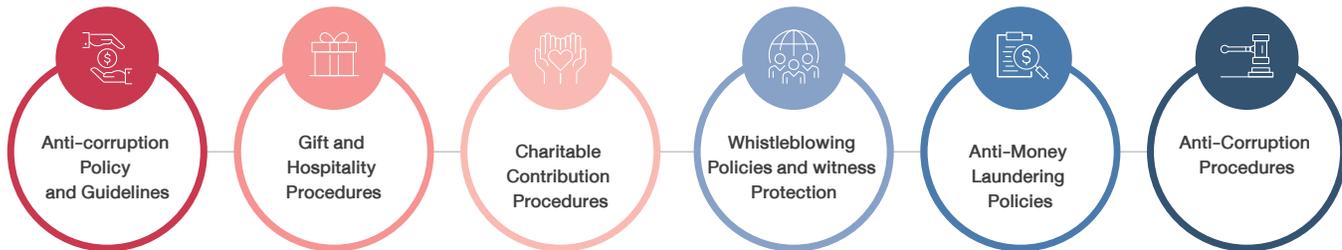


Risk issues awarded would be considered for development and implementation of appropriate mitigation and management measures, paving the way to effective implementation. In 2021, a total of 2,671 risk topics were submitted by employees. Among them, the top 5 risks submitted comprise COVID-19 pandemic, confidential data leakage, negative comments on social media, safety, and miscommunication both internal and external.

Furthermore, the Company organized for Risk Score assessment to measure departmental risk management capabilities, as well as providing feedback for improvement and enhancement of effectiveness in risk management system for all areas, covering over 70 departments quarterly. There were also advisory services online, as well as exchange of knowledge and best practices to increase capacities in risk management via Risk Score Clinic weekly. Departments with consecutive excellent performances would be recognized by Enterprise Risk Champions and the Chairman. Lessons learned were then disseminated to risk champions to further improve. Seminars for risk champions were organized on a quarterly basis to elevate the level of risk champions’ knowledge and skills to be ready for strategic, operational, financial, regulatory, sustainability and governance risks. There have been over 500 participants.

Business Ethics and Code of Conduct

The Company conducts business ethically, by reviewing and developing an ethics handbook and code of conduct for all levels of employees, from management to employees, as well as suppliers and contractors. They adhered as a guideline for responsible and honest work, refutation against corruption and human rights violations. In 2021, 100% of employees and suppliers were communicated anti-corruption policy through the ethics handbook and code of conduct. The Company established practices against anti-corruption, as follows.



For more information :

Ethics handbook and Code of Conduct for employees

https://www.cpall.co.th/wp-content/uploads/2020/07/Code-of-ethics_Eng-Word.pdf

Ethics handbook and practices for suppliers

<https://www.cpall.co.th/wp-content/uploads/2020/11/Supplier-Code-of-Conduct-th.pdf>

Grievance Management and Corruption Case Management

The Company developed a platform for employees to facilitate acknowledgement of grievance or evidence related to corruption and unethical actions within the Company, through various channels, such as.

 Whistleblowing Channels	 Telephone Numbers 02 826 7744	Receiver: Call Service
	 Telephone Numbers 02 071 2770 / 02 071 8623	Receiver: Internal Audit Division
	 Postal Address Audit Committee, CP ALL Plc. 119, 16 th floor, Thara Sathorn Bldg., Sathorn 5, South Sathorn Rd., Maha Mek, Sathorn, Bangkok 10120	Receiver: Internal Audit Division
	 Email AuditCommittee@cpall.co.th CGcommittee@cpall.co.th BOD@cpall.co.th	Receiver: 1. Audit Committee 2. Corporate Governance Committee 3. Board of Directors
	 Company's Online Channel and Media www.cpall.co.th/whistleblowing www.facebook.com/CPALL7 (inbox)	Receiver: Corporate Communications Management Division

Furthermore, the Company has a protection measure for complainants and relevant individuals against retaliation. There is also mitigation with appropriate and fair process to persons affected from the grievance. Notably, once the Company has been informed of corruption incidents or evidence, or upon an incident occurring, through any channels, the audit office or human resource department would investigate the initial facts. If there is any substance, a working committee would be established to further scrutinize facts. Upon a misdemeanor being confirmed, the transgressor will be penalized per the Company's stipulated measures. Corrective measures and prevention measures will be implemented and integrated into the work process to prevent recurrences. In 2021, cases of corruption investigated and confirmed, categorized by types, are as follows.

Corruption Type (Case)	2018	2019	2020	2021
 Conflicts of interests	0	1	0	0
 Corruption in reports (Document fraud)	N/A	4	5	7
 Embezzlement	N/A	383	404	427

Progress in Grievance Management in 2021



Total number of grievance

434 Cases



Grievance investigated and confirmed

434 Cases

Solution and Measures against Recurrence



Resolved

434



In process

0

Examples of Corrective Actions and Measures against Recurrence

Corruption, in case of embezzlement at 7-Eleven stores' operations

Govern Employees for Proper Compliance	Communicate and Raise Awareness to 7-Eleven Employees	Monitoring and Tracking Mechanisms
<ul style="list-style-type: none"> Set up corruption reduction target for 7-Eleven stores' operation line Appoint a corruption prevention committee for 7-Eleven stores' operation line Improve 7-Eleven stores' working standard, such as financial transaction of employees Improve the auditing standard of quality store system, such as field consultant's cash monitoring, input into the cashier, employees' personal financial transaction, monitoring and immediate cash count upon arrival at the store Monitoring results from corruption case in high-level executive meeting monthly 	<ul style="list-style-type: none"> Communicate business ethics and code of conduct in meetings of 7-Eleven stores' operation line of each area quarterly, as well as communication through the poster "Gigi wants to say"  <ul style="list-style-type: none"> Organize training and education representatives of 7-Eleven's operation line representatives through the project Mister & Miss Good Governance 	<ul style="list-style-type: none"> Develop the transaction notification system through Alert Banking Agent to categorize those performing transactions, unusual accounting items, or suspicious items; enabling faster identification of abnormal cases and damage prevention  <ul style="list-style-type: none"> Monitor the performance through CCTV camera online Review the store system by the quality store system standard audit office

Communicate, Educate, and Raise Awareness

Communicate, Educate, Campaigning, and Raise Awareness

The Company communicated and raised awareness of governance principles for management and employees, both in the offices and operations, inclusive to companies in CP ALL Group. The aim was to build awareness and conduct operations per governance motto, "Honesty, transparency, fairness, considerations to communities, society and the environment." The public relation media is created to proactively educate through various channels, accessing target groups via both online and offline channels, such as.

- Posters in the office and 7-Eleven stores
- Communication videos and training "Ready to be a pillar, standing strong with the public and the communities"
- "CP ALL People" Facebook Page
- Public relations information on emails and LINE application
- Building new governance leaders, Mister & Miss Good Governance, to be representatives behind corporate governance. Each department send their Mister & Miss Good Governance representatives, a total of 157 persons



In 2021, training were organized for 103,257 employees across the country. Furthermore, the Company conducted an assessment to evaluate all levels of employees' governance and Anti-Corruption understanding of CP ALL business group. 90% of employees have demonstrated comprehension and understanding.



Promote and Support SMEs Suppliers to take part in the Private Sector Collective Action against Corruption (CAC)

The Company joined the “the Private Sector Collective Action against Corruption” seminars and invited SMEs suppliers and contractors to participate in the coalition, promoting suppliers to understand and gain knowledge on governance, transparency, and truthfulness principle. The Company elevated the CAC membership level to Change Agent, with 35 suppliers participating in the project, joining in the commitment of the Private Sector Collective Action against Corruption (CAC), equivalent to 100%. Furthermore, the Company communicated anti-corruption policy through an ethics handbook and code of conduct. In 2021, 100% of new suppliers have been communicated and signed a written acknowledgement.



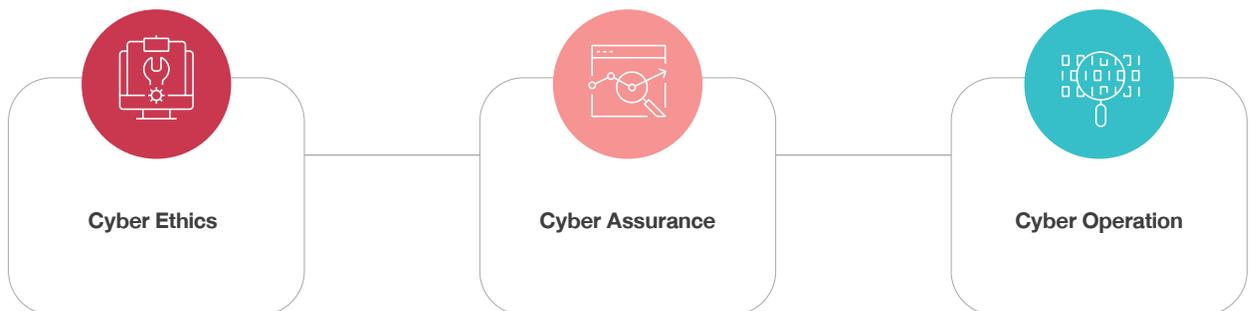
Cybersecurity and Data Management

The Company has improved the information technology system security to be in alignment with ISO 27001, aiming to raise awareness on cybersecurity and indispensable information of the Company, as well as personal data protection. These are considered pivotal enterprise risks. The following projects were accordingly implemented.

Cyber Security Project

Cybersecurity is one of the crucial risks occurred due to transition from offline business operations to online. This resulted in the Company consistently being exposed to risks, as everything occurs in fraction of a second. The Company thus set up cybersecurity management. In 2021, the Company conducted the following.

- Improve policies to be in alignment with ISO 27001 Information Security Management and ISO 27701 Privacy Information Management
- Communicate and raise awareness regarding key policies on cybersecurity, relevant cyber threats and cautions, as well as practices and recommendations to work confidently and securely through various channels, such as corporate website, and Cyber Portal, to name a few.
- Educate on topic of reliable cybersecurity to be cautious about, practices for confident and safe usage, to students of both Panyapiwat College of Technology (PAT) and Panyapiwat Institute of Management (PIM)
- Cyber security drills test for all levels of employees using a simulation to build familiarity and accurate response or handling
- Cyber Incident Response workshop according to plan on a simulation site to create familiarity for accurate response and handling. Results from the workshops would become input for improving the Incident Response Plan (IRP)



Fostering Awareness in Personal Data Protection

The Company is committed to building awareness on personal data protection, one of the Company’s prioritize risks, for all levels of employees, in alignment with the Company’s strategy and highlight workplans. In 2021, there were efforts elevating personal data protection level to be on par with international standards, as follows.

- Announce work process in alignment with PDPA
- Disseminate knowledge on PDPA for all levels of employees, as well as improving work process that pertains to personal data to be in compliance with PDPA
- Organize activities on personal data protection for all levels of employees, such as training, seminars, assessment on participating employees’ understanding, to name a few
- Distribute and promote PDPA Mindsets for employees, comprises 1) Respect others’ privacy 2) Transparency, and 3) Accountability, through both offline and online channels, such as posters, websites, PDPA Portal, and CP ALL Connect
- Apply for certification of ISO 27001 Information Security Management and ISO 27701 Privacy Information Management from All Member’s data management process
- Develop and utilize information technology to apply for business operations under the security measure which safeguards confidentiality, integrity, and availability of all information



Impacts and Benefits

99%
of activities with personal data is in compliance with Personal Data Protection Act 2019

100%
of employees have been trained and assessed for their knowledge and understanding of PDPA practice



- Prepare the PDPA knowledge and understanding test



*PDPA refers to Personal Data Protection Act, 2019





Human Rights and Labor Practices

CP ALL respects diversity, treats all individuals inside and outside the organization with fairness, equality and equality, prioritizes human rights in every step of business operations, shares opportunities and supports good quality of life, especially in society's vulnerable groups to enable coexistence in a caring society.

Supporting the SDGs



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

- 3.4 Reduce premature death from non-communicable diseases through prevention, treatment, and support for mental health and well-being.
- 3.6 Reduce deaths and injuries due to road accidents

SDG5 Achieve gender equality and empower all women and girls

- 5.1 End discrimination against women and girls everywhere

SDG8 Promote sustained, 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.

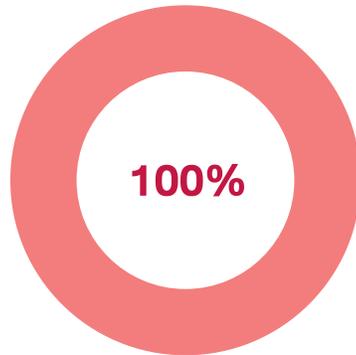
SDG16 Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

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



Human Rights and Labor Practices

2030 Goal



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

Key Performances in 2021



100% of the Company's operating locations and store business partners that have salient issues within the organization's value chain have undertaken Human Rights Impact Assessments



100% of new store business partners and Tier-1 suppliers have been trained on and conducted Human Rights Impact Assessments



Received the "2021 Role Model Organization Award on Human Rights" in the large business sector (CPRAM Co., Ltd.)



Awarded "Organization that supports people with disabilities" for 5 consecutive years



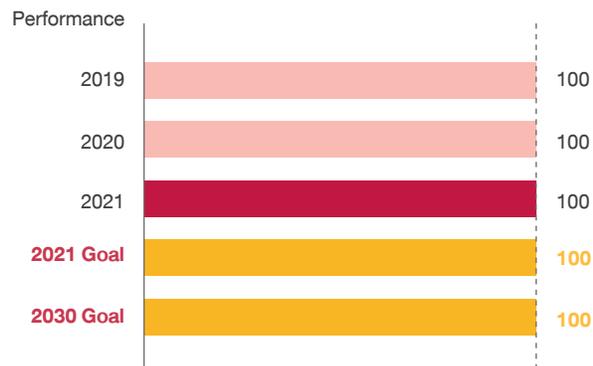
Recognized with the highest national distinction as "Thailand Labor Management Excellence Award" in 2021, for the 15th consecutive year



Achieved **100%** of all Phase I ISO 45001: 2018 certification targets for CP ALL distribution centers

Progress against short-term and long-term goals

(Unit : %)



Key Progress in 2021



Expanded human rights awareness to encompass store partners and Critical Tier-1 suppliers



CPRAM Co., Ltd. participated in Human Rights Awards 2021 assessment



Conducted Human Rights Impact Assessment (HRIA) with high-risk corporate units in the value chain, and elevated mitigation measures



Monitored and verified performance of mitigation measures on salient issues



Elevated programs to promote safe driving for 7-Eleven employees

Risks and Opportunities

Human rights are basic rights and liberties that all humans must receive. These may include equality, equity, and anti-discrimination whether by race, nationality, religion, gender, skin color, language, or another status. The importance of human rights has been globally recognized, especially as a key principle in conducting business. Business operations often either directly or indirectly involve humans, such as in the production process, logistic process, and service—each of which requires human labor, management, and coordination. It is therefore important for business performance and corporate image that there is equal treatment based on human rights principles for employees, suppliers, customers, and related personnel; occupational health and safety; and health

support during crisis situations. Further, support for employees' access to minimum wage as a living wage can reduce turnover rate by over 50%, in addition to enabling them to have better welfare and appropriate basic income.

Hence, the Company has strived to promote human rights risks assessments, on which the business sector needs to place an importance. The Company has also determined guidelines to align business practice human rights protection principles following international and local laws. This is to prevent human rights violations of stakeholders throughout its value chain and in its business conduct.

Management Approach

The Company operates following its Human Rights and Labor Practices Policy, covering all operating locations and including suppliers and business alliances—in line with the UN Guiding Principles on Business and Human Rights (UNGPR), basic rights as prescribed by the International Labor Organization (ILO), and labor laws of territories in which the business operates. These include human rights issues such as child labor, forced labor, discrimination, and sexual harassment, among others. The Company has also conducted Human Rights Due Diligence (HRDD) in all operating locations and in all business activities. It also conducts Human Rights Impact Assessment (HRIA) in at-risk units, Human Rights Risk Assessments, and raised awareness on the respect of and compliance with international human rights

principles with business alliances and critical suppliers through various programs. This is to prevent and avoid human rights violations of all stakeholder groups. Additionally, the Company has also equally and fairly evaluated all employees' cost of living.

Additionally, the Company elevated its occupational health and safety standards, in alignment with the present conditions and in support of basic human rights through public health. It has determined welfare measures to assist employees and families affected by the COVID-19 pandemic, including support for COVID-19 treatment costs, educational expenses support for children of employees in the case a spouse of an employee was affected by COVID-19, as per the Company's guidelines.



For more information :

Human Rights and Labor Practices Policy

<https://www.cpall.co.th/wp-content/uploads/2021/06/Human-Rights-Policy-2021-EN.pdf>

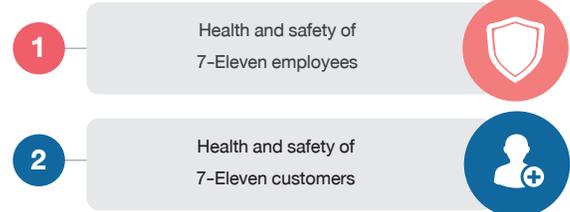
Performance Summary 2021

Human Rights Assessment

The Company's operating locations and business activities



Significant high risk issues



The company's Tier-1 suppliers



Awareness on Respecting and Complying with Human Rights Principles



Grievances on Human Rights Violations



Promoting Equal Opportunity and Diversity

Gender Diversity

	Number (person)	% of FTEs
Male	35,545	39.13
Female	67,712	74.53

Remark : FTEs is Full Time Equivalent

Age Diversity

	Number (person)	% of FTEs
Under 30 years old	54,554	60.05
30-50 years old	46,670	51.37
Over 50 years old	2,033	2.24

Remark : FTEs is Full Time Equivalent

Nationality Diversity

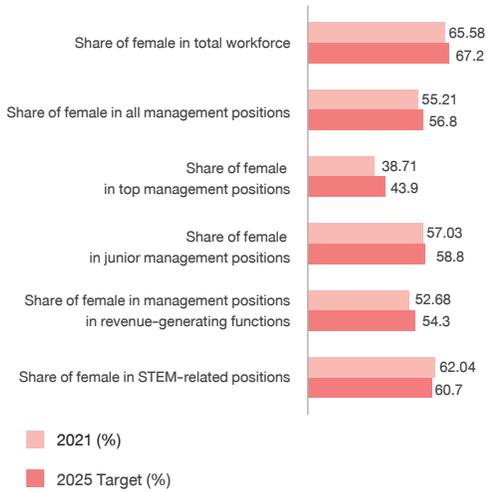
	Share in total workforce (%)	Share in all management positions (%)
Cambodia	0.71	13.96
Myanmar	2.16	42.59
Korea	0	0
India	0	0.10
Australia	0	0.04
Other	0.09	1.76

Religious Diversity

	Number	% of FTEs
Buddhist	97,203	107.00
Christian	634	0.70
Muslim	4,853	5.34
Hindu	8	0.01
Other	62	0.07
Undisclosed	497	0.55

Remark : FTEs is Full Time Equivalent

Capability Building of Female Employees



People with Disability



0.93%
of FTEs

Freedom of Association

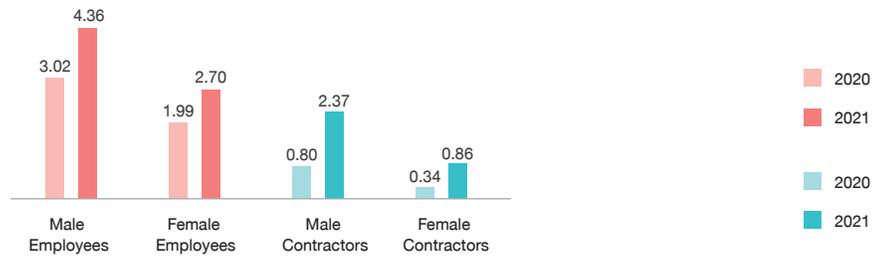


The Welfare Committee of the Company's workforce

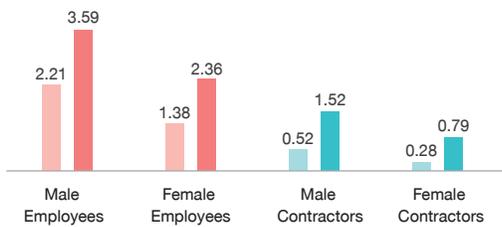
Occupational Health and Safety

Unit : Cases per 1,000,000 work hours

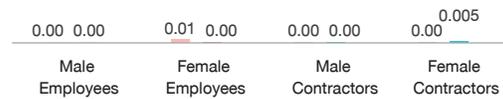
Recordable Work-related Injuries Rate



Lost Time Injury Frequency Rate (LTIFR)



High-consequence Work-related Injuries Rate (Excluding Fatalities)



Human Rights Due Diligence

The Company has a systematic and effective Human Rights Due Diligence encompassing all locations of the Company's business operations, including all activities pertinent to the Company's value chain, covering suppliers, partners, contractors, business alliance groups, joint ventures, and mergers and acquisitions.

Additionally, the Company has considered human rights issues with potential risks associated with its operations. Salient issues identified include the use of forced labor, human trafficking, child labor, rights and freedom to association and collective bargaining, fair wages, discrimination, sexual harassment and other forms of harassment, safety and security, environment, consumer rights. Stakeholders whose rights may be at risk of violation include employees, local communities, partners, suppliers, contractors, customers, and consumers, as well as related vulnerable groups, such as women, children, members of the local community, migrant workers, sub-contracted workers, people with disabilities, the elderly, and LGBTQI+ members. These stakeholder groups were identified through engagement with relevant stakeholder groups so that the Company can have the confidence that business operations will not violate human rights.

Human Rights Due Diligence Process



Human Rights Risks Assessment

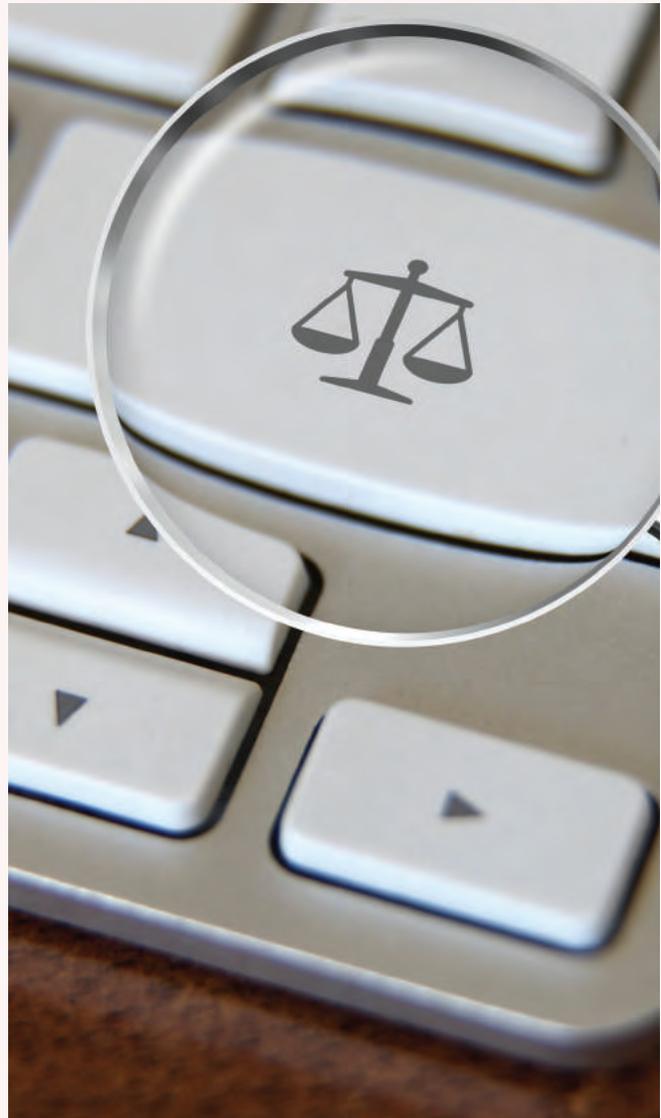
The Company is committed to continuously managing human rights by arranging for the conduct of Human Rights Risks Assessments (HRRRA) every three years since 2017. Human rights preventive and risks reduction measures are also annually reviewed, covering 8 core business units or 100% of all operating locations and 100% of all business activities, composed of 4 activities: procurement, production and distribution, sales and marketing, and customers and service.

In 2021, the Company has reviewed its Human Rights Risks Assessments results, compiling 2019–2021 data. It found that all human rights issues include concerns related to labor rights of employees, labor rights of suppliers and contractors' workers, community rights and the environment, and customer rights. Salient Human Rights Issues rated with high Residual Risks located in key business units include convenient store service, wholesale service, production and distribution services, bakery, ready-to-eat meals, and frozen food. The Company has ensured human rights monitoring and performance reviews with related units quarterly to improve preventive and risk reduction measures in timely response to evolving situations. This is consistent with the Company's commitment towards a supportive, caring, and respectful co-existence and sustainable growth among employees, communities, and the Company.

Additionally, the Company has conducted Human Rights Risks Assessments with all Tier-1 suppliers, covering 4,710 suppliers. The review revealed issues such as management of human and labor rights needing improvements in employees' handbook to be in line with labor laws; wages and benefits practices needing to be in legal alignment on wage deductions; occupational health and safety requiring occupational safety training; the appointment of safety officer to be in line with legal requirements; and risk-based medical examination. The Company has supported suppliers in developing preventive and corrective actions on human rights issues with all Tier 1 suppliers.

Human Rights Impact Assessment

The Company has continuously conducted Human Rights Impact Assessment (HRIA) by surveying and interviewing rights holders. In 2021, the Company's HRIA covered all employees in 4 locations where HRIA was conducted, including data from 4,100 employees of 7-Eleven stores nationwide, CP ALL distribution centers, CPRAM factories, and the 24Shopping online platform. The Company has also elevated impact mitigation measures; senior management has communicated to all employees in the Company treating each with human rights.



Integrated Preventive and Impact Mitigation Measures on High-Risk Human Rights Issues

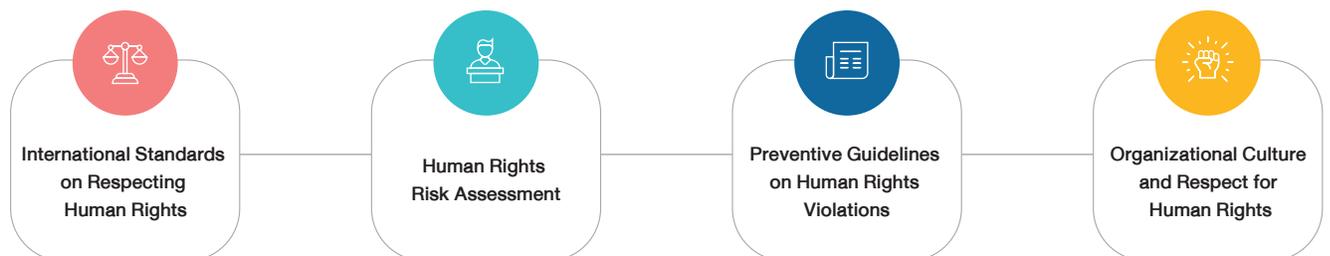
Under the responsibility of store partner companies (business partner)

High-Risk Issues	Preventive and Mitigating Measures	Integrated Measures
 <p>Health and Safety of 7-Eleven Staffs</p>	<ul style="list-style-type: none"> • Job Safety Analysis conducted • Provision of Personal Protective Equipment (PPE) and labor-saving device for employees by their relevant task • Project to improvement road safety for 7-Eleven employees • Guidelines and employee procedures during the COVID-19 pandemic • Safety Hand Book 	<ul style="list-style-type: none"> • Corporate policies • Announcement of Fleet Safety Goal • Standard Operating Procedures for 7-Eleven stores and related units
 <p>Health and Safety of 7-Eleven Customers</p>	<ul style="list-style-type: none"> • Product quality assurance before placement in 7-Eleven stores • Monthly Quality Store System Inspection (QSSI) inspection measures • Monthly safety inspection • Selection of 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 nutritional information, 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

Creating Awareness on Human Rights

“Business and Human Rights” Training Curriculum

To create awareness, respect, and prevent violations of human rights within and without the organization, the Company has organized a “Business and Human Rights” training for management-level staff in the CP ALL Group. The curriculum is composed of the following key aspects of human rights:



In 2021, there were 1,900 training participants. A plan was developed to increase the scope of this awareness-raising effort to 100% of the employee base of all levels and operational areas, including store partners (business partners) through an online platform by 2025.

Proactive Communication and Awareness-Building on Human rights

The Company has proactively raised awareness on human rights among employees and its store business partners through multi-channel communication, including through email, the CP ALL Connect Pop-Up Systems, on computer screens of back-store control system at 7-Eleven and Bellinee’s Stores, and through the SBPMALL system, among others.



Elevating Program for Grievance & Resolution Mechanism

The Company allows freedom to express one’s opinions and concerns, provides multiple channels for employees to utilize, such as the Voice of Employee system and through welfare committees in the workplace affairs.

Labor Practices

The Company is committed to respecting the labor rights and fair practice of employees, in alignment with various laws and policies under the Thai Labor Protection Act and other international standards. This is achieved through establishing appropriate employment conditions, wages, working hours, holidays, and welfare, in addition to ensuring a good and safe working environment. Specifically, the Company provides the following welfare:

Welfare	Legal Entitlements	Welfare Provided by the Company
Maternity Leave	98 days	120 days
Holidays	No fewer than 13 days per year	14-18 days
Annual Leave	No fewer than 6 days per year	6-15 days
Personal Leave	3 days	3-7 days

The Company also provides for various employee welfare to elevate employees’ wellbeing during their work at the Company. This includes programs such as the special interest rate emergency loans, rental assistance allowance, hardship allowance for employees located in remote locations. There are also life security benefits such as provident funds, life insurance, and natural disaster support fund. The Company has also assessed the need to increase employee health welfare benefits, including the Health Centers, medical prescription benefits wherein employees can receive their physician-prescribed medication either at home or the office, and COVID-19 vaccine procurement for employees in high-risk locations, such as 7-Eleven employees.

Freedom of Association

The Company provides for the free expression of opinion and concerns through various channels, including emails, information centers, corporate online media, whistleblower channels, and the Voice of Employee system, among others. Welfare committees in workplace affairs, set up in compliance with the Labor Protection Act of 1998, are also another communication channel. Currently, there are 103,257 persons representatives in the welfare committees, equivalent to 100% of all employees. Committee members have held quarterly meetings in 2021.



For more information : <https://www.cpall.co.th/en/sustain/social-dimension/personnel>

Equal Opportunity and Diversity Promotion

The Company respects employee diversity and is committed to treating all employees equally on the basis of their basic human rights, without discrimination based on race, religion, gender, skin color, language, age, or disability status. Diversity management is achieved through employment, capability development, and providing career path planning for all employees. This is done to attract and retain quality and valuable personnel. The Company also promotes equality between male and female employees by providing equal career advancement opportunities up to senior management levels. The Company also engages with the opinions of gender-diverse employees to help the organization sustainably grow. The Company also provides career opportunities to persons with disability and offers them the chance to work in their residence location—distributing income to the community. The Company also improved facilities of its offices, including providing inclined paths, widened doorways, dedicated access points for people with disabilities, prayer room, and breastfeeding room, among others.



Living Wage

The Company strives to work on living wages by regularly reviewing employee salaries and benefits in each location, ensuring competitiveness, fairness, equality, and legal compliance. This is to ensure that employees receive salaries appropriate for decent living. The Company has always paid wages higher than legal minimum wage, in addition to providing other additional allowances, such as overtime payments, transportation allowances, special allowances, housing rental support, food subsidies, and performance incentive payments. To ensure that the Company fairly pays wages and other benefits, the Company analyses wages, annually, by participating in a wages and benefits survey program led by the Korn Ferry Hay Group, a leading global consultancy. The Company has also arranged to assess the impact of changing costs of living and other employment considerations in business operations. In 2021, the Company has accessed the living wage of 100% of its employee base, putting in place plans to increase this analysis to suppliers and contractors in the future.



Elevating Safety, Health, and Environment

The Company is cognizant of the right to security and safety. It is committed to being an accident-free organization by 2030 that gives its employees happiness and a decent quality of life. The Company hence ensured that its working environment is safe and aligned within strict compliance with legal requirements. It has assigned its Safety, Health, and Environment (SHE) Management Committee to set appropriate policies, guidelines, and SHE improvement plans in collaboration with the Charoen Pokphand Group to prevent severe accidents and reduce incident impacts. The Company has also annually organized

SHE workshops, elevating its performance to be on par with international standards and ensuring no environmental impacts both within and outside the organization.

Additionally, the Company allows employees to report accidents and high-risk activities through various channels. Incident investigation procedures and appropriate corrective actions have also been established. Employee SHE risks assessments in 2021 revealed the following 4 high-risk activities.

High Risk Activities	Investigation Procedures	Corrective Actions
 Forklift Operation	<ul style="list-style-type: none"> • Accident Incident Report • Accident Investigation and Analysis 	<ul style="list-style-type: none"> • Preventive measures developed • Control equipment created • Awareness training
 Work in Confined Spaces	<ul style="list-style-type: none"> • Job Safety Analysis • Confined Spaces entry permit to work • Air and toxic gas measurement and monitoring • The use of equipment in confined spaces 	<ul style="list-style-type: none"> • Inspections and awareness testing in Job Safety Analysis • Oxygen and toxic gas level reporting
 Work at Height	<ul style="list-style-type: none"> • Job Safety Analysis • Working at heights permit to work • The use of equipment for working at heights 	<ul style="list-style-type: none"> • Inspections and awareness testing in Job Safety Analysis • The use of equipment to prevent falls from work performed at height
 Hot Work	<ul style="list-style-type: none"> • Job Safety Analysis • Hot work permit to work • Fuel clearance • Preparation and use of fire extinguishers 	<ul style="list-style-type: none"> • Inspections and awareness testing in Job Safety Analysis • The use of equipment to prevent sparks and preparation of fire extinguishers ready for use

2019-2023 Occupational Health & Safety Improvement Plan

The Company places importance on ensuring occupational health and safety (OHS) for employees and contractors under the care of the Company, as they are a valuable resource for the organization. The Company has ensured that its OHS management approach continuously meets international standards and has strived towards ISO 45001:2018 certification in target CP ALL distribution center locations by putting in place improvement plans and certification gaps analysis conducted by a third party in advance of a certification visit. Surveillance audits are

also conducted to maintain system performance. In 2021, the Company has received ISO 45001:2018 certification in additional locations: the Regional Distribution Center (RDC), Chilled Distribution Center (CDC), and Frozen Distribution Center (FDC) in Surat Thani. This development means the Company has achieved 100% of its Phase I target towards ISO 45001:2018 certification. It has plans to expand certification to Phase II to include more locations, with certification requests in 4 additional locations in 2023.

Occupational Health and Safety Standard Improvement Plan towards ISO 45001: 2018

2019 (Phase I)

- Knowledge training
- Apply ISO 45001: 2018 standards in all locations
- Conduct certification gap analysis
- Development improvement plans per site
- Select target location (Phase I)

2020

- Apply for certification of **7 sites**
- Third party pre-audits

2021

- Apply for certification of **3 additional sites**
- Third party pre-audit
- Conduct surveillance audits to main ISO 45001: 2018 certification in **7 locations**
- Internal audits to monitor

2022-2023 (Phase II)

- Select target sites (Phase II)
- Apply for certification of **4 additional sites**
- Third party pre-audit
- Conduct surveillance audits to main ISO 45001: 2018 certification in **10 locations**
- Internal audits to monitor
- Renew certification of **7 sites**

In 2021, the Company's effort on Safety, Health, and Environment and promotion of employees' decent quality of life has concentrated on the following 3 programs.

1) Decent Quality of Life for Employees and Family Program

Flexible Work Arrangement Program

The Company promotes work-life balance by allowing permanent employees to choose the following work schedules that are aligned with their lifestyle.



Time period

07.30-17.00

08.00-17.30

08.30-18.00

09.00-18.30

09.30-19.00

The Company also has a policy and guidelines allowing employees to choose their work location ("Work Anywhere"), in addition to being able to work from home for a maximum of 3 days each week, by strictly following the D-M-H-T-T principle to reduce the COVID-19 pandemic risks. To support the Work Anywhere model, the Company supported various work systems to enable effective work communication and access to work systems. These have included online meeting platforms (Webex, BlueJeans, Microsoft Teams, Zoom), communication platforms (CP ALL Connect and True Virtual Connect), while supporting employees to use laptop computers that have company software as opposed to desktop computers, among others.

Baan Nee Mee Rak Program: Welfare for Employees' Children

In addition to providing for employee welfare, the Company believes in creating value and prioritizes fostering of their families' wellbeing, by promoting the following welfare.

- Facilities for employees' children below 18 years of age to reduce risks associated with children and youth on the Company's operating grounds
- Organization of activities for children and relatives of employees and executives to lower parental burden, create a learning experience, and enable the productive use of their time. These include "SPIM Active Learning Science" to facilitate scientific learning through 2 key activities taught by national science teachers and experiment equipment is directly sent to homes at no cost. The "Robotics and coding" curriculum and the "CPRAM Baan Nee Mee Rak" provide employees and their families bonding opportunities to strengthen the family.
- The Book Start Club for small children is divided into the following programs per age group.
 - The Bookstart Club: target group: < 3 years old Supports fathers and mothers to read daily to their children for at least 10-15 minutes to inculcate a love for reading and strengthen their family bond
 - The Fathers Read, Warm Home Project: target group: < 3 years old Promotes fathers' involvement in childcare by reading to their children for at least 10-15 years old
 - The Age-based Early Childhood Development: target group 3-6 years old Promotes and guides fathers and mothers to support their children to do activities and good age-appropriate habits
 - Life Skills Promotion Program: Target group: No age bracket Promotes and guides fathers and mothers on age-appropriate child-rearing, discovering distinctive personality traits and appropriate development pathways

Breastfeeding Support in the Workplace Program

The Company has provided the following welfare for female employees who are preparing for motherhood from pregnancy, childbirth, to child-rearing.

- Training on lactation for pregnant women
- Good nutrition program for pregnant women
- Post-delivery visitation program to foster encouragement and good relationships
- Arranged breastfeeding stations on CP ALL Distribution Center grounds

Impacts and Benefits

Reduced turnover employees following childbirth

Fosters good employer-employee relationship

100%
of employee satisfaction



Health for ALL Program

The Company is cognizant of employees' public health rights and supports and promotes their good health, and encourages them to exercise. Health activities reduce various disease risks such as obesity and diabetes, among others.

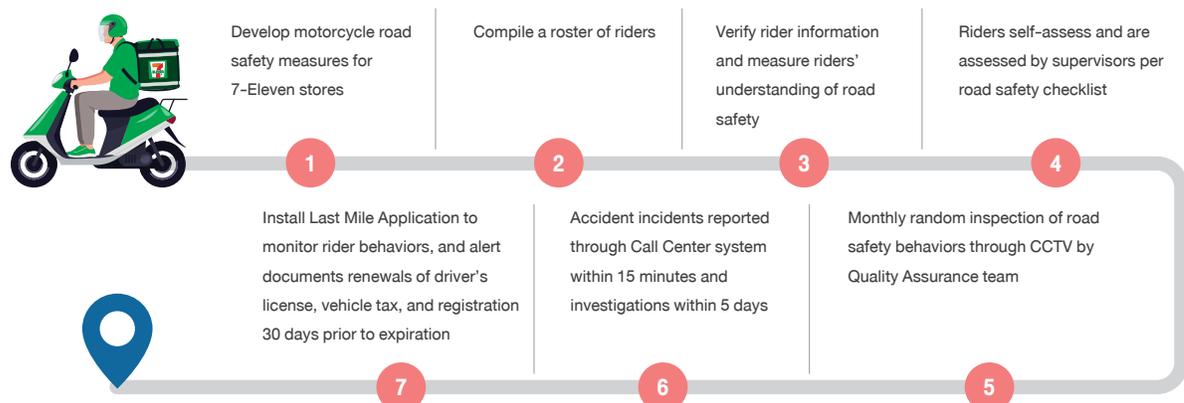
- CPRAM has conducted its "Health Maintenance" project for more than 2 years with employees. It also arranges health checkups that assess the following 5 dimensions: blood sugar levels, activity caloric burn, weight loss, fat loss, and walk & running distance.
- CP ALL Plc. has organized various activities, including Fit from Home through which employees are invited to exercise and measure their caloric burn to win a prize. Another activity includes an exercise based on blood type, through which participating employees photograph their exercise and provide reasons why they had chosen that exercise routine.
- Organized a group of "health-conscious employees", provided consultation access to health experts, create joint activities, and increase access to various health information.

2) Safety Risks Reduction Program

Driving Safety Program for 7-Eleven Employees

In the past year, the Company's reported accidents related to offending parties' traffic rules disobedience, leading to the death of 2 delivery employees riding their motorcycle. In 2021, the Company has ensured that its riders strictly comply with traffic rules, including the wearing of safety helmets; possession of a driver's license, valid vehicle registration, insurance; and have passed road safety training. In addition, the Company has also striven to promote the safety of 7-Eleven riders through the following measures.

1. Improve safety measures in using motorcycle vehicles for 7-Eleven by adding guidelines of 7 Do's and 11 Don'ts for employees, vehicle preparedness inspection, prohibition of driving accident-prone vehicles, grievance reporting, and documentation of concerned parties in an accident, and disciplinary actions are among measures intended to improve safety.
2. Creation of Safe Driving Culture aims to train and provide knowledge on road safety, and proactively communicate in simple terms to 7-Eleven employees are dispersed across the country. This includes issuing e-books, video clips, Do's and Don'ts posters, and weekly awareness testing.
3. Support for accident prevention equipment for riders includes providing reflector jackets and gloves.
4. Increased intensity of control measures and inspect rider practices as follows.



5. Electric motorcycle pilot limits their speed to 55 kph, reducing accident risks and helping limit toxic emissions. The pilot has taken place in 27 7-Eleven stores.

Safety Dojo Training for Production Line Contractors and Employees

CPRAM Co., Ltd. promotes awareness of safety behaviors among all contractors and employees to reduce work-related accident risks. It has created an accident simulator for training purposes, covering incidents such as electrocution, heavy-object contact, dangers from machines without safety guards, and dangers from not keeping hands visible while working. This program supports the Company’s target of reducing work-related accidents to zero by 2030 and is organized around a training center that is the central knowledge repository on safety, complete with simulation stations that demonstrate risks from various work situations and accompanied with explanations in three languages (Thai, Khmer, and Burmese).



Impacts and Benefits

100% of contractors and employees have learned from training stations

80% reduction in Injury Frequency Rate (IFR)

3) Ergonomic Risks Reduction and Stress Management Program

Office Syndrome Program

An online illness-preventing stretching program has been ongoing for 2 years and is supported by 2 invited experts who provide information on office syndrome and advise employees on appropriate working ergonomics in order to prevent muscle pain. In 2021, There are 70 employees and management participating in the project.

Health Center (Physical Therapy)

Provides rehabilitation service for muscle pain, tension, back pain or other office syndrome symptoms, while providing health consultations by expert physiotherapists. In 2021, There are 50 employees and management participating in the project.

Volunteer Coach Program

This program has the objective of helping employees manage stress and develop the motivation to address problems, and overcome obstacles faced amidst the spread of the COVID-19 pandemic. The Company collaborated with volunteer coaches, most of whom are ICT Bangkok Chapter members, who provide encouragement, discuss, and converse with company employees. 7-Eleven store employees have been the main target. The program is offered free of charge. In 2021, more than 300 employees took part in the program.







Leadership and Human Capital Development

CP ALL emphasizes a culture of lifelong learning. All employees at all levels are developed into intelligent, ethical individuals possessing qualities including happiness and abundance of good attitude, in addition to the capacity to maintain skills, knowledge, and abilities to keep up with rapidly changing global society. Individuals are ready to be the driving force for limitless achievements and be possibilities in propelling the organization towards a sustainable future.

Supporting the SDGs



SDG4 Ensure all persons have inclusive and equal access to quality education and support life-long learning opportunities.

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

SDG5 Achieve gender equality and empower women and girls.

5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making.

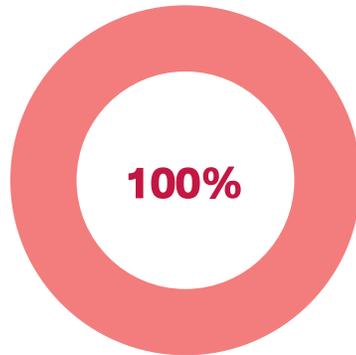
SDG8 Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.

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



Leadership and Human Capital Development

2030 Goal



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

Key Performance in 2021



100% of employees at all levels, including business partners, store business partners, and sub-area, passed training and knowledge assessment on “Personal Data Protection Laws”.



100% of employees passed training and knowledge on “Digital Mindset & Digital Literacy”.



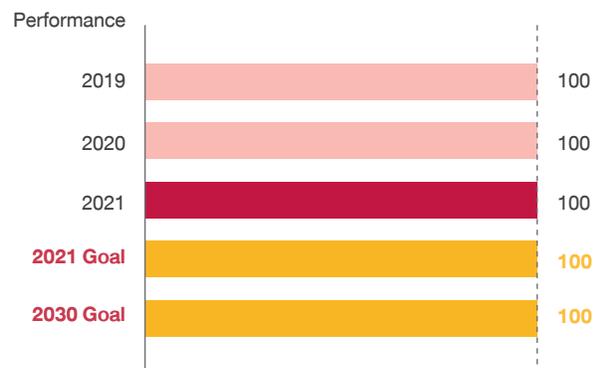
99.24% of management-level passed training online course on “Human Rights and the Business Sector”.



98.43% of management-level passed knowledge on Cybersecurity Awareness Program.

Progress against short-term and long-term goals

(Unit : %)



Key Progress in 2021



Training and knowledge assessment on “Personal Data Protection Laws” for business partners, store business partners, and sub-area.



Training and online knowledge assessment on “Human Rights and the Business Sector”, for management-level.



Training and knowledge assessment on Digital Mindset & Digital Literacy”.



Training and knowledge assessment on Cybersecurity Awareness Program.

Risks and Opportunities

The essential resources to drive sustainable business growth, success, and goal achievement, are the personnel within the organization. There is importance in developing equal and non-discriminatory personnel to increase employees' competency according to changes in the global economy, society, and environment. To prepare the organization for future changes, employees must develop essential skills, increase understanding

of the technological era towards digital platforms, and develop new skills. Both development planning and analytical tools are paramount to the Company to assess personnel competency and needs. It enables the organization to analyze personnel data, essential skills, design employee engagement programs, and employee well-being for the Company's sustainable growth and preparedness in the future.

Management Approach

The Company focused more on employee competency development at all levels under the employee development strategy framework, "Good and Smart People". Various skills are encouraged through the program, such as professional upskill/reskill for work, organization sustainability, Personal Data Protection Law, Data Analysis, and Digital Literacy. The skills are for employees at all levels in the Company, subsidiary group employees, store business partners, and granted sub-area store branches to have competencies required for work performance. All are preparing the organization to swiftly adjust for emergencies situations or crises and changes in the future.

development, limited work operations, and decreased work efficiency. The Company realizes the importance of continuous development of employee competency. Thus, a new training format for the New Normal era was developed, such as in-room training and various online training such as Virtual Training, e-Learning, and On the Job Training (OJT). In addition, the Company developed easy-to-understand training programs, modified to be more interesting for all employees, subsidiaries, store business partners, and granted sub-area store branches to create necessary skills and reach their full potential. Thus, leading to continuous business operations under human resources management of the organization, under the concept of successful work and happy people throughout their work lifespan with the Company.

Due to the increasingly severe and ongoing COVID-19 epidemic, possible effects include halted employee competency and

Sustainable Employee Skills Development and Career Opportunities Framework



Performance Summary 2021

Average Hours Per Year of Training and Development (%)

By Age

 Under 30 years old	19.74	22.78
 30-50 years old	21.64	24.26
 Over 50 years old	23.98	24.93

By Gender

 Male	18.25	19.95
 Female	21.96	25.49

By Level

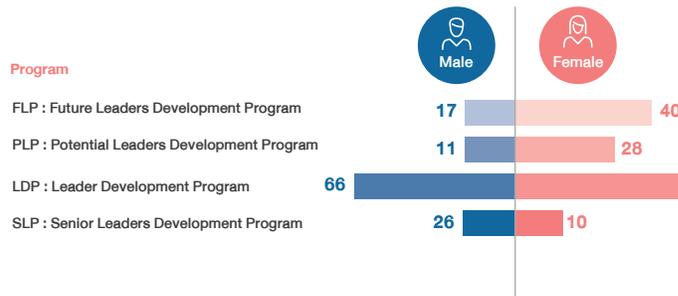
 Top Management	74.59	73.41
 Management	31.63	32.59
 Junior Management	28.58	29.46
 Officer	20.06	22.93

By Race/ Nationality

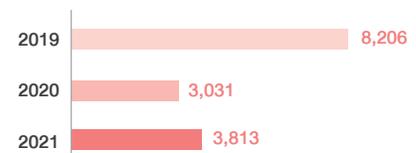
 Thai	20.86	23.91
 Cambodian	15.51	13.78
 Myanmar	14.08	12.55

■ Average hours per person ■ Average hours per FTE

Total Employees Participating in the Leaders Development Training according to the Action Learning Path (Persons)



Average amount spent per FTE on training and development. (Baht / person)



Employee Engagement

Employee Engagement (%)



Coverage (%)



By Gender (%)

 Male	76
 Female	75

Professional Skills Development, Promoting Upskill/ Reskill

The Company encourages all employees to learn new ways of working (Upskill/ Reskill). The training programs give diverse knowledge and create a supportive learning environment encouraging work improvements and betterment, where managers and employees at all levels can be part of the organizational learning culture. In 2021, the important programs are as follows:

Productivity Improvement Program

The program develops competency for management and employees at all levels to increase work efficiency by using technology to focus on good value delivery for customers and reduce organization operating costs through cultivating ideas, vision, and Action Learning processes. Employees analyze, synthesize, brainstorm, exchange ideas, and perform hands-on activities with Cross-Functional Teams to improve work process efficiency, create sustainability, and culture of autonomous work improvement in 4 aspects with one additional control.

Impacts and Benefits

13,076 participants

Increase productivity

868 million Baht per year

Reduced cost

620 million Baht per year

Reduced **253,719** work hours per year



Mentorship from top management provides advice on various techniques, track project progress, and report results on improvements to generate a continuous learning collaboration during the project's scope.

“Business Owner in Digital Age” Training Program Aligned with the O2O and 7Delivery Strategy

The program develops competency for 7-Eleven employees with a service mindset. Using technology responds to customer behavior and requirements in the rapidly changing digital age both as offline and online formats, including the product delivery services to customers (7Delivery) aligning with the O2O and 7Delivery strategies. Thus, the Company designed the following 5 courses:

Impacts and Benefits

25,008 participants

Average sales from the O2O channel

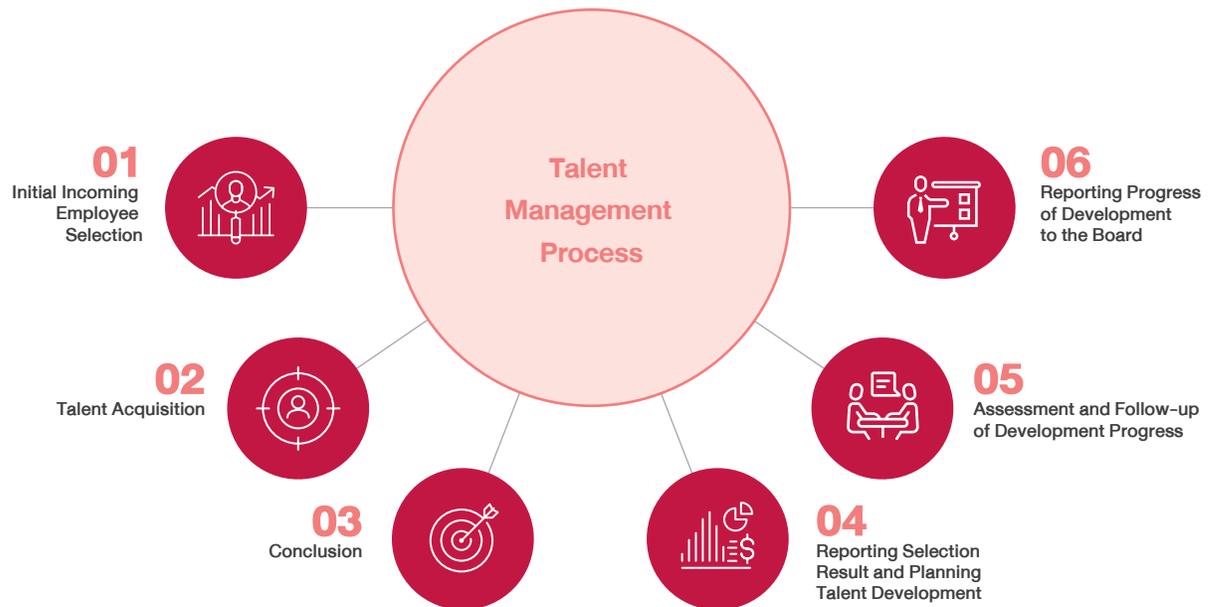
32,800 million Baht per year

(including sales from 7Delivery All Online and @24Shopping)



Talent Management

The Company recognizes the importance of preparing leaders and personnel to drive continuous, sustainable business practices. Using continuous management and developing high-performing employees with talent self-assessment as an Individual Development Plan (IDP) to build on their strengths and reduce weaknesses increases professional growth. Additionally, the specially designed program develops such groups using the “70:20:10” learning and development model.



70% Learn By Hands-on Practice

Syllabus content for developing the Talent Pool group and the CP Leadership Institute (CPLI) divides into the following 4 category levels:



Senior Leaders Development Program

Focusing on upgrading and developing CP ALL Group and the Charoen Pokphand Group



Leaders Development Program

Developing operational-level leaders focusing on work process reform



Potential Leaders Development Program

Developing a new generation of leaders, focusing on business development



Future Leaders Development Program

For new generation employees



20% Learn and Develop from Surroundings with People from Different Roles



Top Management



Direct supervisors



Mentors



Colleagues



Specialized experts

Last year, besides direct teaching from supervisors, top management had an additional role in teaching through various media types such as video content.



10% Learn and Develop through Training Processes

The Company endorses learning from within and outside the organization improved learning modules such as virtual training and self-studying online.



Personnel Development Transitioning to the Digital Age Platform Era

Developing Employee “Digital Mindset & Digital Literacy” Project

The Company enhances employee development to obtain Digital Literacy competencies. Hence, the office staff had the opportunity to develop readiness using the Microsoft Office 365 program and various applications to increase work efficiency. Meanwhile, the Company developed digital competencies for store employees and managers at all levels by learning and assessing skill preparedness in data analysis in the digital era. Furthermore, the Company is working on upgrading skills in data analytics for employees analyzing data in various fields by learning how to use the Google Data Studio program to create visualizations and using Advanced Excel in preparing data, and data analysis using high-level statistics to support the implementation of business strategies and to become a Data-Driven Organization.

Impacts and Benefits

100%
of target group employee
participated

100%
passed evaluation

Personnel Development on Sustainability

For the Company to survive and grow stably and sustainably, adaptation and organizational development, including developing and educating employees at all levels, are critical, and to readily meet challenges bringing risk and opportunities in 2021 through the following significant programs:

Cybersecurity Awareness Program

The program creates awareness for employees on the importance of cybersecurity on various threat formats, potentially affecting business operations. The Company creates awareness for management-level employees through various channels. Management then shares knowledge with the team. The conducted webinars and online (Virtual) contained topics on cybersecurity policies, common cyber threats and warnings, and critical cybersecurity measures. Additionally, online assessments evaluated knowledge and understanding.

Personal Data Protection Awareness Program

The Company supports employees at all levels in the organization, subsidiary employees, store business partners, and granted sub-area store branches to have awareness on personal data protection by online learning. The content consists of practical criteria and risks related to personal data protection. Subsequently, the Company requires evaluation of the training results by an exam to assess the knowledge and understanding of personal data protection practices.



98.43%

of employees participated



100%

of employees passed
the examination



100%

of employees participated
in training



100%

of employees passed
the examination

“Business and Human Rights” Training Curriculum Program

The organization gives continuous concern for the promotion of respecting human rights and equality within the organization. In 2021, the Company organized training on “Business and Human Rights” in the format of an online course. The content consisted of human rights protocols, human rights standards and the business sector, international human rights standards, Thailand and human rights, and human rights risks, conducted by Dr. Seri Nonthasoot, United Nations Committee on Economic, Social and Cultural Rights, as the speaker in the lecture and arranged examinations after training.



Type of Performance Appraisal

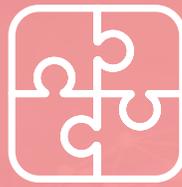
The objective is to enable the Company to manage the success of the organization as one whole, which includes improving management style on employees at all levels to achieve the goals of the organization. To be systematic and standardized, an effective qualitative and quantitative evaluation criterion is used. The ALL Perform (SAP Success Factors) system is also used to communicate and give 360 degrees feedback within teams, cross functional teams, and department units, creating a work environment and culture with opportunities for self-improvement in order to continuously achieve better performance. In 2021, the total employees evaluated for the yearly performance appraisals through various formats are as follows:

 Appraisal Type	 % of Evaluated Employees
Management by objectives	100
Multidimensional performance appraisal	14.4
Formal comparative ranking	100

Employee Engagement

For work achievements with happy people, the Company considers employees to be the most valuable resource, comparable to the organization’s source of power to achieve set goals of the organization. Therefore, recognition and response to employee expectations are what the Company has always given importance to, from conducting a survey of the employee’s feelings and perspectives on the organization operations with 6 questions that reflect employee behavior in 3 aspects, 1) SAY : speak positively about the Company 2) STAY : behavior and determination to continue working with the organization, or high reluctance to leave the organization 3) STRIVE : behavior of employees who are fully committed to work or performing above and beyond normal work duties.

The Company continuously surveys employee expectations. In 2021, employee engagement surveys were conducted with the system, Kincentric eX-Pulse Platform, from the Company, Kincentric (Thailand) Ltd. The results were compared at different time periods for current and up-to-date data for analysis, to formulate strategies and review criteria on improving employee engagement measures and employee participation which helps the organization achieve the set goals.



Innovation and Value Creation

CP ALL is dedicated to investing in research and innovation with the aim to establish an intraorganizational atmosphere conducive for emerging innovators and inventions of novel technologies. The innovations contribute invaluable to society and the nation, in addition to creating added value for sustainable organizational growth, even in the modern fast-paced era.

Supporting the SDGs



SDG1 End poverty in all its forms everywhere

- 1.2 Eradicate extreme poverty for all people everywhere.

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

- 3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health care services, and access to safe, effective, quality, and affordable essential medicines and vaccines for all.

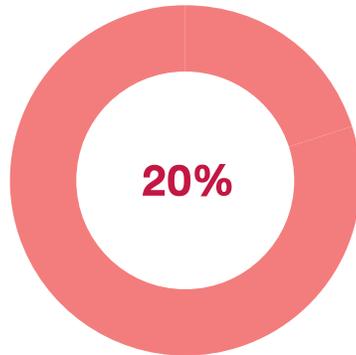
SDG8 Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all

- 8.2 Achieve higher levels of economic productivity through diversification, technological-upgrading, and innovation, including through a focus on high-value-added and labour-intensive sectors.
- 8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity, and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.
- 8.5 Achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.



Innovation and Value Creation

2030 Goal



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

Key Performance in 2021



6,014 million Baht in value from product and service innovation and process improvement



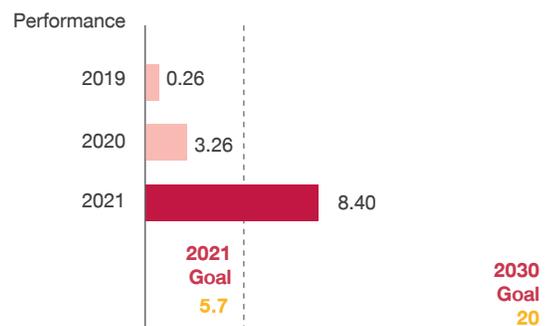
599 innovations submitted to the contest



554 innovations in technology and product development

Progress against short-term and long-term goals

(Unit : %)



Key Progress in 2021



Expansion of innovation projects in 2020



Online to Offline (O2O) business platform development



"ALL Pharma See" application development for health lovers

Risks and Opportunities

In a globalized world where all conceivable facets, particularly digital technology advances playing a vital role in business and consumer lifestyle, face rapid transformations, the business sector consequently requires organizational characteristics development to keep up with changing technology. To fulfill consumer needs and satisfaction and increase business competitiveness in the free trade market, the Company emphasizes

the importance of innovative developments, which act as a vital mechanism in fostering added value in products and effective services. Through development and support of various innovations, including both product innovation and production process innovation, the Company aims to facilitate mentioned innovations to benefit the economy, generate value for society and create value for the organization sustainably.

Management Approach

CP ALL Public Company Limited and its subsidiaries (“the Company”) recognizes the importance of creating innovations, intrinsically capable of business growth promotion and continuous competition, to allow flexible and efficient operations. The Company initiates efforts in preparing and coping with the

rapidly changing digital technology landscape through various research and technology developments geared towards positioning the Company as a future leader in innovation management. The framework and operating guidelines are set as follows:

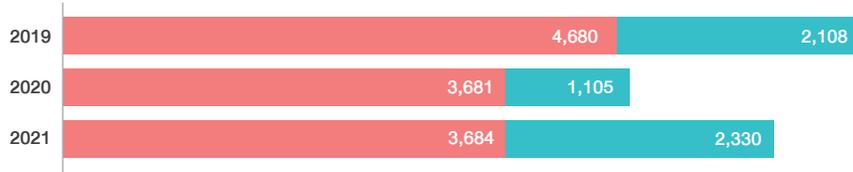


However, impact of the COVID-19 epidemic has drastically driven changes toward consumer lifestyles and consumption behaviors. In an effort to keep pace with the new business world, the Company’s key proposition focuses on innovations enabling customer delight as a means to win over customers. Therefore, the Company develops innovative consumer-orientated technologies

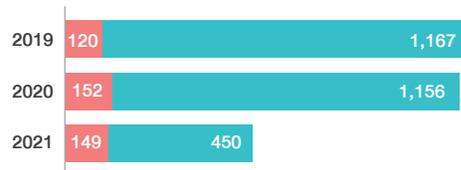
to promote convenient and safe services. The mentioned innovations include providing methods for ordering, paying, receiving goods and services through a variety of channels with the O2O format, reducing physical contact, and increasing payment convenience from cash to cashless payment via debit card, credit card, True Money Wallet application, etc.

Performance Summary 2021

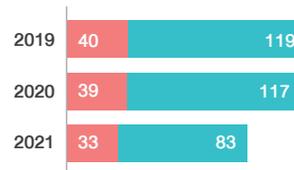
Innovation Value (Unit : Million Baht) ■ Open innovation ■ Closed innovation



Contest Entries Submitted (Unit: Entries)



Award-winning Entries (Unit : Entries)



	2019	2020	2021
 Number of Innovators	2,491	4,979	9,158
 Cumulative number of patents	8	11	15
 Cumulative number of petty patents	1	5	8

Research and Development (Unit : Entries)



353 research
and development personnel



30.40 million Baht
budget for research and development





Innovation Research and Development

The Company conducts research and development innovations by focusing on research and development of innovative value-added food technologies for customers, organizational growth driven initiatives, and activities benefiting society and the environment. Currently, there are 2 technology and innovation centers:

From Food Innovation Research and Development Center to CP FoodLab Co., Ltd.

Innovation Research and Development Center, CPRAM Co., Ltd. was established since 2015 and in 2016 incorporated as CP FoodLab Co., Ltd. under the Food Innovation City project. Thailand Science Park (NSTDA) holds a key role in the invention and research of food technology innovations in response to the rapid changes in more targeted consumer demand. Through solutions orientated undertakings from issues and challenges, basic and applied solutions research has been directed to the New Product Development (NPD) team. Currently, CP Food Lab is the center of research and development knowledge in addition to serving as a testing center to support food product research and development within the CP All and Charoen Pokphand Group, inclusive of other domestic and international companies such as:



Research and development of ready-to-eat meals suitable for specific age groups (Food For Age Group) to promote good nutritional health within each group.



Research for the development of ready-to-eat chilled food biodegradable plastic packaging capable of withstanding microwave heating under joint academic cooperation between National Metal and Materials Technology Center (MTEC) and CP All Public Company Limited by CP Foodlab Company Limited. The Food Research Unit of CPRAM Company Limited is tasked with improving consumer safety in addition to nature and environment conservation support.



Phase I research and development of basil oil as an active ingredient in spray products for the relief of mouth and throat inflammation under cooperation between the Center for Herbal Product Innovation, Thailand Institute of Scientific and Technological Research (TISTR) and CP Ram and CP Foodlab. The research centers on adding value to basil through usage as a medicinal herb for relieving mouth and throat inflammation and additional spray from product development to increase farmers' income in the future.



Impacts and Benefits

8 personnel
research and development

9 research
and development outcomes

14 million Baht
research and development budget



Food Technology Center operated under the Office of Product Development and Quality Assurance, CP ALL Plc.

Established to facilitate development of innovation, food management and food products under the framework of food chain and ecological balance. Furthermore, technical services and consulting fundamental towards developing and ensuring product quality are offered by providing the following main functions:



Research and development of specific ingredients, recipes and industrial production processes for food, beverages and agricultural products under the Company's brand to fulfill customer needs in accordance with nutrition and food hygiene principles.



Establish systems and measures for quality assurance throughout the food chain from upstream processes to end consumers in order to ensure product safety and standards.



Develop environmentally friendly packaging based on the Circular Economy concept, which takes into account all processes in the product life cycle to prevent and reduce environmental impacts, promote proper waste management and enable maximum value.



Analysis and Service Center in order to ensure product confidence through:

- Sensory Evaluation Center for product information and evaluation according to international academic principles as a measure to ensure new 7-Eleven store products fulfill customer needs
- Testing laboratory to perform both microbial and chemical analysis in food and water and agricultural product residue tests



Impacts and benefits

57 personnel
research and development

545 research
and development outcomes

16.4 million Baht
research and development budget



In addition, Food Technology also offers product development services, consulting and problem troubleshooting of products to interested parties and entrepreneurs.



Digital Transformation

Nowadays, consumers have access to a variety of products and services conveniently and quickly via smartphones. As a result, businesses must become more cognizant of the important role technology plays in daily life and consumer decisions making processes in purchasing goods and services. In order to fulfill specific consumer needs, especially in retail where distribution channels require diversification, business operations require developed digital technology applications. This development grants customers convenient access to products and services, according to their needs promptly and responds well to customers in all communities and areas. Through the application of modern technology to enhance work speed and efficiency and streamline workflow, organizations are better equipped to respond to changing business directions. Examples of outstanding projects in 2021 are as follows:

Online to Offline (O2O) Business Platform Development

The Company’s business platform has been developed to enhance seamless customer experience, which connects a variety of products and promotions that fulfill customer needs at all levels from offline channels, including 7-Eleven stores, to the online distribution channel platform “ALL Online (ALL Online)”. The nearest mall on the website and 7-Eleven applications on mobile phones encompass the following concept:



Convenient purchase Order products through a variety of channels, including offline, online and delivery.



Convenient payment Select product payment with cash or without cash (Cashless)



Convenient pick-up Select on-demand delivery whereby customers can order products in advance and choose to pick them up at 7-Eleven stores or at home delivery via 7 Delivery.

In tandem, the Company developed and upgraded the “All Member” membership service, which currently serves 14 million members, through a mobile application system for utilization as a customer communication channel. This development enables the build-up of close ties with members in addition to providing benefits and special privileges. Furthermore, the Company could utilize customer information to evaluate business performance and therefore enhance effective planning and management of products and services for customers.

Small and Medium Enterprises (SMEs) Promotion Program through O2O Sales Channels

24 Shopping Company Limited operates O2O business through the management of sales offline and online channels including via website, application, electronic commerce, social commerce, call center, and additional new channels. In order to provide consumers with access to a wide variety of products and the option to order, pay and receive products 24 hours a day at 7-Eleven stores or at home, an efficient transport system has been established in all areas. This system supports and increases competitiveness of small and medium enterprises (SMEs) entrepreneurs through product distribution via integrated marketing channels, O2O, capable of delivering agricultural products over online channels and thereby distributing income thoroughly in society, such as Monthong durian, Siam pomelo, organic mangosteen, and other seasonal fruits and auspicious trees.



Impacts and Benefits

1,203 persons
SMEs participating in the project

7 billion Baht
increase in SMEs income

118 Product
seasonal agricultural products

15 farmers
participating in the project

3.4 million Baht
increase in farmers’ income

Innovative Local Community Financial Services

Banking Agent service allows customers to perform transactions, inclusive of depositing cash, withdrawing cash and identity verification to open bank accounts, without traveling to a bank branch. This service fulfills the needs of customers who do not have bank accounts, cannot access bank accounts conveniently and prefer receiving cash directly. Practical applications for this service include scenarios where people from other provinces working in the city have to transfer cash back home, parents sending money to children schooling in the city, or the transfer of money to pay debts occasionally. Counter Service Co., Ltd. under the CP ALL business group offers domestic money transfer services throughout Thailand without requiring a bank account; only your original identification card is required when sending and receiving money. Under "Transfer, Get Instantly", the payee can immediately receive cash at 7-Eleven store more than 12,500 stores with nationwide 24 hours a day, with a maximum transaction amount of 10,000 Baht per time and no more than 50,000 Baht per person per day.

"ALL Pharma See" Application Development

Allows free 24-hour pharmacist consultation online via easy-to-use interface and grants better health care to everyone as if a pharmacist is nearby. Modes of communication include both text messaging or video calls with a pharmacist at an Extra Plus drug store free of charge. Customers can opt to talk to a pharmacist at an Extra Plus drugstore near their home, or if outside of business hours, consult with other pharmacists available 24 hours a day. ALL Pharma See comes with a variety of features including locating the nearest pharmacy to your home, online ordering and delivery of health care products, and updated health and beauty information.



Simultaneously, the Company continually promotes the development and optimization of business-critical processes with the modern technological applications of modern technology to enhance work rapidly and efficiently and streamline employee and relevant department workflow. In 2021, examples of outstanding projects are as follows:

All Receive Program Continuous Expansion

The Company has enhanced the goods receiving process from freight forwarders. The goods sold in 7-Eleven stores by previously required 7-Eleven employees to manually perform inventory counts prior to the current electronic format processing method where each employee's Personal Digital Assistant (PDA) is used to scan all types of goods. Upon scanning, the system automatically forwards the information to the inventory system. At present, the mentioned technology has been implemented in all 7-Eleven stores with nationwide.

Impacts and Benefits

Reduce in-store pickup time by
80 minutes/ store/ day

Reduce errors arising from entering
wrong data into the system





Enhance Innovation to Business Value

The Company focuses on developing and sourcing a variety of new products in response to consumer behavior changes and diverse needs in addition to promoting business growth through adding value. In 2021, some outstanding examples of innovative products are as follows:

Fabric Mask Innovation Utilizing Fibers by Perma

The Company supports innovative products from Perma Corporation Co., Ltd. which has produced innovative fibers through integrating increased efficiency synthetic fibers with nano-zinc oxide as a component in apparel and medical textiles. Products include cloth masks, pillowcases, bed linens, underwear, medical uniforms and patient uniforms with properties to promote inhibition of bacterial growth. Bacterial growth causes unpleasant odors, allergies and diseases related to the respiratory tract, wound and skin infection. Furthermore, the mentioned fabric exhibits high durability and can be washed more than 150 times. Currently, cloth masks are sold in 7-Eleven stores and online via 24 shopping platforms.



Impacts and Benefits

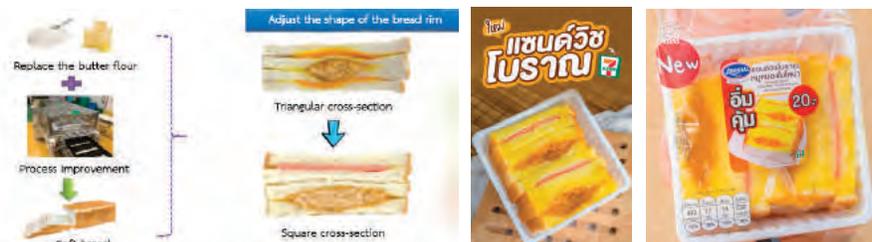
69 million Baht
in innovation value

Enhancing Thai clothing

No environmental impact

Innovation of Vintage Sandwich Products (New Vintage Sandwich) by CPRAM Co., Ltd. (Lat Krabang)

The Company developed traditional sandwich products sold in 7-Eleven stores by increasing deliciousness (soft dough) and cost-effectiveness (increased fillings at an affordable price) by developing filling formulas enabling more thickness, juiciness and glossiness. Further product development includes product deformation prevention, ease in consumption, added product value, increased appetizing appeal, and improved and efficient production process. In addition, the Company plans to expand fillings variety in the sweet filling sandwich group.



Impacts and Benefits

Generate sales over
540 million Baht per year
(168% growth rate)

Generate sales over
13 pieces per store per day
(60% growth rate)

10 out of **10**
consumer satisfaction scores

The production from support of egg
farmers **73** tonnes per year

The production from support of pork
and poultry farmers

73 tonnes per year

Innovation in Frozen Bread Products (Fresh Cream Bun)

The Company develops frozen bread products sold in 7-Eleven stores by formulating a unique combination of dough, which results in soft and tasty pastry, and applying baking and filling technology to develop more appetizing quality products. In 2021, the Company continues to develop 3 products in the chilled bread category, namely fresh cream bread, butter bread filled with fresh milk cream and pandan custard buns.



Impacts and Benefits

sales **23.9** million piece per year

sales **8.4** million Baht per year

Bakery customers have more chilled bread product options in 7-Eleven stores

Developing more than 3 product, such as fresh cream bread, butter bread filled with fresh milk cream, and pandan custard bun

85% consumer satisfaction scores

Soy Milk Innovation by Tofusan

The Company fully supports soymilk innovation from Tofusan Co. Ltd., which combined tofu skin with soymilk through a special technology that prolongs the products' shelf life. The taste remains just as good as traditional fresh soymilk counterpart. No preservative is added and it is ready-for-drink. Presently, Tofusan soymilk is available at both 7-Eleven Stores and All Online platform.



Impacts and Benefits

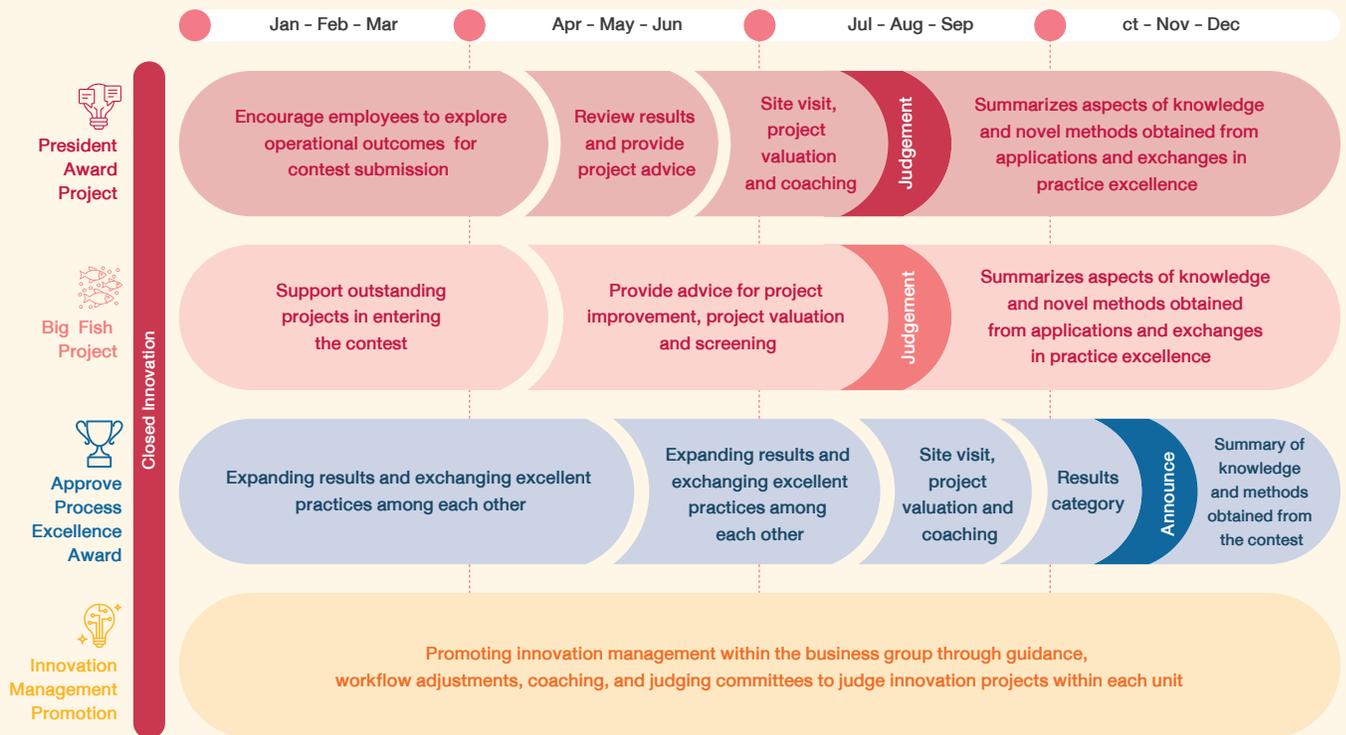
Over **235** million Baht in innovation value

Desirable taste and safe for consumers



Innovation Culture

The Company realizes the importance of organizational development through the implementation of an innovative culture where training, knowledge, comprehension, and an atmosphere for novel employee ideas is enabled. CP ALL Group’s in-house innovation project contest and forum encourages innovation and honor projects that produce economic, social and environmental results. These projects include promoting knowledge management within the group by adopting new approaches to expand results and exchanging best practices, such as promoting improved work processes and unnecessary workload reduction for organizational flexibility, among each other. This approach enables employees to create valuable work and innovation for the Company in order to keep up with changes in current and future competitive environments. Furthermore, an innovative culture where executives and employees participate would deliver value to the nation, the people and the organization.





Open Innovation

CP ALL Public Company Limited empowers innovation cooperation with external organizations, both government and the private sector totaling 11 national organizations under the “Thailand Synergy Innovation Driving Cooperation Project for Thai SMEs” by supporting organizational, including small entrepreneurs (SMEs), research outcomes and inventions. The outcomes provide opportunities to increase marketing channels, exchange knowledge and guidelines applicable to business operations, as well as new innovation expansions to further create value for the organization and society. In 2021, examples of outstanding projects are as follows:

AliFarm : Food Navigator platform by Q Box Point Co., Ltd.

Construct a platform that connect agricultural market needs, pools together buyers, manufacturers into one system.

The system assists with determining market demand in an attempt to match potential future supply, a means for farmers to plan their agricultural operations in advance. Buyers have direct access to product sources with entrusted by data recording and quality control which builds product confidence by allowing traceability in every production step. This forecasting of crop agronomics has generated income for over 1,200 farmer households with a value of over 45 million Baht.



MemBerry Innovation, Berry Milk to Enhance Memory by Mark One Innovation Center Co., Ltd.

The UHT milk mixed with mulberry, blueberry and strawberry extracts product with memory enhancement features was invented and developed at the research institutes of Faculty of Medicine Khon Kaen University, has received research certification from a United States research institute. Research investigations have determined that berry extracts contribute to significant increases in memory. Natural raw materials sourced from royal projects help promote and support the Thai farmer productivity while introducing consumers to high value and nutritional products. This initiative has generated sales of more than 30 million Baht per month.







Responsible Supply Chain Management

Beyond an expansive relationship, CP ALL stands side by side stakeholders throughout the supply chain for their respective development and joint growth which excels daily on the path of quality and internationally recognized standards. Additionally, the focus incorporates delivery of value and additional advantage through products and services for the highest satisfaction of consumers.

Supporting the SDGs



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

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

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

- 8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity, and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services

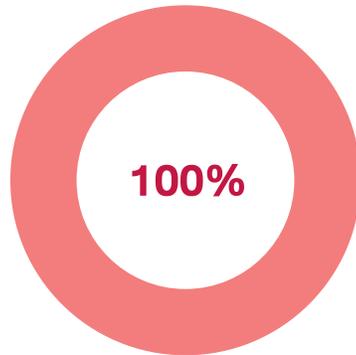
SDG12 Ensure sustainable consumption and production patterns

- 12.7 Promote public procurement practices that are sustainable, in accordance with national policies and priorities



Responsible Supply Chain Management

2030 Goal



Tier 1 Supplier with high sustainability risk must receive comprehensive assessment and improved

Key Performance in 2021



96.51% of Critical Tier 1 suppliers and Critical Non-tier 1 suppliers have completed the comprehensive assessment



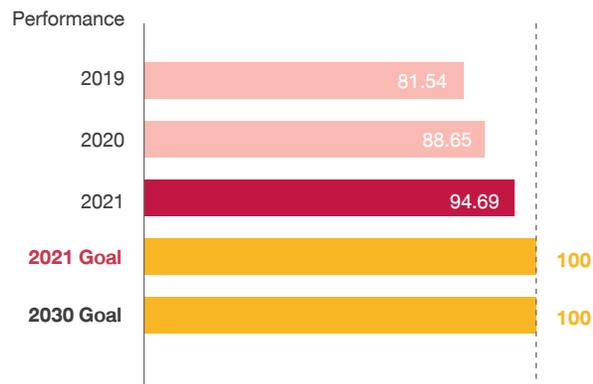
94.69% of Tier 1 High-risk suppliers have completed the comprehensive assessment



100% of Tier 1 High-risk suppliers have a risk management plan

Progress against short-term and long-term goals

(Unit : %)



Remark: The reported data covered the CP ALL group

Key Progress in 2021



Organized training to educate SMEs suppliers and contractor groups to encourage their participation in Thailand's Private Sector Collective Action Coalition Against Corruption (CAC).



Developed an assessment tool for supplier sustainability risk based upon respective business size.



Developed a proactive comprehensive sustainability assessment model for suppliers in accordance with their level of risks.



Capacity building on sustainability development for contractor and suppliers

Risks and Opportunities

Responsible supply chain management is an important factor enabling efficient product delivery from manufacturing to consumers, in addition to risk reduction, inclusive of risks associated with cost, raw material availability, inventory stocking, and business disruption. The aforementioned risks directly affect business operations, corporate image and impacts stakeholders throughout the supply chain. At present, organizations strive to achieve supply chain management effectiveness while integrating sustainable development guidelines throughout

business operations. The Company therefore supports the business operations and potential of every supplier in an endeavour for steadfast collective growth while considering social, environmental, and corporate governance issues throughout the supply chain. These measures ensure an increase in opportunities, the reduction of risks, business competitiveness enhancements, instilling positive change and strengthening of supplier and business partners sustainably.

Management Approach

CP ALL Public Company Limited and its subsidiaries (“the Company”) continuously operate supply chain management to ensure efficiency, transparency, fairness, and responsibility towards all stakeholder groups according to the sustainable sourcing policy. The Supplier Code of Conduct operational manuals and guidelines entail key policies regarding society, the environment, conducting business with good governance principles, and promotes participation and operations with Tier 1 suppliers as well as other tier suppliers in the supply chain. These policies concern manufacturing process environmental protection standards, supplier product and service standards, child labor, fundamental human rights, working conditions, remuneration, occupational health and safety, and business ethics inclusive of policies to encourage the suppliers’ internal sustainable procurement. At the same time, the Company has continuously conducted risk assessments of Critical Tier 1 Suppliers, high volume suppliers, critical component suppliers, and non-substitutable suppliers. In 2021, the Company has developed the Sustainability Risk Assessment tool, which takes into account the business type and size, in order to

reduce the risk of business disruption, enable sustainable procurement throughout the supply chain, enhancing quality of life, foster good relationship with the community and society and as well as contribute to environment and ecosystem protection.

In addition, impact from the COVID-19 pandemic resulted in the Company transforming operations throughout the supply chain with a focus on resilience and flexibility. The mentioned transformation measures include a joint comprehensive supply chain management plan with suppliers, which encompasses processes from raw material procurement to the delivery of finished products to consumers. Furthermore, the Company has established a sustainability development program to provide suppliers with management knowledge and advice in crisis coordination, facilitation of supplier delivery to 7-Eleven stores and distribution centers, integration of sustainability issues into strategies and the Company’s supply chain management process as follows:



For more Information :

Sustainable Sourcing Policy and Business Partner Guiding Principle

<https://www.cpall.co.th/wp-content/uploads/2021/06/Sustainable-Sourcing-Policy-2021-en.pdf>

Suppliers’ Code of Conduct and Guideline

<https://www.cpall.co.th/wp-content/uploads/2020/11/Supplier-Code-of-Conduct-th.pdf>

Performance Summary 2021

Critical Supplier Identification



Tier 1 Suppliers **4,710** persons



Critical Tier 1 Suppliers* **227** persons



Critical Non-tier 1 Suppliers **24** persons

Remarks * Criteria for considering Critical Tier 1 Suppliers 1. High-volume suppliers
2. Critical component suppliers with high impact towards commercial advantage and market success 3. Non-substitutable suppliers

Procurement Spent



Share of domestic purchases



Share of procurement spent from Critical Tier 1 Suppliers



Value of purchase from SMEs* **22,289** million Baht

* Purchase value data from SMEs covers agricultural products, community products, community enterprise products or local One Tambon One Product (OTOP)

Supplier Engagement



Communicated for Suppliers' Code of Conduct



Written / Digital Acknowledgement for Suppliers' Code of Conduct



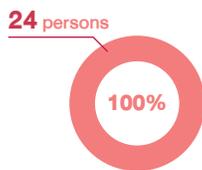
Training Provided for Responsible Supply Chain Management

Environmental, Social and Governance (ESG) Risk Management

Risk assessment

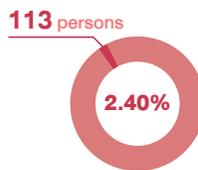


Tier 1 Suppliers in that category assessed in the last 3 years

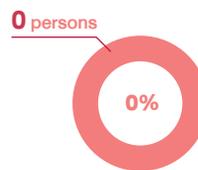


Critical Non-tier 1 Suppliers in that category assessed in the last 3 years

Sustainability High-risk Suppliers



Tier 1 Suppliers



Critical Non-tier 1 Suppliers



Total High-risk Suppliers

Comprehensive assessment



Tier 1 and Critical Non-tier 1 Suppliers in that category assessed annually



Tier 1 and Critical Non-tier 1 Suppliers in that category assessed at least once every 3 years

Total **96.51 %**



High-risk Suppliers in that category assessed annually



High-risk Suppliers in that category assessed at least once every 3 years

Total **94.69 %**

Supplier risk management measures



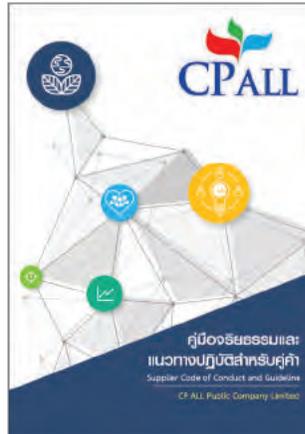
High-risk Suppliers with Corrective Action Plans



High-risk Suppliers capable of completing Corrective Action Plans within 1 year

Establishing Change and Strengthening Suppliers throughout the Supply Chain

The Company promotes compliance with the 16 approaches according to the Supplier Code of Conduct manual and guidelines for Tier 1 Suppliers and Non-tier 1 Suppliers throughout the supply chain encompassing all industries. Additional details and references can be found within the Suppliers’ Code of Conduct and Guideline. Throughout the previous 3 years, the Company has communicated the Suppliers’ Code of Conduct and Guideline to every Tier 1 Supplier. In 2021, the Company ensured that 100% of new Tier 1 Suppliers have received communication regarding the Suppliers’ Code of Conduct and Guideline.



Suppliers’ Code of Conduct and Guideline <https://www.cpall.co.th/wp-content/uploads/2020/11/Supplier-Code-of-Conduct-th.pdf>



1. Communicate Expectations, Recruit and Select Capable Suppliers

The Company strives to continuously manage its supply chain in a responsible and efficient manner while integrating sustainability aspects throughout every stage of recruitment and supplier selection. This approach is achieved through communicating to suppliers’ awareness of the Company’s policies and expectations in addition to establishing criteria for assessing competencies and qualifications in selecting new suppliers which covers the following Key issues : Product quality and safety (Q) , Capability in production and reasonable cost management(C) , Delivery capability (D), Environmental, Social and Governance operations (ESG)

In 2021, 327 new suppliers, or equivalent to 100%, were selected using criteria that integrate environmental, social and governance dimensions.



2. Supplier Sustainability Risk Management

The Company supplier risk assessment encompassing both existing and new Tier 1 Suppliers is jointly conducted by the procurement unit and supply chain risk assessment unit, aiming to elicit initial supplier risks by utilizing the Risk Base Due Diligence tool. In 2021, the Company developed the Risk Base Due Diligence tool, which considers suppliers’ business type and size, for utilization in initial supplier risk assessment to determine key risk issues of each industry as follows:



Environmental: E

- Acclimatization to climate change
- Sustainable packaging management
- Sustainable waste management
- Sustainable raw material sourcing

Protecting and restoring ecosystems and biodiversity



Social: S

- Human rights and labor management
- Occupational health and safety



Governance: G

Promoting health and well-being (Product quality and safety)

In the event where a supplier is at risk, the Company will send the Suppliers Self-Assessment Questionnaires (SAQ), an online self-assessment, to the respective supplier via online channels to confirm risks and provide evidence of sustainability actions. Upon completion of the self-assessment, if any supplier is still at high risk, the Company will proceed to proactively assess the supplier to determine true risks in addition to providing training, knowledge, and advice. This measure allows suppliers to comprehend and implement risk reduction actions in future business operations. However, all Critical Tier 1 Suppliers will receive comprehensive assessment audits by the Company.

In 2021, the Company conducted risk assessments for 4,710 Tier 1 Suppliers, accounting for 100% of Tier 1 Suppliers. Furthermore, the Comprehensive Assessment was conducted for

227 or equivalent to 4.82% of Critical Tier 1 Suppliers, while 113 or equivalent to 2.40% of High Risk Suppliers were audited. The potential findings relevant to sustainability risks are the following 5 issues: 1) Safety, Occupational Health and Environment in the Workplace 2) Labor Management and Human Rights 3) Environmental Management 4) Compliance with Laws and Regulations 5) Responsible Procurement.

In addition, the Company encourages suppliers to develop their own sustainability risk management measures, by which 100% of suppliers encountered significant risk issues, also known as Potential Finding, from comprehensive assessments, and have implemented risk management measures or correction action plans which can be completed within 1 year as follows:

Issues Discovered During the ESG Sustainability Audit	
Risk Issue	Corrective Action Plan
Environmental : E	
 Environmental Management	<ul style="list-style-type: none"> Conduct assessments to identify environmental issues Prepare chemical agent Safety Data Sheet (SDS) Establish waste management guidelines inclusive of gaining permission to transport waste materials and unutilized materials outside factory premises if required
Social : S	
 Safety, Hygiene and Environment in the Workplace	<ul style="list-style-type: none"> Provide employee health checks according to risk factors, inclusive of preparing employee health books, as required by law Prepare standardized health check-up manual according to risk factors Conduct measurements and analysis of working conditions with focus on light levels in operational locations Registration and announcement of safety officer appointments at various levels, preparation of employee safety manuals and organizing employee safety training Preparation of emergency plan in the event of a fire and organize employee fire evacuation drills
 Labor Management and Human Rights	<ul style="list-style-type: none"> Prepare employee labor manual
Governance : G	
 Compliance with Laws and Regulations	<ul style="list-style-type: none"> Prepare a list of Company applicable laws Assign personnel tasked with following-up on legal compliance assessment
 Responsible Procurement	<ul style="list-style-type: none"> Develop contractor regulation manual which integrates environmental, legal, and social issue compliance in addition to communication of the compliance to suppliers for acknowledgement

Concurrently, the Company continuously follows up on supplier risk management progress in addition to supporting sustainable business capability development among suppliers to sustainably enable joint growth.

3. Promote and Support Capabilities Development

The Company continuously promotes supplier capability development in order to strengthen their position and integrate knowledge and skills to enable sustainable income careers through the 3 capability development approaches:

- Joint Business Plan: develop business plans with strategic suppliers
- Project & Initiatives: provide knowledge to suppliers through various activities
- Implementation & Evaluation: organize training courses on sustainability

In 2021, the Company has undertaken a variety of projects as a means to deliver knowledge and enhance sustainability among suppliers. Some outstanding projects are as follows:

Contractor Supplier Capabilities Development Project

CP ALL Plc. has organized a capabilities development project for contractor suppliers for the 5th consecutive year. This project prepares suppliers prior to work operations initiation with the aim to raise awareness of work safety. The training courses are offered in both online and offline format to new contractor suppliers and include work safety courses for contractors in construction, electrical work, repair work and specialized work. In 2021, 9 contractors participated in the training and the contractor's accident statistics were zero.

In addition, the Company has provided knowledge and comprehension for contractor suppliers in terms of good governance, transparency and honesty under the SME promotion and support project which encourages declaration participation in the Thai Private Sector Collective Action Coalition Against Corruption (CAC). In 2021, a total of 35 suppliers attended the training.



Project 7-11 alongside Thai Farmers by CP ALL Plc.

The Company has organized the 7-11 alongside Thai farmers project for the consecutive year as a means to promote farmer quality of life in addition to providing customers with more convenient access to agricultural products. In 2021, the Company introduced innovations in postharvest technology in the production process and enabled added value to golden banana products and expanded the operating success to other product segments inclusive of fresh vegetables, fresh seasonal fruits, salad greens, cut fruits and ready-to-cook vegetables. Furthermore, the Company encourages manufacturing factories to uphold good production standards (Good Manufacturing Practice: GMP) and has jointly developed packaging, which increases product value and responds to consumer demand, in accordance with the new normal lifestyle.

Impacts and Benefits

1,107 persons
were participated in the project

Plantation area
50,583 rais

Add variety to
322 items
sold in 7-Eleven stores

- ได้ดำเนินไปเกี่ยวกับการจัดการระบบของโรงงานอย่างยั่งยืน ตามหลักเกณฑ์ที่ดีในการผลิตอาหาร
- ได้ความรู้ในการตรวจวิเคราะห์ปริมาณสารตกค้างในวัตถุดิบ

เทคนิคการจัดการวัตถุดิบ นวัตกรรมและเทคโนโลยี

ตรวจสอบฟีดคอก

เทคนิคการคัดผล

เทคนิคการบรรจุ

เทคนิค Air Bubble และ Hyde Cooling

เครื่องล้างผักอัตโนมัติ

เทคนิค Heat Treatment และ Ozone

4 วัน เพิ่มอายุสินค้า สร้างคุณภาพ

5 วัน คืนมาตรฐาน นำสู่ความปลอดภัย

Makro alongside Thai Farmers against COVID Project

Small-scale farmers have been immensely impacted by the COVID-19 virus pandemic situation which appears not easily diminished and may be prolonged. As an impact alleviation measure, Siam Makro Public Company Limited has established farmer mentor teams in different regions to conduct field visits in order to acquire quality products from small-scale farmers, jointly develop long-term sustainable agriculture, and improve farmer cultivation standards through collaborating with multiple agencies. For instance, large-scale farmers have received support in developing Good Agricultural Practices (GAP) standards under the principle of “Marketing Leads Production” in a joint effort between the Ministry of Agriculture and Cooperatives and Kasetsart University. In addition, six regional distribution centers have been established to increase direct sourcing opportunities for small-scale farmers across the country with the first operating center in Chiang Mai. The Company also enables financial liquidity for small-scale farmers by stipulating credit terms, most of which do not exceed 30 days.

Siam Makro Public Company Limited has also implemented a capability development program for various groups of small-scale farmers, such as dairy farmers, under the joint initiative to transform dairy cows into quality beef project, by signing a Memorandum of Understanding (MOU) with the Department of Livestock Development, along with Premium Beef Company and Bank for Agriculture and Agricultural Cooperatives. SMEs and farmer groups that raise 5 beef cattle breeds, namely Brahman, Charolay hybrid, beef dairy cow, Thai-Angus hybrid, and Thai-Wagyu hybrid manufacturer under the brand ‘Pro Butcher’ have by integrating the distinctive features of dairy cows with high elevation cold climate breeds (Holstein Friesian breed). The result of this breeding collectively with the farm-based fattening process involving quality grain feed and Department of Livestock Development certified factory production yields beef with a naturally delicate texture and aroma. The dairy cow beef quality development has added product value, received marketing exposure, and increased distribution channels for farmers with support from Makro branches. This initiative has provided cattle farmers an average income increase of 10,000–20,000 Baht per cattle and has benefited over 10,000 Thai cattle farmers. Capability development of longan farmers under the “Longan Punsuk Returns Happiness to the Community Project” has been organized for the second year. Through cooperation with the Department of Agricultural Extension, production standards of E Daw longan have been raised with emphasis on quality, safety, and traceability compliant with GAP. Furthermore, this project promotes and supports cultivation, increases distribution channels for northern longan farmers, and allows community-initiated income to be channeled back to the community.

Impacts and Benefits

Over **1,500** farmers have participated in the capability development project

350 farmers received GAP standard development

Over **10,000** farmer households benefitted from income

7,000 quality suppliers created (standardized product quality and sustainable income)





4. Build and Maintain Supplier Relationships

The Company bonds and continually maintains a good long-term relationship with suppliers through knowledge exchange and the joint planning and development of products. Concurrently, the Company organizes supplier annual meetings to facilitate opinion and suggestion exchanges between the Company and suppliers.

Sustainable Development Case Study between Suppliers and CP ALL

- *A Young Mechanic to a New Generation Farmer, Earning Millions*

Mr. Manit Thippinthong or Mr. Wit, owner of Suwan Earth Co., Ltd., joined the 7-Eleven Fresh Vegetable Trial Project in 2014. This project granted him the opportunity to provide fresh vegetables from his own garden to sell in more than 300 7-Eleven stores, resulting in fresh vegetable sales increased by 20,000 packs per day and additional income from the 7-Eleven Fresh Vegetable Trial Project in 7-Eleven stores.



- *From Company Employee to Construction Contractor, Generating Steady Flow of Income*

Mr. Rungroj Pholchan, Managing Director of Keng Engineering Company Limited joined the project, "New contractors" and was granted the opportunity to work with 7-Eleven. 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.



- *From Selling Jelly Dessert Locally to Selling in 7-Eleven Stores, Creating Sustainable Jobs for Farmers*

Ms. Monsawan Sanvejkul or Ms. Kay, director of Ms. Kay Desserts Co., Ltd., received the opportunity to sell her products in 7-Eleven stores in the project to develop products and packaging to generate income for local people. Currently, over 8 products from Ms. Kay's shop available in 7-Eleven stores have translated to over 100 million Baht per year in generated sales growth.



ESG Integration in SCM Strategy

The Company has integrated ESG in SCM strategy as follows:

Key objectives	ESG-related objectives in supply chain management	Overall supply chain management strategy linking to ESG
 <p>Empowering SMEs</p>	<p>Enhance SME's capability in different perspectives, e.g. financial, product development, packaging development, logistics, sustainability, etc. Our supply chain management focuses on co-creation initiatives according to SDG 8.2 with all suppliers. We aim to collaboratively improve suppliers especially SMEs capacity in technological and innovation aspects. This is expected to result in positive social impact through economic growth and living standards.</p>	<p>Creating Shared Value (CSV) "Develop and support Small and Medium Enterprises (SMEs)" CP ALL efforts demonstrate our determination to enhance product variety cost and operational effectiveness and good relations with community and society at large through development, co-creation of innovative products and service with partners/ suppliers for better environments.</p>
 <p>Reducing plastic waste from packaging</p>	<p>Reduce volume of packaging usage from suppliers within the general waste management process, consistent with CP ALL's circular economy goals. This aims to fulfill SDG 12.6 and CP ALL Sustainability Framework "Biodiversity and Ecosystem Protection" through packaging design, materials, and reduction programs. Under our environmental strategy (7 Go Green). We are collaboration with packing suppliers and others to redesign packaging, aiming to reduce plastic waste. Environmentally Friendly Packaging Project is active during 2016-2022. The Company implemented this project while adopting the 3R (Reduce-Reuse-Recycle) Principle to mitigate environmental impacts generated from packaging. This was achieved through a reduction of natural resources consumption and post-consumption waste generation. We Are working closely with suppliers to reduce plastic waste generation.</p>	<p>7 Go Green "Green Packaging", the global trends in reducing plastic packaging usage brings about CP ALL's ESG objectives development. One of the CP ALL Environmental Stewardship strategy components is to encourage the suppliers to integrate sustainability consideration into their operations, especially packaging design, and materiel selection. There have been collaboration programs with the packaging suppliers, e.g. process improvement for less material consumption.</p>

In addition, the Company has applied the sustainability criteria to assess the risks of its existing and new suppliers manufacturing Private Brand: PB products whereby Suppliers must undergo sustainability risk assessments through the Suppliers Self-Assessment Questionnaires (SAQ) system. Selected suppliers meeting Company criteria standards must score a minimum of 50 percent on sustainability performance. The established Company established sustainability criteria include product and production standards, employment, welfare, and environmental management.

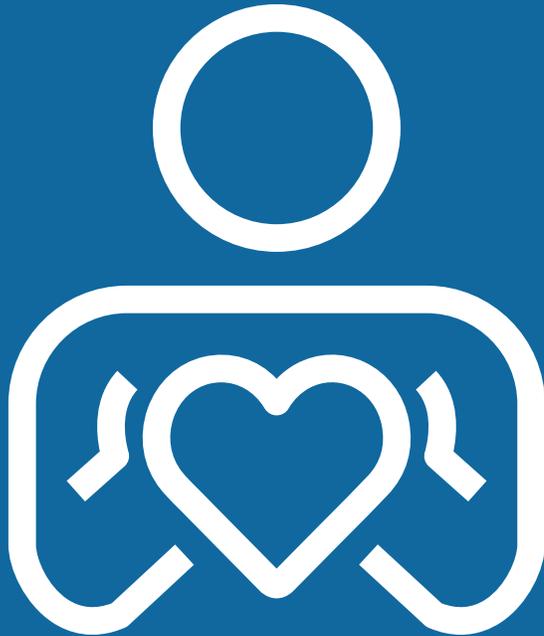
Supply Chain Management's Success Indicators

The Company has set the index to measure the success of supply chain management. In 2021, there are indices that measure success, goals, and operating results as follows:

Sequence	KPI : Supply Chain Indication	Goal	2021 Performance
KPI : 1	Tier 1 Supplier with high sustainability risk must receive comprehensive assessment and improved	100% of Tier 1 Supplier with high sustainability risk must receive comprehensive assessment and improved	94.69% of Tier 1 Supplier with high sustainability risk must receive comprehensive assessment and improved
KPI : 2	Revenue growth of SMEs	Revenue Growth 10% by 2023 (compared to baseline year 2020)	Revenue growth 11.64% of SMEs
KPI : 3	Private Brand utilizing plastic packaging must be reusable, recyclable or compostable	100% of Private Brand utilizing plastic packaging must be reusable, recyclable or compostable	85.09% of Private Brand utilizing plastic packaging must be reusable, recyclable or compostable



HEALTH



Sharing every opportunity Aspiring for all citizens to have good quality of life, Enabling a happy Thai society



Social Impact and Economic Contribution



Education and Lifelong Learning



Good Health and Well-being



Food and Water Security & Access to Well-being



Stakeholder Engagement



Social Impact and Economic Contribution

CP ALL promotes sustainable economic growth through sharing opportunities with all societal groups through means of space for conception, growth, and self-reliance. This coexistence and joint creation of sustainable benefits aspire to facilitate equality, reduce disproportionality, and desire quality of life and inclusive well-being for all members of society.

Supporting the SDGs



SDG1 End Poverty Everywhere

- 1.2 Reduce the proportion of men, women, and children of all ages under poverty in all dimensions
- 1.3 Implementation of appropriate social protection systems and measures and extend to the poor and vulnerable groups

SDG2 End hunger, achieve food security and improved nutrition and promote sustainable agriculture.

- 2.3 Increase agricultural productivity and income of small food producers, especially women, indigenous people, family agriculturists, cattle herders, fishermen, including access to land resources and factors involved in imports for manufacturing, knowledge, financial services, markets, and opportunities for value-adding and employment.
- 2.4 Ensure a sustainable food production system and operate in accordance with resilient agricultural practices to increase productivity and production, which will help preserve the ecosystem, strengthen the capacity to adapt to climate change, extreme weather, droughts, floods, and other disasters, and improve land and soil quality.

SDG8 Promote sustainable economic growth and employment for all.

- 8.3 Promote development-oriented policies that support productive activities, creating decent jobs, entrepreneurship, creativity, innovation, and promoting the emergence and growth of small and medium enterprises, including through access to financial services.

SDG10 Reduce inequality within and between countries.

- 10.1 Achieving and sustaining income growth in the poor population.

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

- 11.5 Reduce the number of deaths, the number of people affected and reduce the direct economic losses related to the world gross domestic product caused by disasters. This includes water-related disasters aimed at protecting the poor and those in vulnerable situations.



Social Impact and Economic Contribution

2030 Goal



To develop skills and promote jobs to generate income for small and medium-sized entrepreneurs, agriculturists, and vulnerable groups throughout the supply chain

Key Performance in 2021



Number of SMEs who have received job opportunities and generate income **33,882** persons.



Value of sponsorship to a product from SMEs **22,289** million Baht



Number of agriculturists in the supply chain that received job opportunities and generated more income **18,802** persons



Number of vulnerable groups that received job opportunities and generated more income **12,169** persons



48.20% Employment of local workers



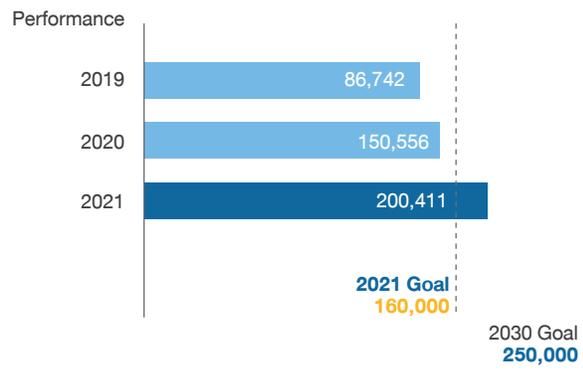
293 persons Number of employed elders



Provide access to academic opportunities for youth and the underprivileged in the community **37,132** scholarships.

Progress against short-term and long-term goals

(Unit: accumulated persons)



Key Progress in 2021



Implementation of "CP ALL, a True Friend of SMEs"



Ongoing projects; True Friend to Grocery Stores Project, developing grocery stores to "new era of grocery stores."



A project to promote and develop community and small enterprises.



An ongoing project: Thai people never leave each other



A Partner to Thai Agriculturists Project

Risks and Opportunities

Rising poverty rates continue to be a challenge for many countries around the world, including multiple global crises. They are the main causes that cause an increase in poverty rates, lower household income, the lack of access to medical equipment, basic medical care, as well as the inadequate allocation of vaccines from the government which directly affects the people, especially low-income and vulnerable groups who have less access to opportunities than other groups. The projects aim to encourage all groups of people to have equal access to products and services from the public and private sectors. Another objective is to reduce inequality, generate income, create jobs, and provide a good living for the community to improve the quality of life.

The Company focuses on supporting the well-being of the community along with business operations, promoting jobs and income for small and medium enterprise entrepreneurs (SMEs), agriculturists, and vulnerable groups. The Company helps supply entrepreneurs with knowledge and creates opportunities for vulnerable groups. In addition, the Company also aims to reduce the negative impact of business on communities, and to reduce conflicts between communities and businesses—for them to be able to coexist and create sustainable benefits.

Management Approach

The Company operates its business with social responsibility under the corporate aspirations of “creating and sharing opportunities with each other”, aiming to create shared values for the nation, the people, and the organization, and therefore the Company has formulated a policy on social responsibility, social value practices, setting goals, both short-term and long-term, as well as establishing a more intensive support program through 3 strategies Giving and sharing opportunities to “Giving Future, Giving Channels and Giving quality of life”, the company focuses for youths underprivileged, SMEs, Agriculturists,

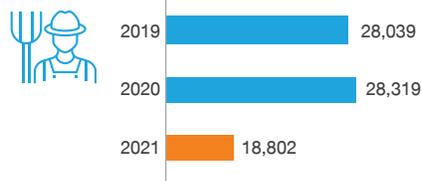
Vulnerable groups and Communities as well as develop an integrated management system for small-scale entrepreneurs throughout the business partner cycle raise awareness to create acceptance from the community and society. In addition, the Company is to build a good relationship with the communities where the Company operates. The Company aims to create shared values between the organization and the community, such as employment, procurement, and community product support, and alleviate other hardships for the community.

Performance Summary 2021



Remark : Agricultural products, community agricultural products, community products, community enterprise products or local products (OTOP)

Number of farmers (persons)



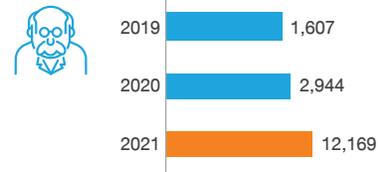
Classification by category (persons)



Purchase value (million Baht)



Number of vulnerable groups (persons)



Classification by category (persons)



The value of employment and income generation (million Baht)



The forms of support (Unit: million Baht)



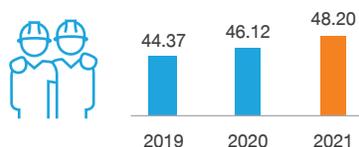
The categories of support (Unit: %)



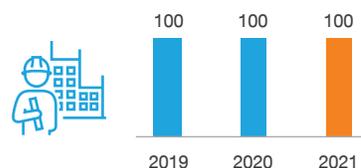
Community satisfaction towards the presence of a 7-Eleven store in the community (the score out of 5)



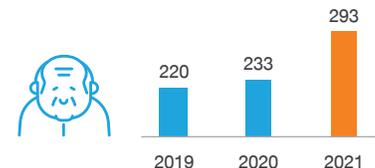
Employment of local workers (%)



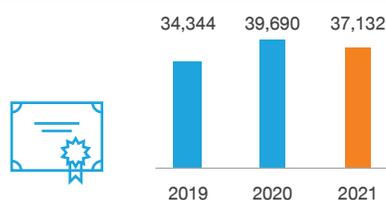
Employment of local contractors (%)



Employment of local elders (persons)



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



The value of community support sponsorship (million Baht)





CP ALL, a True Friend of SMEs

In 2021, the Company aimed to promote small and medium enterprises through a variety of projects. The Company also promotes shared values between the organization and SMEs. The Company foresees that SMEs are the main economic drivers of the country and therefore aims to develop SMEs in all aspects, under the framework 3 Giving, “Give Channel, Give Knowledge and Give Support”, that are ready to support each other throughout the journey of being an SME (SME Journey Line).

SMEs Journey Line



In each route for SME entrepreneurs, the Company has established a platform for them. This starts from the SME Health Check, an assessment system that encourages new entrepreneurs to become new suppliers. It also promotes activities to prepare for entering Modern Trade or a new retail market, as well as promoting the development of potential in various fields for SME entrepreneurs, such as packaging, products, etc. Business Matching, supporting channels for selling products through the Company’s platform, and an SME Product Catalog under the SME Business Portal &

Database that includes close friends or groups that are partners with the Company. In addition, the Company also promotes training sessions for SME entrepreneurs and communities. This is a capacity-building & community approach through an online platform, a knowledge center for SMEs, academic seminar, access to funding, SME Clubhouse, as well as recommendations for preparing to enter the stock market for entrepreneurs in the category of True Business Partner, which is a group with high growth rates.

True Business Partner for SMEs

<p>Channels</p>	<p>To increase the channels of distribution for SMEs, to expand the business growth opportunities and build brands.</p>
	<ul style="list-style-type: none"> > 7-Eleven stores > Seven Delivery > Online channels such as ALL Online > Other company's channels such as the areas in front of 7-Eleven and CP ALL Market
<p>Knowledge</p>	<p>Training and necessary knowledge transfer for SMEs both in terms of product quality, product design, marketing, cost management, manufacturing and specialized knowledge depending on business types.</p>
	<ul style="list-style-type: none"> > Product quality > Fund management > Product design > Production > Marketing > Expertise in different types of business disciplines
<p>Supports</p>	<p>To be a bridge to connect SMEs, government agencies, private sectors or other agencies.</p>
	<ul style="list-style-type: none"> > Important raw material sources > Capacity building for the global market > The access to funds

To encourage SMEs to have access to efficient distribution channels under the 3 giving, “Give Channel”, the company has key projects in 2021 as follows:

The project on SME recruitment and community enterprises with the potential to market into offline and online distribution channels

CP ALL Plc., in collaboration with the Department of Industrial Promotion (DIP), has carried out a project to promote potential entrepreneurs and community enterprises to enter the modern trade market through business matching activities and webinars. Subjects in the webinars include product standards, product design and packaging, pricing, and product innovation. The Company encourages entrepreneurs and small enterprises to introduce products to the market and creates opportunities to sell products through 7-Eleven stores, both online and offline, as well as to test the market demand and expand their consumer base.



Number of entrepreneurs and community enterprises participated in the project

608 persons



The number of products that go into distribution through the Company's online and offline channels

4,145 SKUs



Purchasing Value

10,162
million Baht

SME Shelf & Logo Project

CP ALL Plc. is aware of the limitations of SMEs in the aspect of asymmetric information, the need for entrepreneurship knowledge, and the budget for marketing during the COVID-19 pandemic. Therefore, the project's purpose is to support SMEs to be able to advance their marketing outlet and products distributed through the Company's “SME shelf” in 5,926 large-sized 7-Eleven stores nationwide. Another initiative is to

place labels to promote “Join us to support SME products” in small and medium-sized 7-Eleven stores to create more outstanding products for SMEs under the “3” strategies, which are as follows:

- Easy to see
- Easy to reach
- Easy to trust



In 2021, there are more than 3,000 SKUs of entrepreneurs available on the SME Shelf, consisting of food products, depending on the specifics and needs of each 7-Eleven store.

The project is to promote entrepreneurs in community enterprises and small enterprises.

CP ALL Plc. promotes products from community enterprises through publicity and the Company’s distribution channels. The objective is to increase product distribution and generate income for the community under the project “Promote entrepreneurs in community enterprises and small enterprises” in CP ALL Market. The support guidelines are as follows.

- To increase sales channels and distribute products of 1-3 stars from community to community (Social Engagement) through a welfare market channel for CP ALL employees and more than 1,000,000 families of employees of Charoen Pokphand Group.
- To promote the growth of 4-5 stars quality products to meet international standards and create a social enterprise for the market through various platforms, both online and offline.



Number of entrepreneurs participating in the project

64 persons



Number of products that have been promoted and sold through the Company’s distribution channels

320 SKUs



The sales value for SMEs

150,000 Baht

To promote entrepreneurship knowledge for entrepreneurs under the 3 giving, “Give Knowledge”, the Company had key projects in 2021 as follows:

Sustainable SME entrepreneur Project

CP ALL Plc., in collaboration with the Retailers and SME Trade Association to train entrepreneurs about the production standards in the modern trade market through a free online seminar on the topic “Agricultural Standards and GMP System for Vegetable and Fruit Packing (Announcement from the Ministry of Public Health No. 386)” and the topic “In-depth outlook of GMP law and the new FDA (Announcement from the Ministry of Public Health No. 420).”



Number of entrepreneurs participating in the seminar

134 persons

CPALL

สร้างเกณฑ์ SME สู่ความยั่งยืน รุ่นที่ 2

Production Standards in the MODERN TRADE

สัมมนาออนไลน์ ฟรี ไม่คิดค่าใช้จ่าย
วันที่ 25 มิถุนายน 2564 เวลา 09.00 - 12.00 น.
ผ่านระบบ Zoom

09.40-10.40 น.
มาตรฐานสินค้าเกษตร กับ ระบบ GMP ครอบคลุมทุกพืช ผลไม้และผลไม้ (พ.ร.บ.ฉบับที่ 386)

10.50-12.00 น.
เจาะลึกกฎหมาย GMP และ อย.ฉบับใหม่ (พ.ร.บ.ฉบับที่ 420)

เมนู QR Code สัมมนาออนไลน์

CPALL

The program to promote, develop potential and give advice to SME entrepreneurs

CP ALL Plc. develops SME entrepreneurs through the project.

- 1 Business Accelerator Project:** The project to support entrepreneurs and members of the Thai Chamber of Commerce. The Company collaborates with the Chamber of Commerce and the Chamber of Commerce of Thailand to engage entrepreneurs to prepare for online product evaluation so that entrepreneurs are aware of their strengths and weaknesses, as well as guidelines for improving and developing products and expanding the opportunity to extend the products sales channel to modern trade. The Company also trains entrepreneurs to maximize their potential.



- 2 Big Brother Season 5 Project:** This entrepreneurship mentoring program has two parts: 1) Inclusive mentoring (50–60 persons): e.g., meetings with executives, visiting the fieldwork area, finance and accounting classroom, and business strategy inspiration sessions, etc. 2) Intensive mentoring, which focuses on only entrepreneurs who pass the selection process; 2–3 persons are accepted at a time. They will be operating in the fieldwork area. The objective is to assess the entrepreneurs and find opportunities to develop their potential.



- 3 Privilege Project:** The project aims to provide benefits for members of the Chamber of Commerce and business networks during the COVID-19 epidemic, such as adding additional ALL Member points to members, promoting both online and offline sales channels to increase the channel to advertise the products of the entrepreneurs, ALL Deal and Shop in Shop, etc.



- 4 SME Consult & Clinic Project:** to provide opportunities for entrepreneurs and product manufacturers to ask questions about the standard production process—end to end from inception until a manufacturing process. The session occurs in a one-on-one setting with CP ALL experts. Participants are to know about the standardized manufacturing process, and they can ask questions on funding—all beneficial knowledge for business development.



Community Products Entrepreneur Development Project

The Company collaborated with the Department of Business Development and ran a project to train community product entrepreneurs. The objective is to market community products. The target participants for this project are OTOP Select entrepreneurs and the MOC Biz Club network—the Company supports the participants via seminars, consulting, and taking a role in the OTOP product selection committee. The Company also allows products sales through CP ALL group stores under the organization’s product selection criteria. The criteria are as follows: 1) Innovation and differentiation. 2) Strong selling point with uniqueness. 3) Align to popular trends. 4) Reasonable price in accordance with quantity and quality. 5) Standard

packing. 6) Quality guarantee symbol. 7) A table showing the expiration date of the product that meets the standard, and 8) product documentation is present. The selected entrepreneurs will undergo a product health check to participate in business matching activities.



The number of products that entrepreneurs offer through the Community Products Entrepreneur Development Project

136 SKUs

True Friend to Shohuay Project

Siam Makro Public Company Limited forged a partnership with small entrepreneurs or grocery stores, the stores that have a cultural mark in the community. The True Friend to Shohuay (grocery stores) Project has been operating for the 14th consecutive year. The project’s role is as a business partner and mentor for small stores in the community and enable changes and development in accordance with the era, and survive and thrive through every crisis. The project’s involvements are as follows.



Set policy support through pricing campaigns, marketing, and events—to enable access to products at wholesale prices, low price but good quality products which allow high-profit margin through Makro distribution center and Makro Click.



There are experts from “True Friend to Grocery Stores Center” who provide advice and assistance through the use of technology in the store management system. The project built an online platform for grocery stores, recommended delivery services, and gave advice to modernize the stores.



Provide assistance in times of disaster

In 2021, the Company jointly developed the grocery store to become a “new era of grocery stores,” maintaining a role as a sustainable “friendship of the community”—to increase revenue and reduce the cost for entrepreneurs—assisted by experts from the True Friend to Grocery Stores Center. The project co-develops grocery stores to be equipped with a modern business landscape, being able to answer the changing need of customers, including assuming the role of being the center of support and product sales for people in the community. For example, 1) Complete small stores to be an all-in-one grocery service; having kitchen freezer to sell frozen food, automatic coffee vending machine, coin washing machine, animal feed corner, and IT product corner. 2) Use the technology of a point-of-sale system (POS: Point of sale) and 3) build a sales order network for the community to be ordered through Facebook and Line groups.



In 2021, the number of grocery stores that participated in the True Friend to Shohuay Project

72,832 stores

To increase the potential and competitiveness of SMEs during the COVID-19 pandemic, the 3 giving, “Give Support”, the Company operates through 2021 key projects as follows:

Mitigate the impact of SMEs Project

The Company helps entrepreneurs to sustain their business’ liquidity and access to funding during the COVID-19 pandemic, the crisis that directly affects entrepreneurs’ business operations, through a variety of mitigation strategies. Examples are as follows.



Pay debts for goods and services for SME entrepreneurs within 30 days to alleviate liquidity problems for entrepreneurs. The project is under the Faster Payment program of the Federation of Thai Industries.



Special interest rate support for entrepreneurs to have access to financial institutions and sources of funds.



Support and become a bridge connecting entrepreneurs to join SME Co-payment program. The program helps reduce the burden of business service fees and increase competitiveness, such as the cost of registration for standard certification and the cost of developing business potential.



Promote the distribution of agricultural products that are affected by oversupply.



Support online channels for presenting entrepreneurs’ products in business matching activities; “All Business Matching.”





CP ALL, the Partner for Thai farmers

Golden Banana Project

Ongoing Project to Promote Golden (Hom THong) Banana Farmers. The project focuses on supporting products from farmers and small entrepreneurs, starting from making teaching materials to train farmers, and promoting plantations to be in accordance with the standards. The products should be able to

be traced back to their plantation/production origin. The project also promotes knowledge of packaging and storage, increases distribution channels, both online and offline through 7-Eleven stores and 7Delivery.



The Golden Banana Project generates more income for farmers and small entrepreneurs and more employment in the community. Currently, the project covers over 22,326 rai of agricultural land in 36 provinces. Meanwhile, the impact assessment results from the past projects reveal that the Golden Banana Project had 25.12 times more positive than negative impacts.



The average income increase of small entrepreneurs and farmers is

4.2 million Baht or **56.12%**

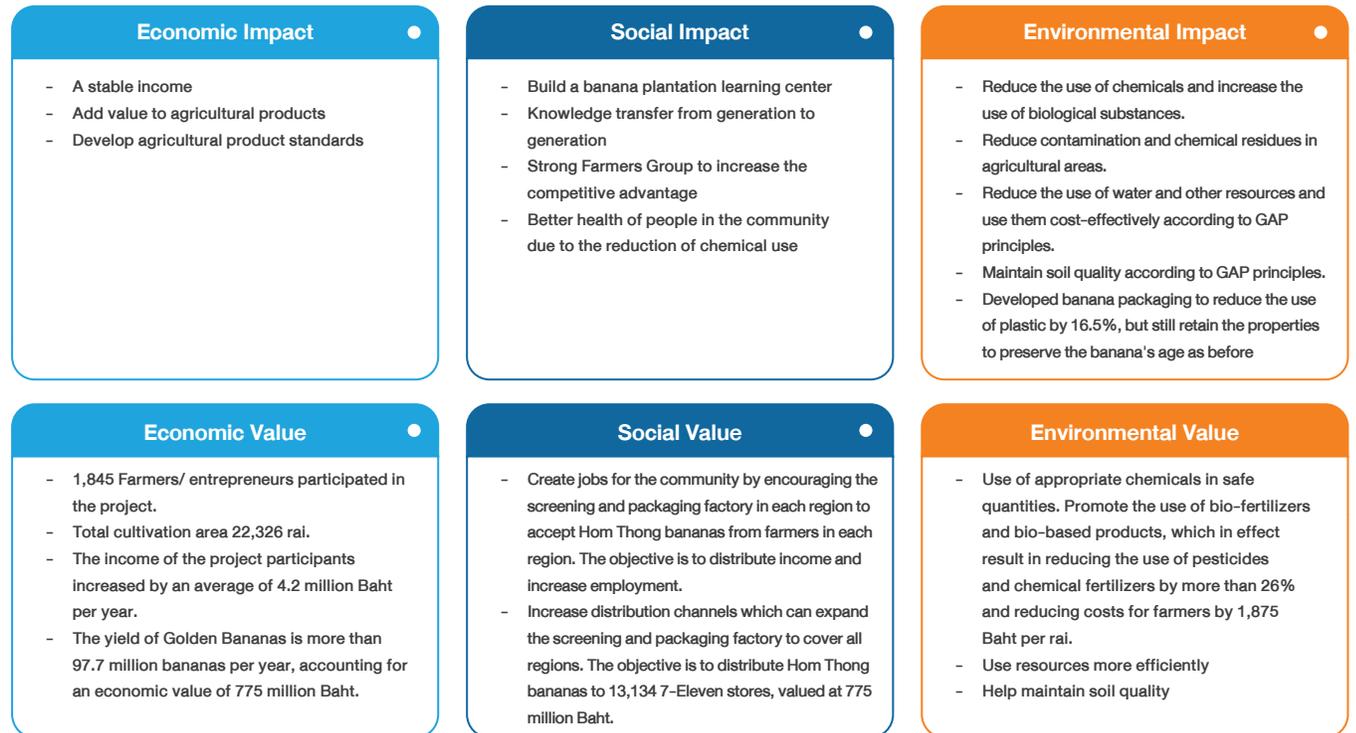
before joining the project.

1,845 persons of farmers participating in the project (increase of **63%** from 2020)

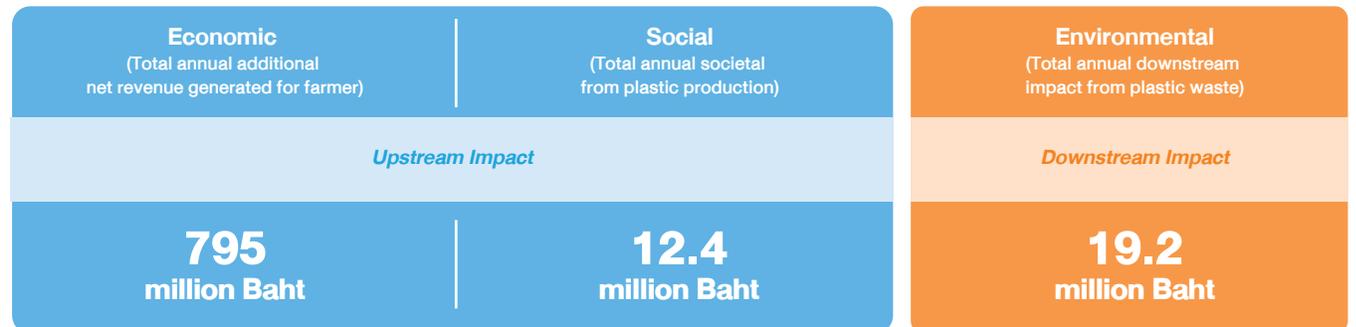
The yield of Golden Bananas enters the market by **97.7 million bananas per year**, accounting for an economic value of **775 million Baht**.

(The yield of Golden Bananas decrease by 24 bananas per day from 2020)

Impact



Impact Measurement and Evaluation



The Golden Banana Project has caused

Positive impacts **+** > negative impacts **-** **25.12 times**

In addition, the Company has also expanded its operation to farmers in the seasonal fruit category, Fresh-cut fruit category, ready-to-cook vegetable category and vegetable salad category-to add value to agricultural products, determine a market and distribute income to locals.



Agriculturists participating in the project

1,107 persons



Number of cultivated areas

50,583 rais



Increase diversity to the products sold in 7-Eleven stores

322 SKUs



A Partner to Thai Agriculturists Project

Siam Makro Public Company Limited supports farmers in 3 important aspects: 1. Expand marketing channels through offline and online channels, both domestic and international. 2. Develop a knowledge database and apply digital technology and new innovations to increase competitiveness. 3. Support on the issue of capital and liquidity. In 2021, the Company promoted and assisted retail agriculturists in several measures. Examples are as follows:

- Buy seasonal fruits, vegetables, fishery products, and distribute products to all branches nationwide. The Company also promotes sales to stimulate consumption and jointly plans for product development to promote income generation and distribute products to agriculturists and entrepreneurs affected by the COVID-19 epidemic, as well as reducing the problem of oversupply of agricultural products and falling prices.

Agricultural Products	Campaign approaches and impacts
 Shrimps	<ul style="list-style-type: none"> Support more than 945 small shrimp farmers. Buy more than 2,714 tonnes of shrimps
 Seasonal fruits such as durian, rambutan, mangosteen, longan, lychee, loquat, mango, etc.	<ul style="list-style-type: none"> Buy fruits from small farmers who are affected by the COVID-19 epidemic and the situation of oversupply of more than 7,500 persons in the market. Buy more than 7,750 tonnes s of fruits
 Southern Mangosteen	<ul style="list-style-type: none"> Buy 550 tonnes of mangosteen from farmers in the southern region in the event of market oversupply.
 Mango	<ul style="list-style-type: none"> Buy 3,000 tonnes of mangos from farmers. Organize “Fresh Mango, Good Quality, Freshly Delivered from Farms” event to stimulate Thai fruits consumption.
 Sweet corn	<ul style="list-style-type: none"> Collaborate with provincial agriculture and commerce in Nakhon Ratchasima to connect with farmers groups in Khon Buri district and Soeng Sang district, the area that has been affected by the sweet corn oversupply. Buy more than 50 tonnes of sweet corn from 150 farmers.

- Established 6 small distribution centers in different regions to increase direct sourcing opportunities for small-scale farmers across the country. The first center was opened in Chiang Mai Province.
- Collaborate with the Ministry of Agriculture and Cooperatives, Kasetsart University, to promote large-scale farms and develop Good Agricultural Practices (GAP) Cultivation Standards for farmers.



Number of agriculturists participated in the project

1,500 persons



The number of agriculturists participating in the project certified in Good Agricultural Practices Standards (GAP)

350 persons

- Business Matching Projects in different regions were organized to increase the opportunity for farmers to have access to established distribution channels.
- Enhance business liquidity for agriculturists and entrepreneurs by setting the credit term to not exceed 30 days for most cases.

Life Partners Agriculturists Project

CPRAM has run Life Partners Agriculturists Project continuously for years. The objective of the project is to improve the quality of life of farmers in the community and support stable jobs for the community, including creating the program detailing the integration of agriculture skills and knowledge, giving importance to agricultural practice according to Good Agriculture Practices: GAP. In 2021, there will be a continuous expansion of agricultural production, income generation, and mutual benefits between communities and organizations.



The integration of skills and knowledge



Agriculture



Marketing



Investment

Impacts

169 farmers

who received agricultural job opportunities

100%

of farmers who have been certified for GAP cultivation

Farmers cultivating in the project can be **100%** traceable through the mobile application.

Community income increased by **21.74** million Baht per year.





CP ALL Leave No One Behind

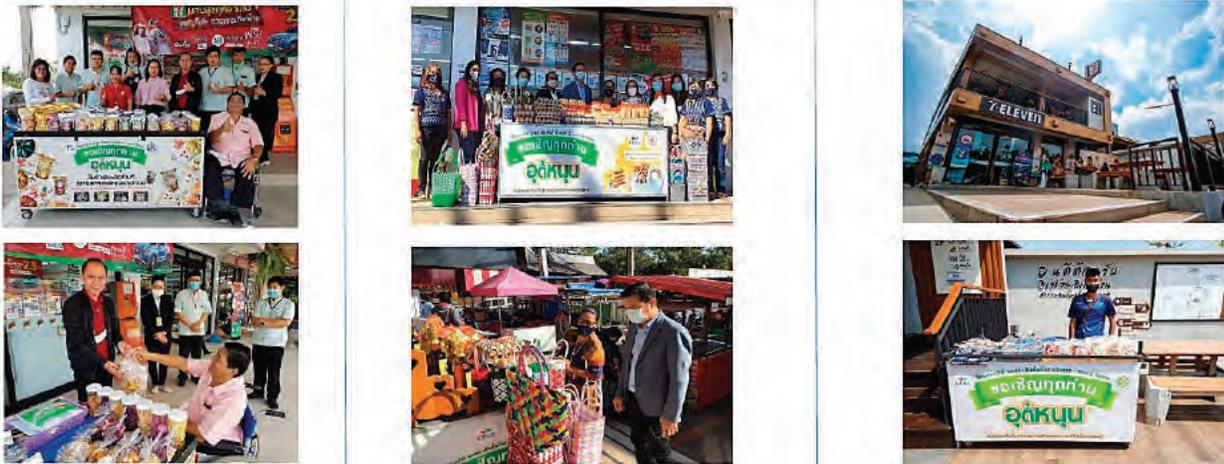
The Company aims to support the quality of life of vulnerable groups who are affected by rapid changes in technology, as well as changes in a social structure that is apparent in social gaps and disparities. The Company works to increase equality in society, continuously improve the quality of life and livelihood of vulnerable people and increase access to basic rights under project implementation.

Giving Space Project (for those with general disabilities)

CP ALL Plc. has continuously implemented the Giving Space Project by allocating space in front of 7-Eleven stores to those with disabilities. Organizations for disabilities can use the space to sell goods produced by handicapped people free of charge.

The project objective is to increase distribution channels as well as generate income and improve the quality of life for the disabled. At present, the project scope expands to the Association for the Disabled in Ang Thong Province, Udon Thani Provincial Disability Association, The Council of Persons with Disabilities of All Types in Nakhon Phanom Province and the Association of

Persons with Disabilities in Nakhorn Nayok Province. There are more than 120 persons participating in the program, with the average income per household increasing by 800-1,000 Baht per week. In addition, the Company recognizes the importance of providing opportunities and supporting the disabled. The project aims to upgrade the quality of products produced by the disabled and sell the products on the shelves in 7-Eleven stores by 2022. The Company also offers distribution channels to disabled people with existing products, help elevate the product standards and packaging, labels design, and increases distribution channels through online channels.



CP ALL x Art Story by Autistic Thai Project

The Company promotes jobs and income generation for youth and people with autism by coordinating with the Autistic Thai Foundation in the development and distribution of special products, e.g. cloth masks, bags, umbrellas, hats, and notebooks are sold via the Boutique for All storefront and www.shopat24.com. The income after deducting expenses from product development will be given to the Autism Thai Foundation. Performance outcomes in 2021 are as follows.



Products sales: more than 18,500 sets



Income after deducting expenses will be donated to the Autistic Thai Foundation 215,544 Baht.

Skills and Job Promotion Program for Vulnerable Groups (Thailand Association of the Blind)

CPRAM Company Limited (Khon Kaen) and Charoen Pokphand Group organized GMP knowledge sessions and sessions on the management of raw agricultural materials before delivery, such as red chili peppers, shallots, Thai garlic, and spring onions, to meet GMP standards. Ninety-four households of farmers and those with disabilities participated in the project. Raw agricultural materials will be ingredients in food boxes, such as pork basil rice, chicken and basil rice with fried egg, pork laab with sticky rice, stir-fried fish with fresh chili, and stir-fried noodles in soy sauce with pork, etc.–all sold in 7-Eleven stores in the Northeastern area.



Number of agriculturists
and people with disabilities
participating in the project

94 persons



Purchasing Value

8.84
Million Baht

A Better Life Project

The screening and selection department and Bellini Premium Cafe have collaborated with the Department of Juvenile Observation and Protection in the Ministry of Justice designed training courses on basic barista skills for youth since 2017. The objective is to rehabilitate youth before they reenter society after they serve their terms. Participants will be trained to be equipped with vocational skills and knowledge—a benefit to the Thai labor market. The target participants are trainees, regular youth, and youth from the Department of Juvenile Observation and Protection. Its purpose is to inspire participants to see the benefits and attractiveness of a barista career and knowledge in the profession. There are also barista competition—youth are encouraged to compete in national and international stages. In 2021, the screening and selection department and Bellini Premium Cafe collaborated with the Ministry of Justice to build a Role Model Cafe for training and developing professional skills for youth—a Bellini's store in the format of Grab & Go in the Ministry of Justice, which is their workplace before being released from their terms. The Company signed an MOU with the Department of Juvenile Observation and Protection to make the café or a welfare shop that promotes skill development and provides professional support for youth. The project aims for the offenders' personal growth and reduces the risks of repeating their crime.



Impacts and Benefits

Over **500** youths
who received vocational skills
training (cumulative)

Create a job and income for youth
from the Department of Juvenile
Observation and Protection
valued at

270,000 Baht

(the project began in October 2021).

100%

of youth participated in the program
would not committed crimes again





CP ALL, Stand With Thai Community.

The Company aims to promote good quality of life for the Thai communities by generating income for the community through hiring local workers and community workers. The Company also supports community products and provides educational opportunities for youth, children, and grandchildren of village health volunteers (VHVs), as well as the underprivileged. Other initiatives include creating access to quality food and water and supporting disaster mitigation and loss reduction efforts.

The project enhances the quality of life and well-being of those in the community. In 2021, the Company aimed to operate through a variety of projects, such as the CPRAM We Care project, the project to build relationships with the community of rescue volunteers, the project to help the casualties from Seven, as well as the CPRAM project “Thai people together fight the crisis” and CPRAM Project “Care for the Thai people.”

Thais Together Project

The project was established in 2020 to help alleviate the works of doctors, nurses, and Thai people across the country, along with supporting almshouses to alleviate the works for monks during the COVID-19 epidemic. And in 2021, CP ALL Plc. continues to carry on the project, “Thais Together” by delivering medical equipment, masks, alcohol, thermometers, drinking water, and consumer goods to hospitals, government agencies, temples, civil society, and vulnerable groups who have been affected by the epidemic.



The number of people who received relief funds
413,974
persons



Number of employees participated in the project
1,462 persons



Value of Scholarship
214.96 million Baht

CPRAM We Care Project



CPRAM Company Limited (Lat Krabang) accepts donations of items and consumer goods from employees and collects other donations to be organized as survival bags to deliver to the underprivileged, the elderly, and the handicapped through community leaders in 5 communities in the areas surrounding the factory. The project also involves organizing activities to develop and educate the community on waste separation, changing the scenery of the community office and childcare centers in the community, planting trees, and cleaning the surrounding area. There are also free lunch events—the objective is to be a part of creating happiness, smiles, and encouragement for the vulnerable groups in the community.



Number of vulnerable groups in the community that received donations
105 persons



Number of employees participated in the project
150 persons

Community relations and disaster relief project

The Company gives support in the form of training, rescue equipment (outdoor fire extinguishers), drinking water and food, and consumer goods to various rescue volunteers, e.g. the Public Disaster Relief Volunteer Association of Thailand, Firefighter Friends Club, Special Disaster Relief Club, and the Provincial Disaster Relief Foundation. The donations are given through social and community projects and the project to help the casualties from Seven. The objective is to provide support for the rescue volunteers, build good relationships, give scholarships to wounded firefighters and children of deceased firefighters. The scholarships extended until the university level. In addition, the Company provides fire extinguisher drills and fire evacuation drills for hospitals and people with disabilities. And later expand the scope to the elderly homes and slum communities.



The number of rescue volunteers
participated in the project

1,700 persons



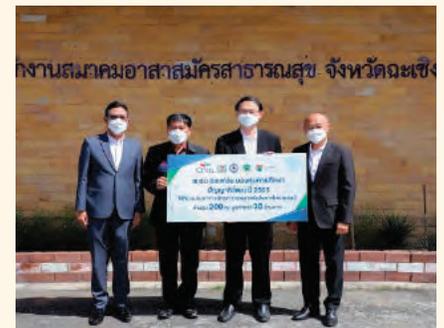
The project sponsorship budget

183,254 Baht



Project to support scholarships for children of village health volunteers (VHV)

The Company recognizes that VHV is an important part of the primary health system. VHVs care for community members' health, enhance a sense of security for the communities and educate the people on self-care. The project objective is to create morale for VHV to alleviate concerns about the future of the child and the security of the VHV family. The Company, therefore, awards scholarships for the children of the VHV, which consist of 1) Scholarships for Vocational Certificate Program in Retail Business and higher vocational certificate programs. They can continue their studies at Panyapiwat College of Technology (PAT) or 20 Panyapiwat Learning Centers. 2) Scholarships for higher education, i.e., a bachelor's degree program, the Faculty of Business Administration in Modern Trade at Panyapiwat Institute of Management (PIM).





Education and Lifelong Learning

In realizing that education is a gateway to a bright future, CP ALL grants opportunities to access quality education for Thai children and youth without any obstacles through awarding scholarships, creating new skills learning space, outlining a distinct career path and enabling a positive attitude for daily adaptive and fun learning.

Supporting the SDGs



SDG1 End poverty in all its forms everywhere

- 1.4 Ensure that all men and women, especially the poor and vulnerable groups, have equal rights to economic resources, including access to basic services.

SDG4 Ensures comprehensive and equitable quality education and supports lifelong learning opportunities.

- 4.3 Ensure that all men and women have access to quality education in technical, vocational, higher education, including universities.
- 4.4 Increase the number of youth and adults with the necessary skills, including technical and professional skills necessary for employment, career, and entrepreneurship



Education and Lifelong Learning

2030 Goals



To support children, youth, adults, and vulnerable groups to access both formal and informal education—having access to technical and professional skills necessary for their profession, including the campaign of lifelong learning

Key Performance in 2021



494 Pracharath schools that are sponsored by the Company and deliver academic opportunities



37,132 Scholarships awards and opportunities to access quality education



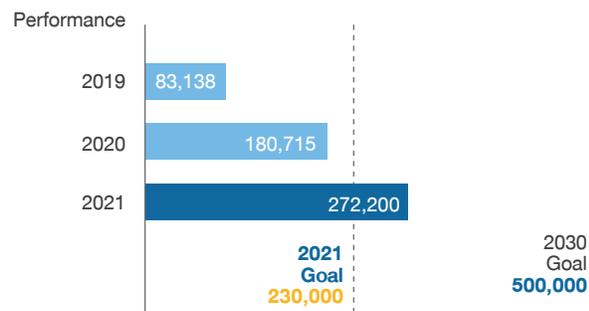
The value of scholarship sponsored **1,247** million Baht



54,353 Children, youth, adults, including vulnerable groups that received skill development opportunities

Progress against short-term and long-term goals

(Unit: accumulated persons)



Key Progress in 2021



Ongoing project for school development, CONNEXT ED, with an additional **105** schools nationwide.



PAT Project: Vocational School, No Waste Bin



Ongoing project: the 4th year of Creative AI Camp



Ongoing project: Reforming Saints for Society

Risks and Opportunities

Education is an important tool for human life. Basic education is a fundamental right and a vital factor that opens social opportunities, creates sustainable career paths, and drives communities and the country to progress efficiently. However, there are still many without access to quality education. In this regard, the Company takes part in providing access and opportunities to education for

children, youth, and vulnerable groups—they are to have equal access to basic education and lifelong learning, both in formal and informal education, through a variety of academic programs. The objective is to encourage youths to have knowledge and skills to further their careers as well as support them to grow up to be “smart and good people” for society.

Management Approach

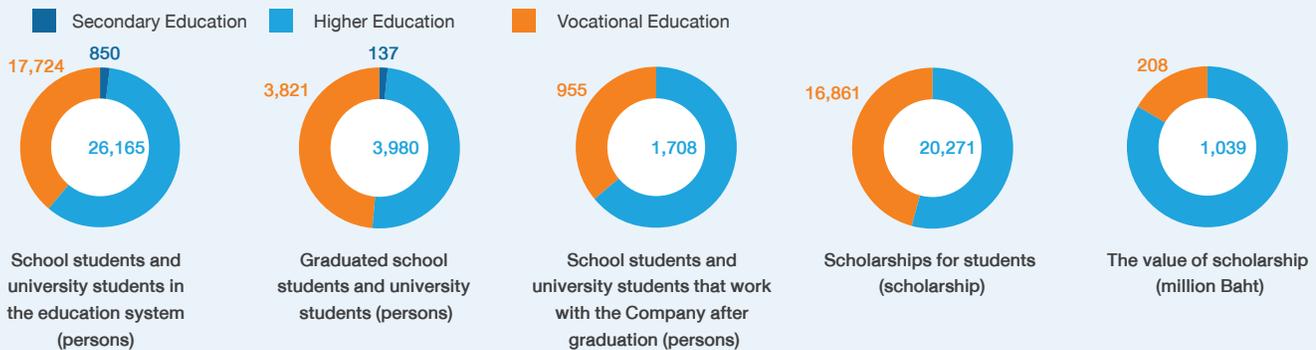
The rationale begins with the realization that knowledge is an opportunity and a future for youth and the nation. CP ALL Public Company Limited and its subsidiaries (“the Company”) have been continually working on education-oriented projects and the agenda of lifelong learning—enabling people to thrive amidst changes in the employment landscape with the acquisition of new skills. The approach includes building a positive attitude, developing new learning challenges, and encouraging enthusiasm for learning, so the youths can be able to adapt to various changes in the future. The Company also continuously delivers academic opportunities for youths by collaborating with other stakeholders, establishing an academic institution, delivering knowledge in the form of learning both inside and outside the classroom, along with on-the-job training and awarding scholarships. The approach of youth development began in 1995 as a guideline to create

career opportunities and improve the quality of life for youth. The Company believes that quality education can create career opportunities and a better quality of life for the people in society.

In 2021, the COVID-19 pandemic tremendously affected youths’ access to education. The Company, therefore, develops online teaching and learning system for students, so they have reduced risks of infection and the new method of learning makes education easier, faster, and safe from the COVID-19 pandemic. Examples of new activities and measures regarding the issue are body temperature screening before entering the school, wearing a mask, social distancing, and regular cleaning of equipment and school premises—this is for the highest safety of all students and staff in the school.

Performance Summary 2021

Promoting and supporting access to quality education



The details in professional skills development necessary to pursue a career



54,353 Children, youth, adults, and vulnerable groups who have developed career skills



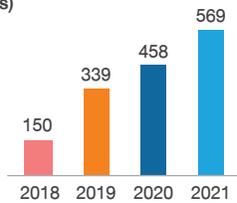
39% of students from Panyapiwat College of Technology (PAT) and Panyapiwat Institute of Management (PIM) majoring in Retail Business to work with the Company.



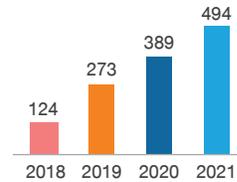
5 students from Panyapiwat Institute have a special opportunity to become the owner of a 7-Eleven store in the form of a joint venture (Store Business Partner: SBP).

The Campaign for Lifelong Learning

Pracharath schools under the Company's sponsorship (accumulated schools)

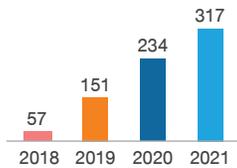


Pracharath schools that the Company co-developed (accumulated schools)

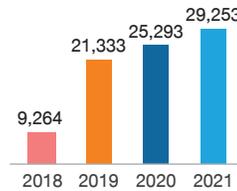


School Partner

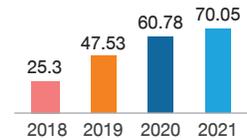
The number of school partners (accumulated persons)



Volunteer hours for sustainable education development (accumulated hours)



Sponsorship budget in school development (accumulated million Baht)





Promoting and Supporting Access to Quality Education

CP ALL Plc. has established 2 academic institutions, and they have been in operation for more than 15 years, i.e., Panyapiwat College of Technology (PAT), producing professional personnel with a vocational certificate and a high vocational certificate level; and Panyapiwat Institute of Management (PIM) which provides opportunities for further education for at the bachelor’s, master, and doctoral levels. The Company also established the Panyapiwat Institute of Management Demonstration School (PIM Demonstration School) for the secondary education level from school grades 1–6 and more than 20 Panyapiwat Learning Centers across the country, which aim to expand access to education through an online system (VDO Conference).



Panyapiwat College of Technology (PAT)

The Company established Panyapiwat College of Technology (PAT) to provide academic opportunities for students who have completed Grade 9 and Grade 12 to pursue vocational education, focusing on providing comprehensive knowledge through theoretical knowledge in accordance with the Ministry of Education curriculum and Work-Based Learning. The objective is to create professionals in the retail business and generate income for youths through the opportunity to attend internships at 7-Eleven—following slogan “Free study, find a job, train for a career, earn while studying.” The college has a total of 3 teaching courses as follows:



In addition, the Company established Panyapiwat Learning Centers in various community areas, totaling 20 centers, and signed an agreement with private vocational schools and more than 118 academic institutions under the Office of the Basic Education Commission (OBEC) to issue a vocational certificate program (vocational certificate) in the field of retail business. At present, there are more than 15,000 students in the program. The college has various activities and projects that are organized to promote the organization’s operation. The outstanding projects are as follows:

Professional Academic Service Project

Students and university students majoring retail business and in the electrical power division of the college carry out volunteer activities, academic service activities, and retail and electrical business-related activities for the communities in Nonthaburi Province—the project is conducted by integrating learners' knowledge and experiences in disseminating knowledge through activities as follows:



Retail Business

- Household Accounting Exam
- The collaboration to clean up the community
- Online media education about retail business
- Building community career
- Business plan preparation and building a community



Impacts and Benefits

874 students participated in the project.

80% participants' satisfaction rate is over

The project creates jobs and businesses for people in the communities.



Electric Power Division

- Electricity
- Air conditioning maintenance
- Maintenance of electrical appliances



Impacts and Benefits

Enhance career skills for students in the program.

Build knowledge for career development and help reduce the burden of electrical appliances and maintenance costs for the community.

Reduces the risk of potential accidents and overuse of electricity due to the lack of maintenance and basic knowledge in electrical work.

120 persons were participating in the project and receiving professional academic services.

80% participants' satisfaction rate is over



Returning Loved Ones to Society

Panyapiwat College of Technology and Panyapiwat Learning Center, together with the Department of Observation and Protection of Children and Youth, provide opportunities for past juvenile offenders across the country. They can study with Panyapiwat Technology at the vocational level, retail business course, and retail business management in a bilateral format. Students learn by studying the theory at an academic institution intermixed with vocational internships at 7-Eleven stores for at least three months. Participants are eligible to receive income during their studies and a guarantee of employment after graduation. In addition, participants can learn about coffee during their vocational training—the program is organized by Panyapiwat Coffee Vocational Training Center (P-CoT) in collaboration with the Selection & Screening Department and Bellini Premium Café. The coffee program by CP All Public Company Limited consists of 3 modules, e.g., barista training, baking, and shop management. The Company also organize barista competitions under the project “Promoting and

developing professional skills of for youths” to prepare participants who once committed juvenile crimes to re-enter society. They can benefit from the program by utilizing the skill and making a career out of what they have learned, being self-sustainable that can partake in the economy. Most importantly, they can live with dignity in society despite their past and therefore reduce the risks of re-committing a crime. The Company awarded 62 scholarships for this project.



PAT Go GREEN Project

The objective is to create awareness among students, university students, and staff in the college for more responsibility in environmental protection. The project is also a response to the plastic waste reduction policy by supporting the use of cloth bags and bringing own water glasses, food boxes, and personal cutlery to use. It is a campaign to separate plastic waste for recycling by adding discard points and waste bins. There are

ongoing and regular public relations activities such as school morning announcement activities, public relations boards, setting up the Watcher team, etc. The Committee of the Organization of Professionals of the Future assisted in overseeing the project and helped create the identity of “Love and care for the environment”; a good image for the Company and together contributes to environmental protection and sustainability.

PAT Vocational Schools, No Waste Bin

It is a project that focuses on the end-to-end waste management process. Reduce the use of products that may become trash in the college. The objective is to nurture students, teachers, and personnel in the college to have knowledge and understanding of the issue. Participants should also be able to take part in

end-to-end waste management in everyday life to reduce waste in the college, and the project aims to expand the training to other colleges, vocational networks, school networks, and learning centers.



Bilateral education project

CP ALL Plc., together with Panyapiwat College of Technology, the Office of Vocational Education Commission, and the Office of the Basic Education Commission, have entered a memorandum of cooperation in accordance with the project of education management for the integration of bilateral agency and bilateral studies with 2-way communication system since the 2019 academic year. By the rationale of this project, CP ALL Plc. has a duty to award scholarships and facilitate on-the-job training. Panyapiwat College of Technology is to manage professional coursework in the form of distance teaching (Conference) for academic institutions. These academic institutions, under the Office of Basic Education Commission (OBEC), are responsible for providing teaching materials and supervising students. The Office

of Vocational Education Commission by Nonthaburi Technical College is responsible for supervising and following up on on-the-job training, vocational training, learning, and the transfer of academic results in a bilateral education format. The bilateral education project has an objective to increase vocational education opportunities for students. They can choose to study it concurrently at the high school level and graduate with two qualifications: a high school diploma and a vocational certificate. In addition, the project also responds to the government's policy to increase the number of vocational learners. And the project is to prepare skilled workers to enter the labor market for the benefit of the nation's future development. At present, here are 29 academic institutions participated in the project and the number of students who joined the project are 898 students.



Panyapiwat Institute of Management (PIM)

The Company established Panyapiwat Institute of Management (PIM) for students who have graduated from high school and vocational education or equivalent to have the opportunity to study at the bachelor's degree level and can be extended to a master's degree and Ph.D. via a teaching system called Work-based Education (WBE)—a link between theoretical knowledge and practice; unified under the three strengths as follows:



1

Academic knowledge from expert instructors and benefits through collaboration with networks around the world, both public and private agencies, and both domestic and internationally.

2

Work experience directly from working opportunities through the affiliates and business partners, especially with from being with a Corporate University or university of business organizations, along with being a Network University.

3

Scholarships from both local and international universities and more than 14,000 scholarships are awarded from the business sector per year, which help to create a variety of opportunities and become ready to compete internationally.

The institute has established the "Learning Life Fund" or PIM SMART to support scholarships for students participating in the project. These scholarships have no obligation upon graduation and can help students earn income while studying. At present, there are 11 cohorts of graduates from the institute, totaling more than 19,000 students and graduates.



In addition, the Company established the Panyapiwat Institute of Management, EEC Campus in Pattaya, Chonburi Province, which has been in operation since 2020. The objective is to produce graduates that meet the needs of the business sector in the Eastern Special Development Zone. Currently, PIM offers numerous higher education courses relevant to business applications, e.g., the Bachelor of Business Administration Program, Modern Trade Business Management Program, Bachelor of Business Administration Program for Food Business Management, Bachelor of Science Program for Digital Technology

and Information Technology, and Bachelor of Engineering Program, Industrial Engineering, and Intelligent Manufacturing, and the most recently approved program is the Bachelor of Nursing program. The success of PIM is rooted in its focus on on-the-job training for students and the ability to facilitate job experience at the real workplace. So, students have skills that meet the needs of the labor market in terms of management and the service business in the Eastern Economic Corridor (EEC) for more than 350 students.



Panyapiwat Institute of Management Demonstration School (SATIT PIM)

The Company established the Panyapiwat Institute of Management Demonstration School (PIM demonstration) to provide opportunities for youth in grades 1-6 to learn areas of interest for them through the method of active learning. Active learning develops learners to be excellent according to their aptitudes and interests and their need to learn. The curriculum is taught in English in 3 main subjects: Mathematics, Science, and English. There is also an additional 3rd language offered, e.g., Chinese. The school also creates an environment that promotes effective learning in the form of a Digital Classroom, instilling morality, responsibility, and discipline for students. There are currently 850 students.





Sharing of Education Opportunities

CP ALL Plc. continues the policy to promote education for youth development in accordance with the motto "Creating and sharing opportunities with each other." The Company has been awarding scholarships for Thai students in grades 4–6 at the vocational level (vocational certificate and high vocational certificate level) and higher education (bachelor's degree) for the 13th consecutive year. In 2021, a total of 37,132 scholarships had been awarded, with a total value of over 1,247 million Baht, and there is a total of 7,938 graduates from all programs. Students also receive

the opportunity to work with the Company after they graduate. The Company immediately offers those who have completed vocational education an assistant manager position and those with high vocational education a managerial position in 7-Eleven stores. The Company also offers a special opportunity to become the co-owner of a 7-Eleven store in the form of a joint venture (Store Business Partner: SBP)—in this academic year; 2,663 graduates have graduated and work with the Company.





The Campaign for Lifelong Learning

CONNEXT ED Project, phase 4

In spite of the COVID-19 pandemic, the Company remains committed to nurturing and advancing the education of schools and communities. The CONNEXT ED Project operates under five strategic frameworks, combined with a sustainability framework on self-sufficient schools to cultivate schools and communities with entrepreneurial skills, so participants can generate sustainable income. The project enables the school and its projects to move forward and support knowledge integration for academic institutions or local courses. The project also integrates the strengths of each project into eight learning subject categories in accordance with the core curriculum—creating learning processes in both active learning and problem-based learning that are consistent with the competency-based curriculum according to the Ministry of Education's policy. The project includes the development of a community learning center, an open space for people in the community to learn short courses, a journey to Lifelong Learning, and the project may expand to other schools

in the implementation of Phase 4. In the 2021 academic year, the Company jointly developed 105 additional schools, sponsoring the budget, knowledge, and necessary academic equipment, as well as sending academic experts from the Company (School Partner) to be partners to help schools closely and continuously in developing and solving problems. Past successes include the implementation of over 500 projects in the field of agriculture, academic, art, culture, and environmental projects, including providing educational opportunities for people in the community—advancing academic institutions to be learning community centers. In addition, the Company formed an integrated module in agriculture, handicrafts, and environment—the result is the content in the form of a local curriculum for teachers and students, ready to be expanding into a successful model for other schools. In 2021, there are projects from Best Practice School, School Model, and Partnership School that the Company has helped to develop. These outstanding projects are as follows.

"Jasmine Rice and Vegetable Garden Learning Center under the philosophy of Smart Farmer" Project

For Ban Khok Mamian School, Surin Province, and integrated the knowledge of the community into the educational curriculum—incorporating content related to being a Smart Farmer into other subjects, so students and people in the community can understand the agricultural sector in all dimensions; both in management, business, and technology, and become an important driving force for Thailand's agricultural sector in the future. Other projects are products for jasmine rice which allow schools and communities earn a sustainable income.



"Coffee Cup Handles and Sedge For Sustainable Earth" Project

From Wat Praduhom School (Sukprachasan), Khuan Khanun District, Phatthalung Province The project involves using local plants that grow naturally, such as sedge and cash crops like a bulrush, to process them into various environmentally friendly products to add value to what is available in the community. The project also creates a program called "Coffee Cup Handles and Sedge for Sustainable Earth;" it is an integrated program with local knowledge, applied handicraft techniques, and the beautiful coffee cup handles design content. The Company sponsors the project budget and encourages schools to bring coffee cup handles made from sedge to be used for All Cafés in 7-Eleven stores, three pilot branches: Thale Noi Branch, Khuan Khanun Branch, and Pho Thong Khuan Khanun Branch. The pilot period ran for three months. If the customer gives good feedback, the Company considers preparing to expand the new operation guideline to 7-Eleven stores All Café in the southern area.



"Travel into the World of Banana Trees" Project

From Wat Chompoo Pradit School, Nakhon Si Thammarat Province, has brought the knowledge about banana palms to integrate with eight content subjects for various products; 8 learning subject groups such as banana rope for a coffee cup holder, food tray made from banana leaves, and plant pot from banana fiber. The Company works with village knowledge experts and other people in the community to come up with ideas to add value to banana products, ways to enhance production cost, sales calculation skills, and using online media to sell products—to create jobs and generate income for the community.



Impacts and Benefits

The Company supports a cumulative budget for the development of

494 CONNEXT ED
schools

The sponsorship value is

75.05 million Baht

children, youth and teachers who have been developed

120,000 persons

Students, teachers, and communities are supported to achieve lifelong learning and to create sustainable income for the community

16 community
learning centers

Build **16** pilot schools
or School Model

25 schools
have implemented the project
effectively or demonstrated the
Best Practice

9 schools
in joint development projects or
Partnership Schools

Generate sustainable income for
the community



Necessary Skills for the Future

The Company promotes the advancement of knowledge and abilities and training for necessary career skills for youth via a variety of projects. In 2021 there are outstanding projects as follows:

The Creative AI Camp, 4th Year

The Company has been running the Creative AI Camp to develop AI creative skills for high school and vocational students for the 4th year consecutively. The project ran under the human concept of "AI Creativity, Create AI" (AI Creativeness) for the benefit of society. In 2021, the Company implemented a project through a blend of online and offline learning as a consequence of the COVID-19 pandemic. There were workshops and Phenomena Work-based Education Learning to simulate attending a real camp for three months.

The business partners and key speakers cooperated in organizing the camp project; 20 connections were established, e.g., qualified teachers from the Faculty of Engineering, Chulalongkorn University, the Faculty of Engineering and Technology, Panyapiwat Institute of Management, AI Specialist, Gosoft (Thailand) Co., Ltd., iKnow Plus Co., Ltd., SUNPLEX GROUP AMBIENT GROUP, including Data Scientist from leading AI companies in Japan, Amazon Web Service (AWS), a global cloud platform developer, and provider of cloud services, and TKK Corporation Co., Ltd., comprehensive provider of robotics and automation for service and industrial applications in addition to integrating creative AI methods through the Creative AI Convergence by Go Philosophy and raising IQ through knowledge of ABCD technology clusters. This year, there are also two groups of youth: 1) Business AI, which focuses on business knowledge related to AI analysis and application, and Technical AI—the programs have an emphasis on in-depth technology skills, creative ideas, and produce works to meet the needs and aligned with current changes of the business world. All activities are intensive programs and carried out through a fully online system for two months.

Creative AI Club Project

The Company recognizes the importance of providing a space for young people to continually learn and develop their AI skills. Therefore, the Company established the Creative AI Club by CP ALL, a community to gather AI people in the heart of Go. The project has the objectives to create three new outcomes as follows:

- 1 New Learning Space: a learning space with facilities to expand AI.
- 2 New Creative Community: a new community that collaborates to create works in AI.
- 3 New Innovations & Solutions: New Innovations & Solutions with AI created by the club members.

Impacts and Benefits

138 students
have attended the project

2021 **40** students

2020 **20** students

2019 **38** students

2018 **40** students

The return to society for the 3rd year
10.90%







Good Health and Well-being

In an era where consumers are health conscious through food consumption, CP ALL has established policies to produce food responsibly, which comprises of selecting quality raw materials, researching and develop in a variety foods with emphasis on safety, standards, and complete nutritional value. This measure grants Thai people access to quality eating, well-being, and sustainable happiness.

Supporting the SDGs



SDG2 End hunger, achieve food security and enhance nutrition and promote sustainable agriculture.

2.1 End hunger and provide security for all, especially the poor, those in a fragile state, and infants—they should have the right and access to safe and nutritious food.

SDG3 Ensures healthy lives and promotes well-being for all at all ages.

3.8 Access to quality essential health services and access to essential medicines and vaccines that are safe, effective, of good quality, and affordable.

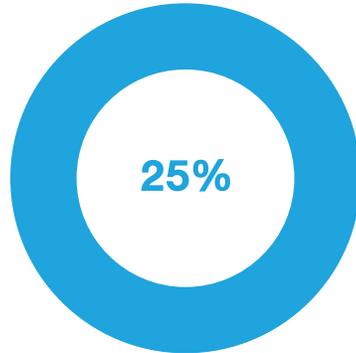
SDG12 Ensures sustainable consumption and production patterns.

12.4 Achieve the management of all chemicals and wastes in an environmentally sound way and throughout the life cycle. The objective is to minimize the negative impacts on human health and the environment.



Good Health and Well-being

2030 Goal



Increase the number of new health & nutrition products and services

Key Performance in 2021



1,896 new products that focus on health and wellness (SKUs)

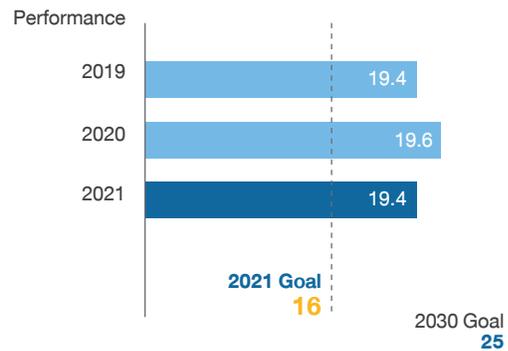


3,874 7-Eleven stores participated in the Eat Well, Live Well, Be Happy " Project.

4,069 million Baht of sales of health products

Progress against short-term and long-term goals

(Unit: %)



Key Progress in 2021



The project "Eat Well, Live Well, Be Happy."



Developing 7-Eleven stores into 'community wellness centers' through eXta Drugstores



Health product development project in the joint development product group (Private Brand)



VG For Love Project

Risks and Opportunities

Healthy food trends have become very popular. From various research studies, the findings present the average growth rate of 2.4% for the value of healthy food and beverage consumption in 2020. The healthy food businesses also have a considerable growth rate, meaning most consumers have changed their behavior in self-care by choosing good nutritious food with consideration to their health, becoming healthier amidst the current epidemic.

The Company is aware of learning, developing potential, and upgrading its capability in researching healthy products, e.g., preservative-free food, sugar, palm oil, no artificial color and fat-free, alternative protein food, and superfood—all to promote good health of the people, consumers can have access to safe and nutritious food. This is in response to the sustainable shift towards healthier behavior.

Management Approach

CP ALL Public Company Limited and its subsidiaries (“the Company”) have initiatives related to good health and nutrition and operate under the Health and Nutrition Policy—involving food products, access to information, and communication on the issues. Examples of these operations are food production processes that comply with national regulations and standards, promoting activities on the access to good health for consumers. The Company also collaborates with internal and external departments to exchange knowledge, seek advice, participate in research, and develop healthy food products, for example, food products without sugar, no artificial colors, no fat, dietary fiber, iron, etc. Other activities include selecting quality ingredients from responsible, certified, and verified sources, especially for Genetically Modified Organisms (GMOs) goods. In addition,

the Company formulates a strategy to create customer awareness. The initiatives include adjusting the image of the 7-Eleven stores, efficiently arranging healthy food products for more convenience and access for consumers as well as organizing a campaign to stimulate the consumption of Health and Nutrition Products. Moreover, due to the COVID-19 pandemic, the Company has set measures to maintain a hygienic and safe environment to build confidence for customers in 7-Eleven stores. Routine activities are cleaning the surface area regularly, determining specific service areas to maintain social distancing, requiring all customers to wear masks and get a temperature check before to store entry, as well as educating and communicating with employees about epidemic prevention measures; that they need to wash their hands every time before touching and preparing products.



For more information :

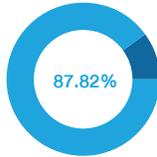
Health and Nutrition Policy

https://www.cpal.co.th/wp-content/uploads/2020/06/04_CPALL-Health-Nutrition_Eng_Final-for-web_Rv.120618.pdf

Performance Summary 2021



Share of sales volume of Health and Wellness products as a percentage of total sales volume of consumer products (%)



12.18%

■ Sales volume of healthy products
■ Sales volume of total consumer products

Healthy alternative products



647 SKUs

Sales volume 15,583 million Baht

8.19%

Product that are lowered in saturated fat, trans fats, sodium or added sugars



96 SKUs

Sales volume 2,878 million Baht

1.51%

Product that contain increased nutritious ingredients



85 SKUs

Sales volume 2,464 million Baht

1.29%

Product that reformulated



5 SKUs

Sales volume 424 million Baht

0.22%

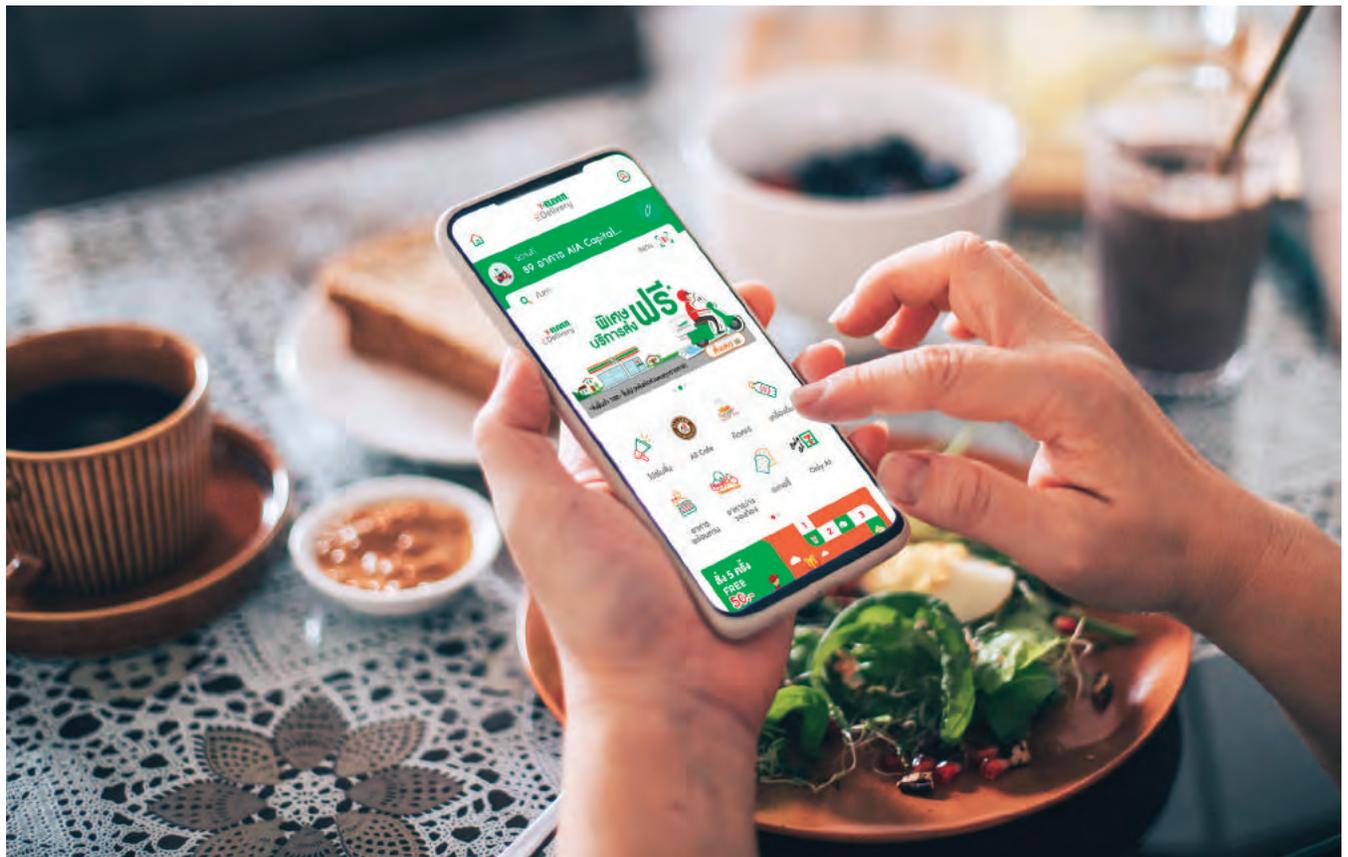
- Remark:
- Percentage compared to total food and beverage sales
 - Health products cover private development products and national brands of food and beverage
 - Healthier Choice Criteria by Mahidol University on nutrient control in 8 categories, namely sodium, energy, sugar, fat, mineral salt, fiber, and iron, to ensure proper dietary intake

Nutritional Labelling on Products



Display nutrition labels information of international standards compliance for **100%** of products.

Display nutrition labels information of Guideline Daily Amounts (GDA) by the voluntary for ready-to-eat food at **37.78%**





Criteria for Products that are Considered Health Products

The Company is committed to developing healthy products by defining criteria for four categories of healthy products:

<p>1</p> <p>Products that are certified or pass the criteria for "Healthier Choice" or Thai Healthier Logo certified by the Institute of Nutrition, Mahidol University.</p>	<p>2</p> <p>Foods that have an increased or decreased nutrition or without nutrients according to the law or standards, e.g., according to the announcement of the Ministry of Public Health (No. 182) B.E. 2541 (1998).</p>	<p>3</p> <p>Fresh vegetables and fruits or foods that retain their natural benefits or have not to pass manufacturing processes or food with nutrition and sufficient energy for one meal.</p>	<p>4</p> <p>Medical food, functional food, or food supplement according to the announcement of the Ministry of Public Health (No. 238) B.E. 2544 (2001) and the Ministry of Public Health (No. 293) B.E. 2548 (2005).</p>
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Examples of Healthy Products Available at 7-Eleven Stores

1. Ready-to-Eat Water Chestnuts



- Product Features:**
 Water chestnuts are selected from Si Prachan District, Suphan Buri Province, the best plantation area in Thailand. Chestnuts selected are large-sized, white, and light yellow in color, sweet in taste, crispy, firm, juicy, peeled, and ready to eat. The chestnuts are rich in nutrients.
- Health Benefits:**
 - High in fiber, which is beneficial for the digestive system, reduces constipation, supports proper functioning of the digestive system, and also helps to control the blood sugar level and cholesterol level.
 - High in Purin, which helps quench thirst and cool down. Other benefits are eliminating waste within the body and nourishing the lungs.
- Release Date:**
 20 May 2021
- Number of stores the products are available:**
 all stores nationwide

2. Stir-fried Fusilli with Chicken (Chef Cares Brand)



- Product Features:**
 Secret menu created by the master of street food. Make ordinary menus special. Using fusilli imported from Italy, stir-fried with chunky chicken pieces and secret recipe curry. It is also rich in nutrients from vegetables. The ingredients are roasted in a hot pan to bring up the aroma, just like eating at a restaurant.
- Health Benefits:**
 a source of protein and provides nutritional values
- Release Date:**
 28 October 2021
- Number of stores the products are available:**
 all stores nationwide

3. Mama Oriental Kitchen, Bacon Carbonara Flavor 85 g.



✔ Product Features:

The new flavor of Mama Oriental Kitchen Instant Noodles this year is Dry Bacon Carbonara and Carbonara Sauce. Rich with cheese, sprinkled with bacon. Crispy, fragrant, creamy, the sauce goes well with the thick and soft noodles.

♥ Health Benefits:

The product meets the criteria for obtaining the Healthier Choice label within the instant noodles category. The product contains no more than 1,400 mg of sodium per serving over 70 g.

📍 Release Date:

1 July 2021



Number of stores the products are available:

all stores nationwide

4. Vitaday, Vitamin C Collagen Orange Flavor 480 ml.



✔ Product Features:

help to strengthen immunity and slow down skin aging: no sugar, no fat, no sodium—the products for health enthusiasts.

♥ Health Benefits:

Vitamin C 200% imported from the United Kingdom

- Strengthen the immunity
- Antioxidant

Collagen 2,000 mg.

- Support collagen formation for the normal functioning of the skin
- Nourish and slow down skin aging

📍 Release Date:

13 May 2021



Number of stores the products are available:

all stores nationwide

5. Singha Lemon Yuzu Soda 330 ml.



✔ Product Features:

Sugar-free drink, 0 calories, and high in vitamin C. Suitable for health enthusiasts who want refreshing drinks.

♥ Health Benefits:

A Healthier Choice label

📍 Release Date:

3 June 2021



Number of stores the products are available:

all stores nationwide



Building Awareness; Promoting Consumption of Healthy Products

The Company cooperates with various agencies internally and externally that have expertise in food—these are the National Science Technology and Innovation Policy Office (STI), Institute of Nutrition, Mahidol University, and CP Food Lab Company Limited, which is the Company’s food research, development and analysis company; it is profiled in the Food Inno-polis project, which is responsible for research and development and balancing products’ nutrition such as sodium, sugar, fat, trans-fat, etc. to meet the needs of consumers in each age range and those who require specific nutrition such as patients, etc.



Examples of health products developed by the Company in collaboration with the Mahidol Institute of Nutrition by using Nutrient Function Claims

1. Pork boiled rice for the elderly



Product Features:

Easy to chew, suitable for the elderly who have lost teeth or other elders.



Health Benefits:

Easy to digest, nutritious, and has a vitamin B complex.

Vitamin B1, B2, B6, B12, folate and dietary fiber, low sodium 310 mg.



Release Date:

January 2019 - Present



Number of stores the products are available:

10 stores in Bangkok hospital and 300 upcountry stores

2. Jumbo Big Pao Vegetarian



Product Features:

High vitamin B complex (B6, B12), high pantothenic acid, and high vitamin E, enough for daily consumer needs.



Health Benefits:

Vitamin B6 and B12 contribute to the normal functioning of the nervous system.

Vitamin E helps in antioxidant activities. Pantothenic acid helps the body to run energy from normal metabolism.



Release Date:

March 2020 - Present



Number of stores the products are available:

all stores nationwide

The Company provides labeling of nutrition on the products for standard compliance. The label details the key ingredients, usage guidelines, and storage guidelines—the objective is to clarify the products and help consumers know the nutritional value and can avoid nutrients that may cause harm. Also, the Company encourages suppliers to develop a Guideline Daily Amounts (GDA) nutrition label and display calories, fat, sugar, and sodium values, both compulsory by the law 100% and by the voluntary sector, with cover all product categories, amounting to 37.78%.

Examples of products that display nutrition labels and products labeled with GDA's calories, fat, sugar, and sodium labeling.



Genetically Modified Organisms (GMOs) Product Management

Consumers are still concerned about Genetically Modified Organisms (GMOs), so the Company is committed to sourcing its raw materials from responsible sources throughout the supply chain. The Company establishes a clear management policy for GMOs in accordance with the national legal and regulatory requirements. Other activities include endorsing suppliers in the selection of products through answering the questionnaire and providing evidence of GMOs products in the risk category as required by law. In addition, the Company also requires product labeling to display details of the products' ingredients or GMO information—the purpose is to ensure that the food is safe and certified by a reliable agency.



For more information:

GMOs Policies and Regulations

https://www.cpass.co.th/wp-content/uploads/2020/07/06_CPALL-GMOs-Policy_Eng_Rv20180612-1.pdf



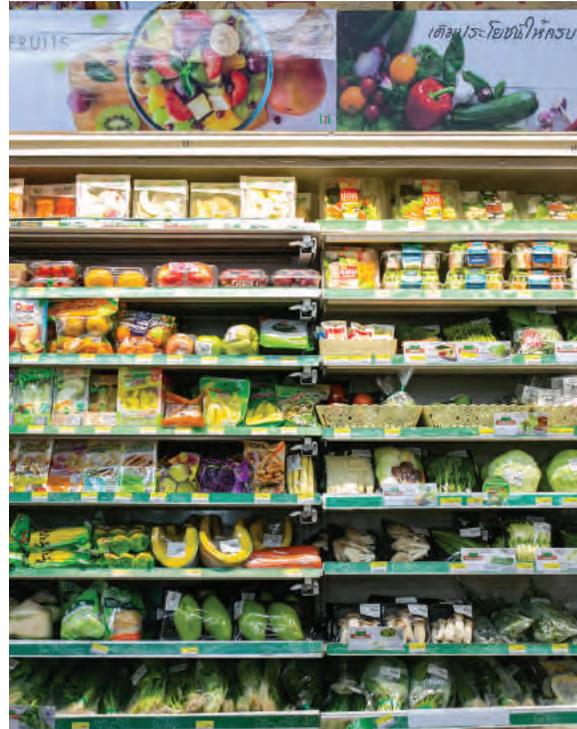
Strategic Projects

In 2021, under the strategy of "Product, Place, People, Channel, and Technology," the Company implements the following strategic projects:



"Eat Well, Live Well, Be Happy" Project

The Company has carried out the "Eat Well, Live Well, Be Happy" Project for the 3rd year consecutively in 2021. The Company responds to the needs of all customers and raises awareness about the project to both online and offline channels by expanding the project to more than 3,874 7-Eleven stores. The 7-Eleven stores that participated in the project had sales of food and beverages in the health category of 4,069 million Baht, accounting for 24.2% of the total sales of all stores participated. In addition, 7-Eleven stores are being built to be 'community wellness centers' through the eXta drugstores and the network of stores—there are pharmacists ready to give advice and provide the service. In 2021, due to the situation of the COVID-19 pandemic, the increased rate of infection caused people to take more care of their health. The behaviors are apparent via careful selection of health products—for both preventive care and good health maintenance. Some behaviors are changed as a result of the Work from Anywhere policy. Consumers tend to cook their food to ensure that the food consumed is fresh, clean, and safe. The "Eat Well, Live Well, Be Happy" Project selects products that meet the needs of customers by adding more healthy products to the shelf—e.g., ready-to-drink, ready-to-eat and ready-to-cook products, and a variety of other healthy products with the focus on ready-to-cook food, meat and vegetables, fresh fruits, products according to the market trends, and medicine. Medicines that are available are over-the-counter drugs, generic medicines, herbal remedies, medical equipment, vitamin supplements, etc.—all of which can be ordered via the 7Delivery application, a fast and convenient service that delivers any order to a customer's home.



Furthermore, customers can order these health products via the Health Icon in the 7Delivery application. The Company also campaigned for healthy consumption, such as calorie-controlled menus, recommending food menus with appropriate calories range, and introducing products with nutrition symbols "Healthy Choices" as healthy options for consumers.



The Company also promoted the All PharmaSee application; the application provides free pharmacist consultancy service 24 hours a day via the app. "Eat Well, Live Well, Be Happy" Project aims to provide health-oriented products and services for customers and surrounding communities in a sustainable way.



Tao Kae (Entrepreneurs) Project: "Community Health Center"

The Company operates the Tao Kae (Entrepreneurship) Project: "Community Health Center" by expanding the scope of convenient access to health services and products for the community through various maneuvers as follows:

- Expand the scope of 7-Eleven stores to become community health centers.
- Train pharmacists at eXta drugstores to become "entrepreneurial pharmacists."
- Train employees of 7-Eleven stores to be Health Masters
- Create awareness and publicize the application "All PharmaSee" for health consulting services with pharmacists
- Meet individual customer needs through customer insight assessments from the All PharmaSee app.
- Integrated collaboration between All PharmaSee and True Health applications to provide the best service for customers.

Healthy Product Development Project, Private Brand

The Company has established guidelines for health with reference to the food standards announced by the Ministry of Public Health and other relevant standards. The Eat Well logo standards are designed according to the Company. The healthy food products for Private Brands’ food and drink categories are ensured to pass the criteria of “Healthy Choices” certified by the Institute of Nutrition, Mahidol University. In 2021, there are 31 privately developed products (Private Brands) that have passed the aforementioned standards (SKUs). Examples of healthy products are as follows:

1. 12-whole grains

sandwich stuffed with chicken breast dressing



✓ Product Features:

More than 12 types of whole grains flour sandwich; ingredients include pumpkin seeds, white sesame, poppy seeds, chia seed, buckwheat, corn kernels, flakes, wheat kernels, triticale rice, millet seeds, white quinoa, red quinoa, and soybeans—the sandwich contains fiber and vitamins, and good fats, reducing the risk of heart disease and blood cholesterol. Chicken breast stuffed with low sodium spices with a mixture of bell peppers, chili, and parsley. Only well-selected quality chicken breast is used. The process involves the chicken breasts being trimmed and baked. The sandwich is rich in protein and with low-fat roasted sesame dressing—resulting in an aromatic roasted sesame smell. After baking, the sandwich is crispy on the outside and soft on the inside, sweet taste, filled with soft marinated chicken breast, the taste is slightly salty, and it has a tint of a sweet and sour taste from the roasted sesame dressing, giving the filling a creamy texture on the chicken pieces, giving it a mellow taste that goes together perfectly.

♥ Health Benefits:

160 Kcal, rich in protein, and contains dietary fiber

📍 Release Date:

24 June 2021



Number of stores the products are available:

all stores nationwide

2. Black Sesame Cereal Sandwich with Tuna Salad



✓ Product Features:

It has the aroma of black tea and the refreshing tart taste of lemon, uses sweetener instead of sugar, and has low calories

♥ Health Benefits:

190 Kcal, high protein, a source of calcium and Vit.B1

📍 Release Date:

14 January 2021



Number of stores the products are available:

all stores nationwide

3. Butterfly Pea Honey Lemon Coffee



✓ Product Features:

Roasted coffee, medium to dark, a strong coffee flavor with a sweet honey aroma. And the refreshing sour taste of lemon.

♥ Health Benefits:

total sugar no more than 18 g. at the consumption of 480 ml, total cholesterol < 1 g. / 100 ml, sodium < 100 mg./ 100ml <40 kcal/ 100 ml (sweetener instead of sugar)

📍 Release Date:

20 May 2021



Number of stores the products are available:

all stores nationwide

4. Pork Fried Rice



✔ Product Features:

The pork that has been selected only for the pork thigh without fat. And stir-fried with spices and basil seasoning. The basil leaves are especially aromatic since the basil is of wild basil species and therefore smells better than common basil and has an umami flavor. The product is controlled according to the health choice criteria with nutritional value.

♥ Health Benefits:

The product has a nutrition symbol "Healthier Choice label" for this Main Meal category. The nutritional value of 8 categories is as follows; protein, calcium, iron, dietary fiber, total fat, saturated fatty acids, sugar, and sodium, as well as having to control the calories to be at the range of 250-500 kcal. (380 kcal.)

📍 Release Date:

13 May 2021

🏪 Number of stores the products are available:

all stores nationwide

VG for Love Project

CPRAM Company Limited continues to develop product categories under the brand "VG for Love," which is a new food category for the consumer group that chooses to mainly consume plants or "Plant-Based Diet." The lifestyle corresponds to the four types of love: love of health, love of animal life, love for the environment, and love for the earth. The project aims for the food chain balance.

"VG for Love" divides the food into five categories:

 <p>Vegan-J : อาหารเจ</p> <p>อาหารสำหรับกลุ่มคนที่รับประทานพืชเป็นหลัก โดยงดเว้นผลิตภัณฑ์จากสัตว์ทุกชนิด รวมทั้งพืชที่มีกลิ่นฉุน</p> <p>Microwave</p>	 <p>Vegan : อาหารวีแกน</p> <p>อาหารสำหรับกลุ่มคนที่รับประทานพืชเป็นหลัก โดยงดเว้นผลิตภัณฑ์จากสัตว์ทุกชนิด</p> <p>Microwave</p>
 <p>Lacto Veggie : อาหารมังสวิรัติกินนม</p> <p>อาหารสำหรับกลุ่มคนที่รับประทานพืชเป็นหลัก โดยงดเว้นผลิตภัณฑ์จากสัตว์ทุกชนิด แต่สามารถรับประทานผลิตภัณฑ์จากนมได้</p> <p>Microwave</p>	 <p>Ovo Veggie : อาหารมังสวิรัตกินไข่</p> <p>อาหารสำหรับกลุ่มคนที่รับประทานพืชเป็นหลัก โดยงดเว้นผลิตภัณฑ์จากสัตว์ทุกชนิด แต่สามารถรับประทานผลิตภัณฑ์จากไข่ได้</p> <p>Microwave</p>
 <p>Lacto-Ovo Veggie : อาหารมังสวิรัตกินนม และไข่</p> <p>อาหารสำหรับกลุ่มคนที่รับประทานพืชเป็นหลัก โดยงดเว้นผลิตภัณฑ์จากสัตว์ทุกชนิด แต่สามารถรับประทานผลิตภัณฑ์จากนมและไข่ได้</p> <p>Microwave</p>	

Which are packaged in "Blue" and is completely sealed to maintain freshness, hygiene, and food safety.



"VG for Love" is now available via 7-Eleven, 7-Eleven (online), Makro, Lotus, and leading stores nationwide.



Food and Water Security & Access to Well-being

Through instituting food security is a global agenda, CP ALL places great emphasis on delivering quality, safe, nutritious, and adequate food, while upgrading field-level agricultural sector practices to control and ensure sustainable productivity and safety via two-pronged approach in promoting food production that preserves natural resources and environmentally friendly production.

Supporting the SDGs



SDG2 End hunger, achieve food security and improved nutrition and promote sustainable agriculture

- 2.1 By 2030, 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 healthcare services, and access to safe, effective, quality and affordable essential medicines, and vaccines for all.

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

- 11.5 By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to the global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations.

SDG12 Ensure sustainable consumption and production patterns

- 12.2 By 2030, achieve the sustainable management and efficient use of natural resources
- 12.4 By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water, and soil in order to minimize their adverse impacts on human health and the environment.

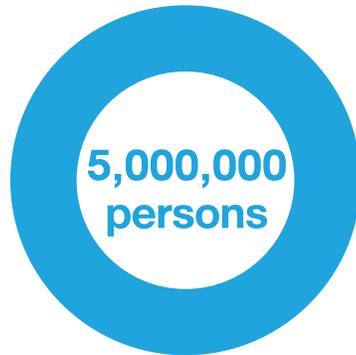
SDG17 Strengthen the means of implementation and revitalize the global partnership for sustainable development

- 17.14 Enhance policy coherence for sustainable development.



Food and Water Security & Access to Well-being

2030 Goal



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

Key Performance in 2021



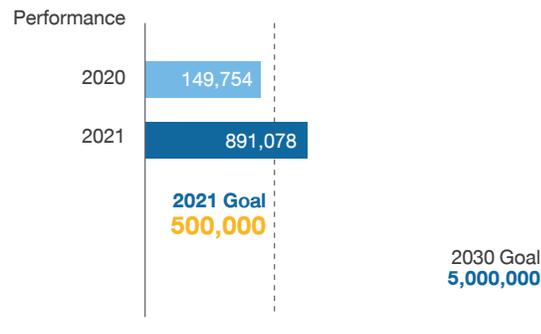
All Makro branches and Makro Mahachai Distribution Center have been certified ISO 22000 : 2018 food safety management system



Promote access to vulnerable groups Safe food and water,
891,078 persons, worth **17.97** million Baht

Progress against short-term and long-term goals

(Unit: accumulated persons)



Key Progress in 2021



Sustainable Agriculture Program



Project to promote and support the cultivation of chemical-free golden banana for farmers



Food Safety Management Program



food access promotion program and safe water such as Krua Pan Im, etc.

Risks and opportunities

Food security became an emerging issue raised during a food crisis over 50 years ago by the Food and Agriculture Organization of the United Nations (FAO), the organization responsible for food standards development in addition to nutrition and agriculture information dissemination. FAO provides information regarding effects of the COVID-19 pandemic on global food security due to national pandemic prevention and control measures implemented as an emergency and urgent response. National measures and viral outbreaks evoked panic and the consequential stockpiling of food and water for people fortunate enough to have income and access to essential goods, the unreasonable price hikes for medical goods and equipment driven by profit-minded merchants, and instigated further

pressure towards vulnerable groups rendering their inaccessibility to medical goods and equipment. Therefore, devising a sound management plan and fair treatment from government agencies are essential for managing food security during a crisis. In addition, cooperation from the business and agricultural sectors is another supporting element in promoting food security risk management through conceiving network partners involved with planning and developing policy proposals. These approaches enable food security management which comprises economic, social, and environmental dimensions in addition to advancing the agricultural sector with specific focus on sustainable productivity and food safety.

Management Approach

The Company focuses on food security with emphasis on supporting access to quality and safe food for the poor and vulnerable in addition to maintaining the highest level protection standards for employees, suppliers, both in the storefront and in the production process in an effort to maintain business activity viability on an ongoing basis while ensuring consumers safety and adequate access to food and water and good health. In 2021, the Company has implemented the Krua Pan Im Project, a food safety management initiative, the project to promote and support chemical-free golden banana cultivation and farming, and the Sustainable Agriculture Project aimed at promoting and supporting access to sufficient nutritious food permitting both

balanced and safe diet. The Company intends to responsibly conduct business operations, through applying Sustainable Agriculture Commitment principles guaranteed for own brand products and specified supplier products, to foster sustainable business operations and procurement processes.

Additionally, the Company aims to promote the distribution of agricultural products and organic products as a measure to promote community, supplier, and consumer well-being and equal access to health products. Simultaneously, the Company's trademarked product traceability allows for product information inspection and promotes sustainable raw material utilization.

The Company proceeds with access to safe and healthy food and water under a three-dimensional assessment approach in accordance with the World Health Organization's level of food security as follows:



Food security operations also require simultaneous considerations for accessibility and food safety. The Company upholds provision for all societal groups, inclusive of the poor and vulnerable, in terms of access to adequate nutritious food both balanced and safe for consumers. This measure aims to provide consumer conscious offerings targeting good health and provide nutritious food to reduce the occurrence of malnutrition arising from consumption of unhealthy food.

Performance Summary 2021

Access to food and safe water

Promote access to safe food and water for underserved and vulnerable groups

891,078 persons 

Recalls of products due to impacts on consumers' health

 **93** times

Sustainable procurement



Own Brand products with traceability

15,000 items



Siam Makro trademark products with traceability

100%



Proportion of organic products revenue to total agricultural products

0.93%

Certification of Agricultural Crops for International Standards in Quality and Food Safety in 2021

Agricultural crop	Certification or accreditation	The coverage of products certified (%)	Purchasing volume vs. total raw material procurement (%)
 Palm	RSPO	23.58	18.21
 Soybean	RTRS	44.67	6.32
 Sugar	BONSUCRO	42.19	34.33
 Cocoa	GMP, HACCP, Khocher Certificate FSS C22000, Halal, ISO 14001: 2015, BRC	100	1.56
 Coffee	GMP, HACCP, FSS C22000, USDA, IFOAM Accredited	7.06	10.76
 Cereal	GMP, HACCP, Halal	7.27	6.19
 Other products	GAP, Q Organic	19.37	22.63

Certification of Animals Products Adhering to Animal Welfare Standards

Animal products	Certification or accreditation	The coverage of products certified (%)	Purchasing volume vs. total raw material procurement (%)
 Aquatic products	IFOAM Accredited, ASC	21.93	19.48
 Cattle products	BBFAW, Livestock OK	34.43	1.96
 Dairy products	RAWMI, Codex Alimentarius, Rainforest Alliance, GAP, GMP	54.41	11.33
 Pig products	BBFAW, Livestock OK, GAP, TIS OHSAS 18001	81.97	30.83
 Poultry products	BBFAW, Livestock OK, GAP	95.47	17.42
 Marine products	MSC, IUU Fishing, GAP	0.58	18.98



Promote access to safe and nutritious food while eliminating starvation and malnutrition

CPRAM "Alongside Thai People; Care Within Reach" Project COVID-19 epidemic situation

CPRAM Co., Ltd. organized an open kitchen activity under the CPRAM "Alongside Thai People; Care Within Reach" Project by delivering ready-to-eat meals such as Jade Dragon dim sum meal boxes, Le Pan bread, and drinking water to medical and public health personnel at field hospitals, hospitals within the vicinity, and people affected by the COVID-19 epidemic situation, as a means to provide access to safe food, reduce living expense burdens and demonstrate active support.



CPRAM "Alongside Thai People; Care Within Reach" Project Flood situation and disasters

CPRAM Co., Ltd. cares about the victims of flood disasters and various disasters and therefore expedites rescue support engagements and expresses encouragement to victims through establishing a central kitchen delivering ready-to-eat meals from Jade Dragon Dim Sum, Le Pan Bakery, quality products from CPRAM, which take into account cleanliness, safety and hygiene. This support effort services the Khon Kaen and Surat Thani branch vicinity and flood victims in the Nonthaburi, Sing Buri, Ang Thong, Saraburi, Ayutthaya, and Suphan Buri provinces.



CPRAM Pansuk Project

CPRAM Co., Ltd. delivers ready-to-eat food: Jade Dragon Dim Sum, Le Pain Bread, and drinking water to provide happiness and smiles to the needy people, the poor and vulnerable groups inclusive of children, youth, the elderly, the handicapped, and people with difficulties or insufficient food access have difficulty or lack access to food. This initiative enables opportunities for access to safe and nutritious food.



The needy and poor and
vulnerable groups with access
to safe food
12,196 persons



Project support value
310,713
Baht

"Krua Pan Im" Project within the "Krua Pan Im Against COVID-19" Project

CP ALL Plc., in conjunction with Charoen Pokphand Group alleviates the suffering of brothers and sisters in various communities and small restaurant business operators in a measure to overcome the COVID-19 crisis. This action is achieved through purchasing ready-to-eat fresh, nutritious and hygienic packed cooked food from small and medium-sized restaurants in Bangkok and its vicinity supplemented by Company product contributions totaling 377,904 boxes for charitably delivery. The recipients, including medical and public health personnel at field hospitals and nearby hospitals, vulnerable groups within the community including people affected by the COVID-19 epidemic situation, benefit from access to safe food, living expenses burden reduction, and performance support.



Number of people receiving food
and safe water
377,904
persons



Support value
10 million Baht





Upgrading the Food Production Process to Preserve Natural Resources and Ensure Environmental Friendliness

Sustainable Agriculture Program

Project	Project Details
<p>Programs to reduce water consumption</p>	
<p>1.1 No-till/ conservation agriculture in rained areas</p> 	<p>Banana Cultivation Project using old corms and roots without dismantling old stumps reduces tillage to once a year or once every two years.</p> <p>Target group Banana plantation farmers</p> <p>Impact Reduced production cost associated to tillage and thereby reducing production cost by 20%</p>
<p>1.2 Management and technology</p>  	<p>Banana Plantation Plastic Mulching Project utilizes plastic mulch to retain soil moisture and reduce herbicides and chemical insecticides usage.</p> <p>Target group Northeastern region farmers</p> <p>Impact Reduced water consumption by 50% from the average consumption amount, reduced herbicide usage by 100% and reduced insecticide usage by 60%</p>
<p>Programs to reduce environmental pollution</p>	
<p>2.1 Production of organic produce</p> 	<p>Organic Vegetables Project initiated the promotion of organic farming for salad produce and is sold as 1 ready-to-eat salad product.</p> <p>Target group Salad products</p> <p>Impact Reduce agricultural chemicals usage by 100%</p>
<p>2.2 Use of "smart" pesticides</p> 	<p>Insect Trapping Project at plantation plots, a means to determine insects species within the vicinity, allows better information collection regarding insect pests and therefore enables the appropriate pesticide agent usage solution targeted to that insect.</p> <p>Target group Vegetable product</p> <p>Impact Reduce the chemical usage by over 30%</p>

Project	Project Details
<p>2.3 Enclosed production systems : aquaculture</p> 	<p>Sustainable Fish Farming Project focuses on development of the production process by encouraging partners to raise catfish and tilapia in a closed system whereby cleanliness and safety are controlled and backtracing is enabled for every process. Additionally, production factors are controlled, issues relating to production quantity due to water restraints are reduced, wastewater discharge in public waterways is reduced and quality of life for farmers, communities, and society is elevated.</p> <div data-bbox="781 667 1495 961">  <p>Farming fish the traditional way using cages</p>  <p>Capable of modification to enable raising various species of fish</p>  <p>Raising tilapia fish in closed systems consisting of plastic enclosures and an aeration system</p>  <p>Capable of small-scale family integrated farming or large scale farming</p> </div>
<p>Programs to protect soil health</p>	
<p>3.1 Low frequency and intensity of tillage</p> 	<p>Banana Cultivation Project using the old corms and roots without dismantling old stumps reduces tillage to once a year or once every two years.</p> <p> Target group Banana plantation farmers</p> <p> Impact Reduced production cost associated to tillage and thereby reducing production cost by 20%</p>
<p>Programs to prevent the destruction of ecosystems</p>	
<p>4.1 Certifications that ensure deforestation-free production</p> 	<p>Product Traceability Project, a system that allows consumers to check the origin of the product via the QR Code displayed on the product label, has initiated with Makro Brand products and fresh food group products. The product database via Makro iTrace application has been comprehensively expanded.</p> <p> Target group Tier 1, Non Tier 1 Supplier Fresh produce group</p> <p> Impact A total of 15,000 product items can be traced, accounting for 100% of all products under the Siam Makro trademark.</p>

Project	Project Details
<p>4.2 MSC or ASC certifications which ensure sustainable production</p> 	<p>ASC or MSC Certified Products Project relates to the sourcing of premium seafood products from fishery sources certified to uphold stipulated quality and standards. The Company sources excellent quality seafood products that meet sustainable fisheries standards under the Ocean Gems product brand from FOOD SERVICE APME, a subsidiary of Siam Makro which received accreditation from the Marine Stewardship Council (MSC) and Aquaculture Stewardship Council (ASC). This accreditation is widely recognized by world-class experts as the best criterion for sustainable and responsible fisheries standards.</p> <p>In 2021, the Company organized a program to educate employees and customers, food service suppliers and retailers, to promote comprehension and awareness of the importance of sustainable fisheries in the Asia-Pacific region and the Middle East (Food Service APME). 6 product groups (fish, crabs, shellfish, shrimp, squid, shellfish and roe) totaling 42 products have been certified by Marine Stewardship Council (MSC) and Aquaculture Stewardship Council (ASC).</p>

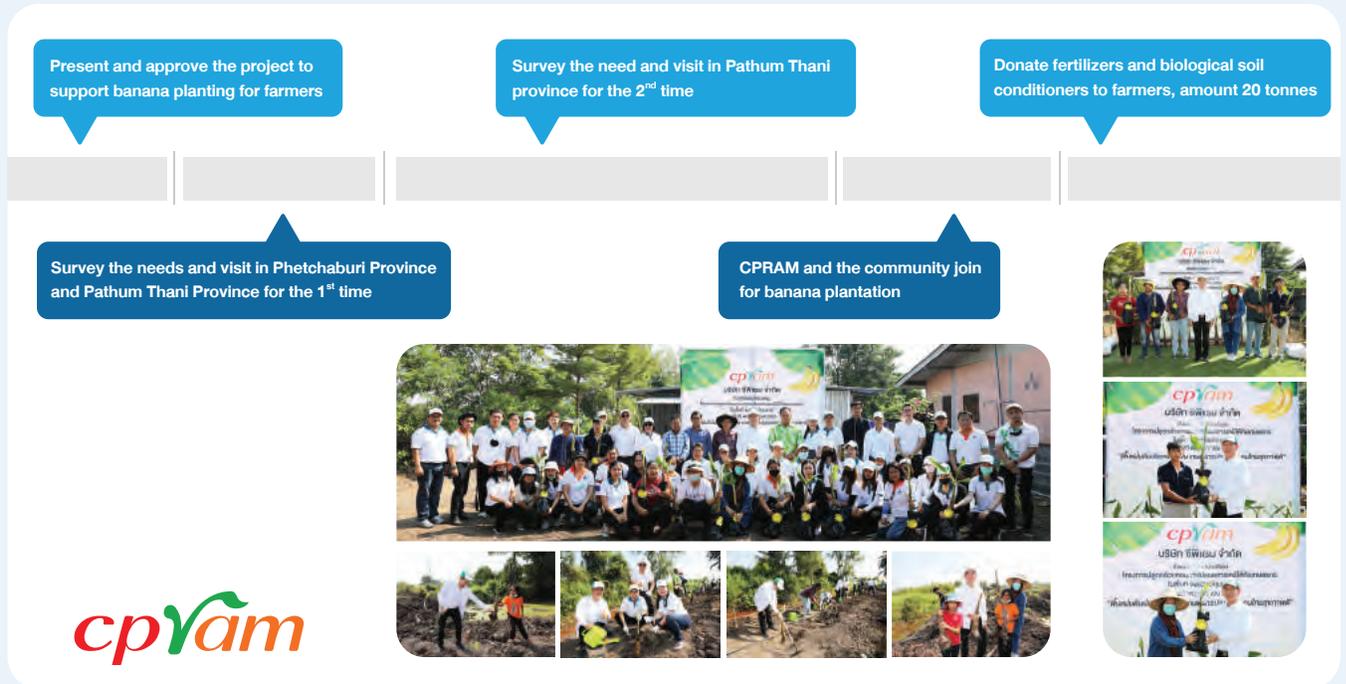
Programs to reduce GHG emissions

<p>5.1 Reduced transport distances through</p> 	<p>Agricultural Product Purchase at Source Project aims to source products locally and encourage crops to be farmed around the point of purchase vicinity in addition to delivery of goods to the nearest warehouse.</p> <p>Target group Farmers and packaging facilities</p> <p>Impact Established purchase locations in communities for over 10 suppliers throughout the country.</p>
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<p>5.2 Local products offerings in retail</p>  	<p>Community Product Support Project facilitates the One District One Product (OTOP) product sales at 7-Eleven stores through a special selection process for local products as follows:</p> <ul style="list-style-type: none"> Famous products within the province, products approved by the FDA and products with barcodes Selection of 5 7-Eleven stores to test sales Arrangement of products in the 7-Eleven stores and inclusion of appealing public relations media Tracking of product sales Upon fulfillment of criteria specified by the Company, the Company will continue to expand sales to 7-Eleven stores at the provincial level, regional level, and nationwide levels, respectively <p>Target group Community enterprises, SMEs</p> <p>Impact Supported over 72 community product items Supported 36 SMEs in community, distributed to 123 7-Eleven stores</p>
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Farmer Promotion and Support for Chemical-free Golden Banana Cultivation Project

CPRAM Co., Ltd. operates, manufactures, and distributes fresh bakery products, uses Golden Banana as the key agricultural raw material in the production of banana cake products. Natural disasters have impacted CPRAM’s key raw material supply and the resulting shortage ushered the proposal to jumpstart a 2 rai Golden Banana cultivation demonstration plot in Pathum Thani province. This initiative promotes the cultivation of Golden Bananas and generates income for farmers. The 2022 project plan envisions an expansion of over 10 rai which would yield over 10,000 tonnes of Golden Bananas.



Utmost Care to Product Quality and Safety CP ALL Plc.

Aspires 7-Eleven stores to enable satisfaction and respond to consumer needs through delivering products and services that are hygienic, safe, and reliable. Furthermore, food safety training courses were organized for employees as a measure to raise hygiene, product, and customer service standards. The organization’s food safety management system, which enables employees to provide a satisfying and safe experience for customers, takes charge of product standards and quality verification within 7-Eleven stores as follows:



Quality Store System Inspection (QSSI)

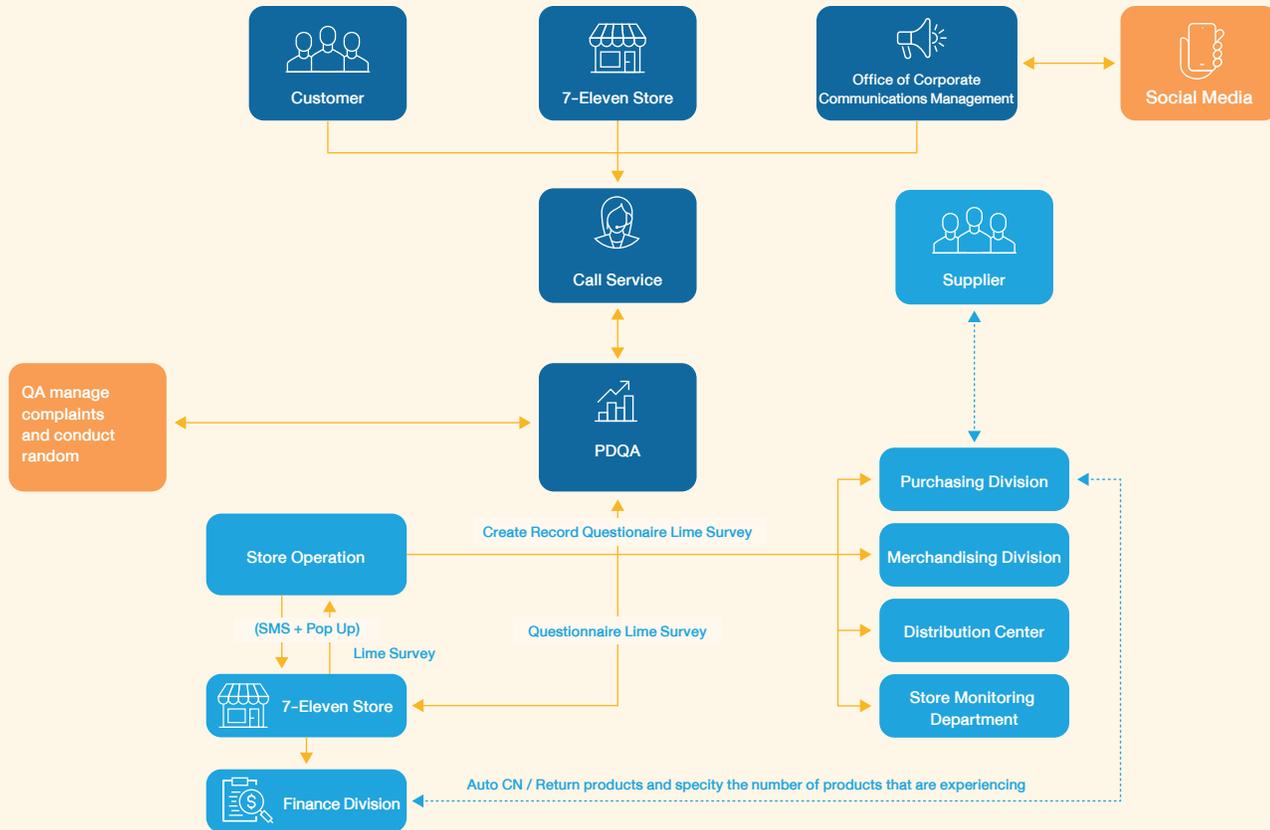
Inspects service management and product quality through requiring monthly reviews.



Quality Assurance (QA)

Define standards to improve quality in terms of products, services, quality management through random standards inspection, consideration for complaints, random inspections, and regulation implementation.

Product Recall Process



In 2021, the Company recorded a total of 8,196 complaints relating to non-standard products which resulted in the recall of non-standard products from a total of 93 complaints in addition to 8 recalls from the Bureau of Product Development and Quality Assurance random quality assessments.

Siam Makro Public Company Limited

As a combined result of the COVID-19 epidemic situation and ongoing animal epidemics in multiple provinces, consumers have become highly concerned when purchasing meat. Siam Makro Public Company Limited adheres to food safety management in accordance with international standards (ISO 22000:2018) throughout the supply chain with emphasis on the operating system's development within branches and distribution centers which corresponds to international recognized food safety standards. The aforementioned standards consist of product selection from sources certified as safe, procurement from accredited manufacturers, quality and safety verification

from ISO/IEC 17025 laboratories, shipping via temperature-controlled closed systems throughout the process, product source traceability, product distribution according to ISO 22000 : 2018 food safety management standards from farm to consumer, consideration for customer health and safety and all relevant key stakeholders. In 2021, the Company in conjunction with the Department of Livestock Development campaigned for awareness concerning safe and standardized meat purchase and consumption of cooked meat among consumers. In this regard, Makro upholds 7 intensive measures to inspect meat for safety retained in-branch consisting of



Products must maintain Department of Livestock Development certification standards for animal husbandry.



The manufacturing site must receive Ministry of Public Health food hygiene standards assessment certification.



Products must be laboratory certified under ISO 17025, which performs DNA level screening to confirm product authenticity, to confirm microbial and chemical safety.



The product traceability system utilizing Makro i-Trace QR code allows back tracing to source.



Storage and shipping processes are hygienically cleaned in accordance with international standards.



Participation in the Department of Livestock Development's e-Privilege Permit system to increase control efficiency for meat transportation prior to retail in Makro branches.



All Makro stores showcase the OK livestock mark signifying Department of Livestock Development good hygiene control standards for meat product safety.

In addition, Makro retails no less than 4,000 tonnes of oranges per annum from Thai farmers and therefore food safety related to oranges affect numerous consumer. As a safety measure, Makro has implemented the “Safe Oranges, Thai Smiles” project for the 6th consecutive year in collaboration with the Ministry of Agriculture and Cooperatives, Kasetsart University, and Maejo University to develop distributed Thai farmer oranges and maintain the highest consumption safety standards through the main processes as follows:



Provide knowledge in addition to site inspection to suggest appropriate cultivation safe insecticides usage to over 60 farmers, who collectively oversees over 20,000 rai of plantation land.



Develop orchards to meet Good Agricultural Practices (GAP) standards and recommend safe practices throughout various processes including stringent adherence to harvesting protocols relating to harvest time after usage of pesticides; orange orchards which have satisfied GAP standards total an area of 16,000 rai.



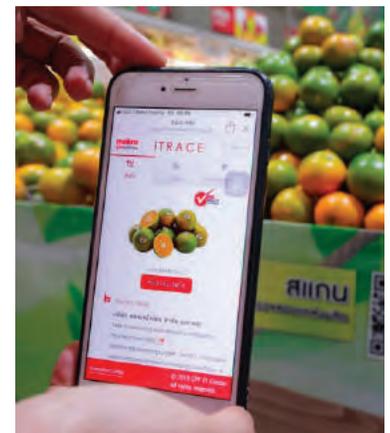
Encourage usage reduction of chemical pesticides through focusing on bio-based extracts from neem as an alternative.



Produce must undergo inspected for pesticide residues throughout the season via internationally certified ISO/IEC 17025 laboratory in tandem with higher frequency random product lot inspection prior to transport from orchard to distribution center.



Traceability is enabled through makro i-Trace QR code scanning enclosed within the package or visible as QR code at point of sales.



In addition, Siam Makro Public Company Limited places emphasis on food quality and safety throughout the supply chain while operating with good governance, transparency, and traceability principles. The Company focuses on quality control and safety standards from upstream to downstream processes, which affect consumers and produce confidence and safety, even amidst epidemic conditions inclusive of COVID-19 or AFS. This Company approach entails cooperation with government

organizations comprising of the Ministry of Agriculture and Cooperatives, Department of Disease Control, Ministry of Public Health and the Ministry of Commerce to develop a product inspection system throughout the process, ensure product safety and prevent consumers from epidemic risks.

The Company strives for sustainability development throughout the supply chain through advancing agricultural suppliers and food manufacturers with appropriate and safe production standards utilizing the Makro Initiative Accreditation (MIA) system, which enables online assessment and standards certification. This approach enables continued operations regardless of epidemic situation and enables operations with a network of 37 organizations within the People’s Sector Working Group, Food and Drug Administration and the Institute of Nutrition at Mahidol University in crafting healthy menus (Healthier Choice). Furthermore, the Company emphasized

consumer awareness of food and nutrition through Makro’s i-Trace traceability system QR Code displayed on product labels. This approach aims to ensure consumer attention to quality and safety.

Concurrently, the Company developed super food products (Super Food)* and quality products certified to international standards including healthy food standards, GMP standards, CODEX standards, HACCP standards, and ISO 22000 standards as a testament to the high food quality, safety, and full nutritional value consumers receive. Moreover, Siam Makro endeavours to increase employee and supplier networks knowledge and food expertise in both terms of quality and safety, in addition to packing and shipping procedures. This approach provides consumers with confidence in Siam Makro products and services whereby first-class experience and maximum satisfaction are assured.

Management of food quality and safety throughout Siam Makro's supply chain



* Super food is a food rich in nutrients inclusive of protein, vitamins, minerals and antioxidants, etc.

CPRAM Co., Ltd.

Established guidelines for raw material selection with stringent controls over product manufacturing through the development of efficient manufacturing systems, which adheres to relevant laws and satisfies international production process safety certifications including BRC standards, HACCP standards and GMP standards, etc., to ensure safe and reliable products for consumers.

Product traceability

Siam Makro Public Company Limited, a Company within the CP ALL Group, has continuously advanced product origin verification methods to promote product traceability and product origin determination. This approach ensures verified raw materials sourcing from appropriate origins and confirms the commodity or product was obtained without intrusion or legal violations including human rights and other international principle infringement. In this regard, Siam Makro developed a traceability system “Makro i-Trace”, a system enabling consumers to determine product origin via QR code displayed on product labels. Currently, over 15,000 products are trace enabled through the Makro iTrace system.

Animal welfare

Charoen Pokphand Foods Public Company Limited, as the Company’s main raw material supplier, is committed to operating its business with concern for animal welfare in addition to food quality and safety by stipulating policies and management guidelines highlighting animal welfare management excellence. Certification of products derived from animals from leading international institutions and organizations inclusive of the Business Benchmark on Farm Animal Welfare (BBFAW) shows the Company’s commitment to responsible product delivery and facilitates consumer confidence.





Stakeholder Engagement

The Company has developed sustainable growth because of CP ALL's desire for openness, sincerity, understanding of stakeholder expectations, and satisfactory fulfillment of the aforementioned key aspects. The resulting strengthened bonding ensures readiness and sentiment to achieve Sustainable Development Goal targets as one.

Supporting the SDGs



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

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

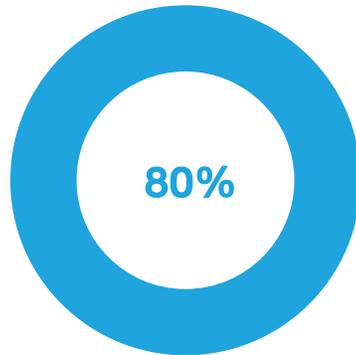
16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels

16.10 Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements



Stakeholder Engagement

2030 Goal



All key stakeholder group engagement level

Key Performance in 2021



No. 1 Best Managed Listed Company, Most Committed to Social Causes, and Best Investor Relations through FinanceAsia Asia's Best Companies 2021 insights analysis.



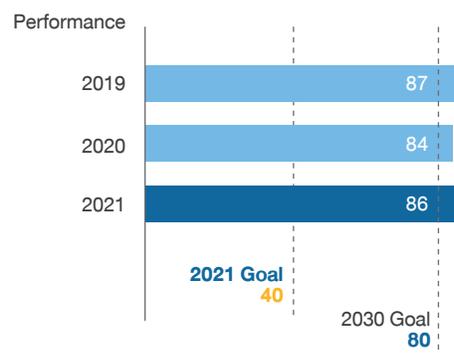
Received Outstanding Organization for Supporting Persons with Disabilities excellent level plaque for upholding organizational supports for disabled people's work continuously for 5 years by the Ministry of Social Development and Human Security (MD), Department of Promotion and Development of the Quality of Life of Persons with Disabilities.



CPRAM Company Limited received the Model Organization on Human Rights for 2021 in the large business organization category for outstanding operational performance with consideration for human rights, achieving good role model qualities as a pilot organization suitable for other organizations to aspire and develop to in terms of operational human rights principles presented by the Ministry of Justice, Department of Labor Protection and Welfare.

Progress against short-term and long-term goals

(Unit : %)



Remark : The level of stakeholder engagement as measured from stakeholders' perspectives towards CP ALL on the topic of credibility and trust, when comparing against peers, as conducted by external party

Key Progress in 2021



Review engagement level and indicators for stakeholder groups



Review key sustainability issues raised by stakeholders



Develop a stakeholder access strategy including various communication forms and channels

Risks and Opportunities

Positive bonds and stakeholder opinions towards the organization is vital in achieving the Company’s business goals, development, and sustainable growth. Effective stakeholder management will enable the Company to satisfy stakeholder expectations, provide stakeholder opportunities for participation and ideas presented on key issues of interest in a transparent and appropriate

manner. The integration of the mentioned approach into the decision-making and operational planning process in conjunction with corporate image risks reduction would translate to less business interruption and benefits toward all stakeholder groups in balanced comportment.

Management Approach

CP ALL Public Company Limited and its subsidiaries (“Company”) applied AA1000 SES standard principles as a framework and process to establish stakeholder engagement. In 2021, the Corporate Sustainability Development Subcommittee conducted a review that divided the stakeholder groups into 9 main groups as follows: 1) Employees and their families Business Partner consist of Landlord, Store Partner and Sub Area Employees and their families 2) Business Partner consist of Landlord, Store Partner and Sub Area 3) Shareholders and investors 4) Suppliers, intermediaries for goods and services delivery and trade creditors 5) Government sector 6) Customers 7) Society and community inclusive of vulnerable groups 8) Opinion leaders inclusive of media and non-governmental organizations (NGOs) and 9) Trademark licensors. Through a means to acknowledge stakeholders’ viewpoints, opinions and suggestions on company operations, various communication means including meetings, discussions, interviews, feedback and grievances receiving channels, consultations, communications through various reports, organizing activities or collaborative projects inclusive of satisfaction surveys comprising of the three dimensions of sustainability, namely economic, social and environmental



dimensions, have been established. Regardless of normal circumstances or critical situations, including the spread of COVID-19, which enables the Company to plan stakeholder expectation responses and value delivery efficiently, the Company prepares appropriate guidelines relating to the sustainability report.

Performance Summary 2021

The Company entered alliances with all sectors and supports operations through budget allocations to cover membership fees and/or project implementation costs, in addition to providing qualified Company personnel as advisors to various associations as follows:

<p>Chamber of Commerce and Board of Trade of Thailand 884,021 Baht</p>	<p>Department of Environmental Quality Promotion, Pollution Control Department of the Ministry of Natural Resources and Environment 300,000 Baht</p>	<p>Thai Retailer Association 80,416 Baht</p>	<p>Federation of Thai Industries 72,950 Baht</p>
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In addition, the Company has joined the cooperation network of national and international organizations to drive sustainable development goals, promote Company sustainability issues management through various operations including information exchanging, participation and commenting during standard drafting, co-planning, participation in joint projects and activities including evaluations and operations progress reporting as follows:

		Key sustainability issues														
		Good governance and anti-corruption	Respect and abide by human rights principles	Human capital development	Innovation and value creation	Responsible supply chain management	Social value creation and economic system support	Supporting education and lifelong learning	Promoting health and well-being	Access to safe food and water and good health	Stakeholder engagement	Climate change adaptation	Energy efficiency	Sustainable packaging management	Sustainable waste management	Protecting and restoring ecosystems and biodiversity
UN Global Compact (UNGC)		●	●									●			●	
CDP												●				
Global Compact Network Thailand (GCNT)		●	●									●			●	
Thai Institute of Directors (IOD)		●														
Collective Action Against Corruption (CAC)		●														
Chamber of Commerce and Board of Trade of Thailand							●									
CONNEX ED Foundation								●							●	●
Higher education network, Public vocational education network and Private vocational education network								●								
Thailand Carbon Neutral Network (TCNN)												●				
Network of the Ministry of Natural Resources and Environment														●		
Scholars of Sustenance Foundation (SOS) Thailand															●	
VV Share Foundation															●	
Thailand Environment Institute														●		

In 2021, the Company collaborated with associations and government agencies to support or drive implementations as follows:

Issue	Agency	Details and Participation	Support Amount
<p>Promoting capabilities development and resolving SME business difficulties during the COVID-19 pandemic situation</p>	<p>Chamber of Commerce and Board of Trade of Thailand</p>	<ul style="list-style-type: none"> • Chamber of Commerce and Board of Trade of Thailand, established with the objective as a central institution for coordinating trade and economic matters between the private sector and the government, offers the government opinions and suggestions regarding policies and measures to promote development and resolve business difficulties in addition to national economy and trade development. • The Company operates under the main objective of promoting, developing, and solving business difficulties, especially during the COVID-19 pandemic situation whereby SMEs are among the groups severely and directly affected. Therefore, the Company has jointly proceeded with the following projects: <ol style="list-style-type: none"> 1) Big Brother season 5 project, an initiative spearheaded by the private sector to assist fellow private sector companies to increase operational flexibility in operations while achieving goals. The Company’s SME mentorship role through the Coaching and Mentoring process entails providing advice, suggestions, business skills training in order to increase potential for competition, cost reduction, profits gain, and international expansion. to expand into foreign markets. 2) “HUG THAIS” project to stimulate spending by both Thais and foreign tourists into 3 product groups, namely food, tourism, and Thai products, through the concept of “Hug Dining, Hug Holidays, Hug Spending”, encompassing both elevating products and services to assist SMEs, organizing activities, and public relations to instill confidence and stimulate spending, issuing special coupons for participating provincial stores, commencing from the “HUG THAIS HUG PHUKET” project. 3) The Innovative Entrepreneur project is a special project (ad hoc) to promote and develop entrepreneur members’ potential through online channels involving Chamber of Commerce member consultations to prepare and adapt to current situations. 4) The 2x Points and ALL Online program provides support for Chamber of Commerce members and networks, including ALL Member Points 2, and includes special promotional benefits through both online and offline channels: 1. ALL Privilege in 7-Eleven application provides advertising and publicizing space for the entrepreneur’s products or stores free of charge, 2. ALL Deal and 3. Shop in Shop, supports SME member distribution channels. 5) Business Accelerator Program through Company provided self-assessment system elicits SME improvement opportunities through online platforms including training organization to increase SME potential upon self-assessment. 	<p>884,021 Baht</p>

Issue	Agency	Details and Participation	Support Amount
National policy on sustainable packaging management	Department of Environmental Quality Promotion, Pollution Control Department of the Ministry of Natural Resources and Environment	<ul style="list-style-type: none"> Department of Environmental Quality Promotion was established with the objective of promoting, disseminating, and publicizing to enable awareness and participation in matters relating to the environment, human resource development, participation process, and environmental networks to promote environmental quality. Pollution Control Department was established with the objective to manage, control, supervise and protect the environment from pollution. The Company supports the joint objective of fostering, managing and preserving a pollution-free environment through joining forces with the private sector and coordination with the Department of Environmental Quality Promotion and the Pollution Control Department Ministry of Natural Resources and Environment in initiating and collaborating on single-use of plastic bags, single-use plastics, waste sorting and other projects related to environmental issues, in addition to participating in the Public Private Partnership Plastic (PPP Plastic) team. This team, which was appointed by the Plastic Waste Management Committee, focuses on the development and utilization of plastic wastes to drive efforts in preventing and resolving plastic waste issues in Thailand and achieve concrete of results under the concept "Circular Economy". 	300,000 Baht

Remark: Budget information comprises of membership fee and or the cost of implementing the project

Operations for Stakeholder Engagement and Expectation Fulfilment

The Company defines different communication and participation formats for each stakeholder group as follows:



Customers

Stakeholder Participation Process	Stakeholder Expectation Examples	Company Responsive Guideline Examples
<ul style="list-style-type: none"> Receiving opinions through various channels such as <ul style="list-style-type: none"> 7-Eleven customer relations (Call Center) Tel. 0 2826 7744, 0 2711 7744 Website and online community 7-Eleven store Poll and customer interview 	<ul style="list-style-type: none"> SAVEQC <ul style="list-style-type: none"> Service through service minded staff and enthusiasm to assist Assortment of products Value through promotional media publicizing offering benefits and value Environment through shop conditions Quality through quality and freshness Cleanliness 	<ul style="list-style-type: none"> Customer Satisfaction Project with SAVEQC Signature service and greeting service project Develop products and services that satisfy quality and safety standards Improve product payment channels Facilitate a good in-store atmosphere

Stakeholder Participation Process	Stakeholder Expectation Examples	Company Responsive Guideline Examples
	<ul style="list-style-type: none"> • Customer personal data protection. 	<ul style="list-style-type: none"> • Establish policies and practices for personal data protection
	<ul style="list-style-type: none"> • Promote career and income improvement for SME farmers and small-scale entrepreneurs, including improving quality of life and reducing inequality for communities and society. 	<ul style="list-style-type: none"> • Support agricultural products, local community agricultural products, community products, community enterprise products or local products (OTOP)
	<ul style="list-style-type: none"> • Protect the environment and reduce global warming 	<ul style="list-style-type: none"> • Reduction and replacement projects • Waste sorting bin project
	<ul style="list-style-type: none"> • Develop and promote products and services with the aim to provide consumers and society with better health, nutrition, and well-being. 	<ul style="list-style-type: none"> • Eat Well, Live Well, Be Happy project • Community health center project • VG for Love Project • Health product development project
	<ul style="list-style-type: none"> • Conduct business through transparency and good corporate governance principles. 	<ul style="list-style-type: none"> • Communicate and provide information regarding nutrition, product usage including nutrition, energy, fat, sugar and sodium labels (GDA)
	<ul style="list-style-type: none"> • Respect for human rights and fair worker treatment, customer safety and health assurance from Company product and in-store service usage. 	<ul style="list-style-type: none"> • Develop products and services that satisfy both local and international quality and safety standards • Shop standard inspection and recall the product in case the product is found to be non-standard
	<div style="text-align: center;">  Guidelines for Operations During the COVID-19 Pandemic Situation </div>	
	<ul style="list-style-type: none"> • Access to daily life consumer products and essentials 	<ul style="list-style-type: none"> • Filling and Worthy Project provides customers access to food at reasonable prices during a crisis
	<ul style="list-style-type: none"> • Safety and hygiene throughout the good and service purchase process 	<ul style="list-style-type: none"> • Establish preventive measures and strengthen customer confidence through communication • Providing services through online-offline O2O platforms including ALL Online, 7Delivery (home delivery) and vending machines • Increase payment convenience from cash to cashless options



Suppliers, Intermediaries for Goods and Services Delivery and Trade Creditors

Stakeholder Participation Process	Stakeholder Expectation Examples	Company Responsive Guideline Examples
<p>Suppliers, intermediaries for goods and services delivery</p> <ul style="list-style-type: none"> • Conducting supplier satisfaction survey annually • Organizing meetings, seminars and declaring organizational policy direction • Visiting partners ready to listen to opinions or complaints • Joint innovation project • Performance appraisal consulting and potential development • Organizing seminars to disseminate knowledge with all partner groups regarding sustainable development • Supplier Relations Call Center 0 2826 7771 	<ul style="list-style-type: none"> • Business operations that satisfy expectations and enable stakeholder engagement 	<ul style="list-style-type: none"> • Joint business plan implementation with key suppliers annually to determine guidelines for continuous and sustainable business growth • Listening to opinions from all partner groups to develop and improve collaborative process
	<ul style="list-style-type: none"> • Conduct business through transparency and good corporate governance principles including anti-corruption measures 	<ul style="list-style-type: none"> • Determine and announce corporate governance policy • Communication regarding good governance practices, guidelines and business ethics to all supplier groups • Projects to promote, educate and support SMEs and contractor groups in joining the declaration of intention in the fight against corruption alongside the Institute of the Coalition Against Corruption of the Thai private sector
	<ul style="list-style-type: none"> • Promote career and income improvement for SME farmers and small-scale entrepreneurs, including improving quality of life and reducing inequality for communities and society 	<ul style="list-style-type: none"> • Community product selection and co-developing project for retail in 7-Eleven stores • True SME friends project provides sales channels, knowledge, and supports management and investment. • The project "Promote entrepreneurs in community enterprises and small enterprises" in CP ALL Market. • Farmer's produce purchase project
	<ul style="list-style-type: none"> • Develop and promote products and services with the aim to provide consumers and society with better health, nutrition, and well-being. 	<ul style="list-style-type: none"> • Eat Well, Live Well, Be Happy Project • Community health center project • VG for Love Project • Health product development project with suppliers (Private Brand)
	<ul style="list-style-type: none"> • Responsible supply chain management 	<ul style="list-style-type: none"> • Establish a sustainable sourcing policy and guidelines for business partners and appoint a product selection committee; encourage suppliers to become aware of social and environmental responsibility • Develop supplier audit requirements based on sustainable sourcing policies, including ethics and supplier guidelines • Support and raise supplier standards in environmental protection, prevent various pollution and reduce potential impact towards surrounding communities

Stakeholder Participation Process	Stakeholder Expectation Examples	Company Responsive Guideline Examples
	<ul style="list-style-type: none"> Climate change management, environmental protection, and reduce global warming 	<ul style="list-style-type: none"> Environmentally friendly packaging development project Energy efficiency upgrade project Renewable energy proportion increase project Electric delivery vehicle proportion increase within the transportation system project
<p>Trade creditors</p> <ul style="list-style-type: none"> Meetings upon request 	<ul style="list-style-type: none"> Punctual debt payment 	<ul style="list-style-type: none"> In processing creditor payments, both through recurring or credit semester payments, should satisfy stipulated conditions and adhere to principles of accuracy, transparency, and punctuality. In an event where the aforementioned conditions are not satisfied, the respective agency will be notified and followed by direct communication with creditors
 Guidelines for Operations During the COVID-19 Pandemic Situation		
	<ul style="list-style-type: none"> Flexibility in goods delivery 	<ul style="list-style-type: none"> Joint planning with suppliers in inventory management and significantly increase product safety measures Regular follow-up of news regarding the COVID-19 pandemic situation Determine rules and procedures for goods delivery according to guidelines to prevent the spread of COVID-19 Facilitate appropriate delivery of goods and services from suppliers according to the situation
	<ul style="list-style-type: none"> Measures for assistance during the COVID-19 pandemic situation 	<ul style="list-style-type: none"> Reduce credit semester Support supplier potential Bridge for suppliers in accessing funding sources



Society and community

Stakeholder Participation Process	Stakeholder Expectation Examples	Company Responsive Guideline Examples
<ul style="list-style-type: none"> Receive opinions through various channels such as <ul style="list-style-type: none"> 7-Eleven customer relations (Call Center) Tel. 0 2826 7744, 0 2711 7744 Website and online community 7-Eleven store Opinion box in front of subdistrict administrative organization and distribution center 	<ul style="list-style-type: none"> Promote career and income improvement for SME farmers and small-scale entrepreneurs, including improving quality of life and reducing inequality for communities and society 	<ul style="list-style-type: none"> Provide knowledge through training and see work on the cultivation process including good agricultural practices Increase distribution channels for products from small producers in communities through various projects including the Golden Banana Project, alongside Thai Farmers Project and Farmers for Life Project "Thais Together" Project
<ul style="list-style-type: none"> Conduct annual stakeholder credibility and trust survey Quarterly visits to distribution centers communities 	<ul style="list-style-type: none"> Conduct business through transparency and good corporate governance principles including anti-corruption measures 	<ul style="list-style-type: none"> Determine and announce corporate governance policy Communication regarding good governance practices, guidelines and business ethics to all supplier groups Project to promote, educate, and support SMEs and contractor groups to announce intention to apply for CAC membership
<ul style="list-style-type: none"> Conduct community relations activities within the respective community surrounding the factory and 7-Eleven stores during festivals or annual community events Placards and public relations media 	<ul style="list-style-type: none"> Climate change management, environmental protection, and reduce global warming 	<ul style="list-style-type: none"> Waste management projects including seedling without bins project, food waste management project, recycling for sharing magic box project, and plastic water bottle into PPE sets project We Grow for ALL project
	<ul style="list-style-type: none"> Develop and promote products and services with the aim to provide consumers and society with better health, nutrition and well-being. 	<ul style="list-style-type: none"> Eat Well, Live Well, Be Happy Project Community health center project VG for Love Project Health product development project with suppliers (Private Brand)
	<ul style="list-style-type: none"> Respect for human rights and fair worker treatment, customer safety and health assurance from Company product and in-store service usage 	<ul style="list-style-type: none"> Develop products and services that satisfy both local and international quality and safety standards Shop standard inspection and recall the product in case the product is found to be non-standard Employment of local workforce and local contractors
	<ul style="list-style-type: none"> Supporting access to education for the underprivileged, providing knowledge and developing professional skills 	<ul style="list-style-type: none"> Return good people to society scholarship program Connect Future of Education Project
 Guidelines for Operations During the COVID-19 Pandemic Situation		
	<ul style="list-style-type: none"> Products necessary for consumption maintain normal prices Knowledge in conducting operations during the spread of COVID-19 Supporting equipment to prevent the spread of COVID-19, including masks, alcohol, etc. Community employment during crisis situations 	<ul style="list-style-type: none"> "Thais Together" Project has donated medical equipment inclusive of PPE suits and surgical masks, in addition to food and water to people isolating, COVID-19 patients, hospital staff, government agencies, society and community. Pan Im Kitchen Project Community employment



Employees and their Families

Stakeholder Participation Process	Stakeholder Expectation Examples	Company Responsive Guideline Examples
<ul style="list-style-type: none"> • Two-way Communication including <ul style="list-style-type: none"> - Seminars for employees at different levels such as Team Power, Get Together, etc. - Visiting stores, offices and distribution centers • One-Way Communication, intranet system, internal journals, daily news reporting via digital channels such as CP ALL Connect • Receiving opinions and receiving complaints through various channels such as <ul style="list-style-type: none"> - Bell ringing channels 570 times - Channels for receiving complaints such as electronic mail, post offices, information centers, Company online media, etc. 	<ul style="list-style-type: none"> • Capacity development and job advancement 	<ul style="list-style-type: none"> • Adopting human rights as a guideline for employees in promoting equal opportunity and diversity • Leadership preparation and development • Training appropriate skills and interests • Continuous development of capability and retention of talent and good employees, such as the Career Advancement System Improvement Project, productivity program (Productivity Improvement Program) CP ALL Young Challenger project for new generation employees, and development of high potential employees (Talent Management) • Improvement of performance management system (ALL Perform)
	<ul style="list-style-type: none"> • Health promotion and work-related stress management 	<ul style="list-style-type: none"> • Health for ALL project • Ergonomic risk reduction and stress management programs such as stretching and disease reduction project, Health Center welfare room project (physiotherapy), and volunteer coaching project.
	<ul style="list-style-type: none"> • Having a good working environment 	<ul style="list-style-type: none"> • Security risk assessment and determine risk management measures • Encouraging establishments to operate in accordance with labor standards in addition to ushering forward good labor practices
	<ul style="list-style-type: none"> • Conduct business through transparency and good corporate governance principles including anti-corruption measures 	<ul style="list-style-type: none"> • Project to create new leaders in good governance, Mister & Miss Good Governance • 2021 Corporate Governance Survey of Thai Listed Companies Project • Project to communicate knowledge and create awareness campaign activities.

Stakeholder Participation Process	Stakeholder Expectation Examples	Company Responsive Guideline Examples
<ul style="list-style-type: none"> Annual satisfaction and engagement survey Store manager level employee happiness survey Participation through innovation presentation platforms, contests, risk identification and assessment The operation of the Company's Welfare Committee oversees 100% of employees 	<ul style="list-style-type: none"> Environmental protection and reduce global warming 	<ul style="list-style-type: none"> Employee shirt from plastic bottles project Energy efficiency improvement projects in 7-Eleven stores, distribution centers and factories "WE GROW for ALL; We grow for everyone" project Food Waste Management on Koh Samui and Koh Phangan Environmentally friendly packaging project within the island area
	<ul style="list-style-type: none"> Promote career and income improvement for SME farmers and small-scale entrepreneurs, including improving quality of life and reducing inequality for communities and society 	<ul style="list-style-type: none"> The project "Promote entrepreneurs in community enterprises and small enterprises" in CP ALL Market. True Friends Project for SMEs, providing sales channels, providing knowledge and support "SME Shelf & Logo" purchase stimulation project Farmers for Life Project Alongside Thai Farmers Project
	<ul style="list-style-type: none"> Innovations are developed for customers, society, and organizational improvements granting flexibility to keep up with the global developments 	<ul style="list-style-type: none"> Develop Online to Offline (O2O) business platform Food Innovation Research and Development Center Develop service innovation Close Innovation project Productivity program VG for Love project
 Guidelines for Operations During the COVID-19 Pandemic Situation		
	<ul style="list-style-type: none"> Employee health and safety 	<ul style="list-style-type: none"> Flexible working format Establish working group for employee care throughout the COVID-19 situation, communicate and provide knowledge regarding COVID-19 precautions Establish hotline: Tel. 0 2826 7919 Determine preventive measures, screening for high-risk groups, patient care, provide supporting equipment to prevent the spread of COVID-19, inclusive of masks, ethanol, etc., as well as promoting access to vaccines Employee impact mitigation program to assist with living expenses Volunteer advisor project to provide advice and emotional support Driving and road safety promotion for 7-Eleven employees project



Opinion Leaders Inclusive of Media and Non-governmental Organizations (NGOs)

Stakeholder Participation Process	Stakeholder Expectation Examples	Company Responsive Guideline Examples
<ul style="list-style-type: none"> Receive and exchange viewpoints through discussion and collaboration forums inclusive of participating in various activities 	<ul style="list-style-type: none"> Promote economic opportunities in grassroots agricultural group 	<ul style="list-style-type: none"> Support the development of farmers' potential for production and distribution of products in demand in conjunction with civil society organizations such as the Agricultural Potential Development Project Support distribution of produce to local markets in conjunction with civil society organizations
<ul style="list-style-type: none"> Support the organization's activities or projects on issues pertaining to the sharing and creating opportunities framework and company sustainability goals 	<ul style="list-style-type: none"> Creating and developing initiatives present within society with further application to enable mutual benefits throughout the supply chain Communicate and become a component of daily life for the new generation in addition to comprehensively accessing the new generation 	<ul style="list-style-type: none"> Develop knowledge providing projects to develop products within communities with the aim of raising community and farmer group well-being
<ul style="list-style-type: none"> Foster good relationships through meetings, discussions, and continuous news and information exchanges 	<ul style="list-style-type: none"> Environmental protection and restoration and promote sustainable environmental solutions 	<ul style="list-style-type: none"> Support waste management projects with civil society organizations and social and community business organizations including the Food Waste Management project, etc.
<ul style="list-style-type: none"> Support and participate in media activities inclusive of CSR activities anniversary and training courses regarding media professions 	<ul style="list-style-type: none"> Respect for human rights and fair worker treatment 	<ul style="list-style-type: none"> Encouraging establishments to operate in accordance with labor standards in addition to ushering forward good labor practices
<ul style="list-style-type: none"> Annual media promotion program 	<ul style="list-style-type: none"> Respect for human rights and fair worker treatment 	<ul style="list-style-type: none"> Adopting human rights as a guideline for employees in promoting equal opportunity and diversity
<ul style="list-style-type: none"> - Best Digital News of the Year Award 	<ul style="list-style-type: none"> Green packaging 	<ul style="list-style-type: none"> Declaration of packaging policy encompassing consideration for design processing, packaging options, and various processes throughout the product life cycle (Product Life Cycle) under the 7 Go Green strategy in accordance with the "Green Packaging Management" guidelines. This program aims to develop sustainable packaging through the concept of "reduce and replace" for packaging materials.
<ul style="list-style-type: none"> - Thailand Good People Award for Social Media Creation 	<ul style="list-style-type: none"> Management of plastic packaging to allow recyclability and reuse for maximum efficiency 	<ul style="list-style-type: none"> "Smart Trash" (Circular Bin) Project under the 7 Go Green Policy launch with Influencers to launch the project.
<ul style="list-style-type: none"> - "Anti-Corruption Awards 2021" Promote Anti-Corruption in 2021 	<ul style="list-style-type: none"> Conduct business through transparency and good corporate governance principles including anti-corruption measures 	<ul style="list-style-type: none"> Determine corporate governance policy and strict policy adherence
	<ul style="list-style-type: none"> Granting shareholders equity in addition to maintaining shareholder and investor interests 	<ul style="list-style-type: none"> Communicating accurate information through all organization and employee media channels, including social media, mass media, online media and online channels
	<ul style="list-style-type: none"> Facilitating understanding and reducing conflicts with community areas through social media for proper disclosure of information 	

Stakeholder Participation Process	Stakeholder Expectation Examples	Company Responsive Guideline Examples
<ul style="list-style-type: none"> Interviews and media information provisions Co Project with Media / Influencer project inclusive of media for community and society support during the floods in various areas Media team participation in public activities project Awareness through social media In-depth interview and group discussion, media team visits to SME and farmer business operation site Knowledge sharing through social media trends seminars 	<ul style="list-style-type: none"> Product quality 	<ul style="list-style-type: none"> Selection and development of health products
	<ul style="list-style-type: none"> Innovations to facilitate payment 	<ul style="list-style-type: none"> Development of online commerce linking a variety of transport systems, various payment methods and easier access to consumer products
	<ul style="list-style-type: none"> Improvement and recovery of positive organizational image 	<ul style="list-style-type: none"> Communication through all media channels, including social media and online media in addition to establishing good relationships with all stakeholder groups
	<ul style="list-style-type: none"> Improve organizational operation system to satisfy contemporary global needs 	<ul style="list-style-type: none"> Organizational culture transformation Using digital technology to improve work processes including O2O, IT Platform, and Artificial Intelligence (AI)
	<ul style="list-style-type: none"> Good quality service 	<ul style="list-style-type: none"> Perpetual improvement of services
 Guidelines for Operations During the COVID-19 Pandemic Situation		
	<ul style="list-style-type: none"> Knowledge in conducting operations during the spread of COVID-19 Support/ assist affected communities and groups Support equipment to prevent the spread of COVID-19 project 	<ul style="list-style-type: none"> Knowledge in conducting operations during the spread of COVID-19 Disseminate information regarding the support equipment to prevent the spread of COVID-19 project Joint collaboration project with civil society organizations, Health Volunteer Network (MOS), and Labor Volunteer Network, to provide consumer goods in occupational groups and communities directly affected, inclusive of taxi drivers, motorbikes drivers, vendors and hawkers Support civil society organizations in project to provide basic consumables and medical equipment for children and parents with brain and mobility related disabilities
	<ul style="list-style-type: none"> Cooperation in communicating and disclosing related COVID-19 cases Knowledge of precautionary measures during the COVID-19 pandemic situation on social media channels Safety standards in 7-Eleven stores 	<ul style="list-style-type: none"> Disseminate guidelines for preventing the spread of COVID-19 through all media channels, including social media, mass media and online media Cooperation in communicating and disclosing related COVID-19 cases Communication regarding standardized services, emphasize customer and employee safety



The Government Sector Encompassing both National and Local Agencies

Stakeholder Participation Process	Stakeholder Expectation Examples	Company Responsive Guideline Examples
<ul style="list-style-type: none"> Supporting efforts and provided cooperation in 71 projects with the Department of Internal Trade Food and Drug Administration (FDA), Bureau of Health, Office of the Environment and 50 district offices in the Bangkok area Providing suggestions and establishing good relationships with government agencies openly 72 times Contacting and coordinating government services and receiving business visits Participating in the development and utilization of plastic waste in conjunction with the National Environment Board through the "Circular Economy" project 	<ul style="list-style-type: none"> Strict compliance with relevant laws and regulations 	<ul style="list-style-type: none"> Study, facilitate comprehension regarding applicable laws and regulations within the area or local laws including application towards business operations Comply with applicable laws or regulations
	<ul style="list-style-type: none"> Becoming a role model for businesses to demonstrate their social and environmental responsibility 	<ul style="list-style-type: none"> Presenting perspectives through associations and formation of various trade groups Support initial assessment by government and related sectors regarding sustainability development groups
	<ul style="list-style-type: none"> Fair business practices with suppliers 	<ul style="list-style-type: none"> Clearly formulate a policy on related party transactions and conflicts of interest prevention
	<ul style="list-style-type: none"> Develop and promote products and services with the aim to provide consumers and society with better health, nutrition, and well-being 	<ul style="list-style-type: none"> Development and healthy products selection project for products with added or reduced or without specified nutrients as required by law or accepted standards Nutrition value labeling
	<ul style="list-style-type: none"> Environmental protection and reduce global warming 	<ul style="list-style-type: none"> Energy efficiency improvement projects at 7-Eleven stores, distribution centers, and factories Food Waste Management on Koh Samui and Koh Phangan
	<ul style="list-style-type: none"> Management of plastic packaging to allow recyclability and reuse for maximum efficiency 	<ul style="list-style-type: none"> Sustainable packaging management programs, including the "Reduction and Replacement" project, the Waste Sorting Bin Project, the Thai Empowerment Project to stop plastic bags usage
	<ul style="list-style-type: none"> Promote career and income improvement for SME farmers and small-scale entrepreneurs, including improving quality of life and reducing inequality for communities and society 	<ul style="list-style-type: none"> Farmer's produce purchase project Business Accelerator project Big Brother Season 5 project Community product entrepreneur's development project
<div style="text-align: center;">  <h3>Guidelines for Operations During the COVID-19 Pandemic Situation</h3> </div>		
	<ul style="list-style-type: none"> Cooperation with the government sector in disclosing COVID-19 cases Strictly comply with government measures Determine measures to prevent the spread of COVID-19 and correct preventative procedures Assist suppliers in business operations amidst crisis situations Correct management of infectious waste such as used masks No product hoarding 	<ul style="list-style-type: none"> Cooperate and properly abide by government policies including following up on policies and practices that are published regularly Internal audit of government policy compliance Control appropriate goods prices as specified by the government Encourage suppliers to properly comply with government policies and practices



Business Partner consist of Landlord, Store Partner and Sub Area

Stakeholder Participation Process	Stakeholder Expectation Examples	Company Responsive Guideline Examples
Landlord <ul style="list-style-type: none"> • Communication and grievances channels • Providing information and receiving grievances through the complaint handling unit Call Center 305 times • Annual satisfaction survey • Public dissemination of news via SMS and e-mail • Visit venue owners at least once a quarter • Send SMS greetings on various occasions • Send SMS to notify you of the advance rental fee • Send SMS to inform date of land and building tax payment receipt • Linking 7-Eleven Application to provide services to residents in each real estate project (Delivery & All Online) • Providing gifts during the New Year • Support various activities 	<ul style="list-style-type: none"> • Continuing business cooperation according to good governance principles • Receive cooperation and resolve issue quickly 	<ul style="list-style-type: none"> • There is a system to monitor, follow up and resolve complaints • Elevate the survey of lessors satisfaction with the Company
	<ul style="list-style-type: none"> • Public relations and clarification of the Company policy news 	<ul style="list-style-type: none"> • Visit venue owners at least once a quarter to strengthen relationships • Publicly disseminate news via SMS and e-mail • Support venue owner activities inclusive of special groups and strategic partners
	<ul style="list-style-type: none"> • Promptly receive rent 	<ul style="list-style-type: none"> • Establish system to promptly pay rent
	<ul style="list-style-type: none"> • Uphold proper maintenance of rental property both during the lease term and prior to contract termination 	<ul style="list-style-type: none"> • Determine measure to maintain rental property and surrounding environment
	 Guidelines for Operations During the COVID-19 Pandemic Situation	
	<ul style="list-style-type: none"> • There are no issues with rent, including late rent payment • Management of infectious waste including masks in the store 	<ul style="list-style-type: none"> • Establish measures and management of prompt rent payment to strengthen confidence with rental property owners • Establish measures to manage infectious waste in the store

Stakeholder Participation Process	Stakeholder Expectation Examples	Company Responsive Guideline Examples
<p>Store Partner</p> <ul style="list-style-type: none"> • Annual engagement survey • Communication and grievances channels • Providing information and receiving grievances through Call Center 1,025 times • Quarterly satisfaction survey via website • Monthly journal • SBP MALL website channel • CP ALL Connect channel • Meetings, seminars, and activities • Announcement of the Company policies and directions to store partners 	<ul style="list-style-type: none"> • Fair treatment in accordance with good governance and business ethics 	<ul style="list-style-type: none"> • Communicating good governance guidelines and practices and business ethics
	<ul style="list-style-type: none"> • Promotion of competitiveness and business management 	<ul style="list-style-type: none"> • Promotion, supervision and training of business operators to increase management ability • Product cost management and operations • Developing a variety of products to satisfy market needs
	<ul style="list-style-type: none"> • Public dissemination of clarification regarding Company news and policies 	<ul style="list-style-type: none"> • Sharing of information and press release
	<ul style="list-style-type: none"> • Business stability, business expansion, and continuous joint business operations 	<ul style="list-style-type: none"> • Supporting store partners in terms of business succession to enable business operations sustainability
	<ul style="list-style-type: none"> • Innovations are developed for customers, society, and organizational improvements granting flexibility to keep up with the global developments 	<ul style="list-style-type: none"> • Online to Offline (O2O) platform development • 7-Eleven stores ordering technology project
	<ul style="list-style-type: none"> • Develop and promote products and services with the aim to provide consumers and society with better health, nutrition, and well-being. 	<ul style="list-style-type: none"> • Eat Well, Live Well, Be Happy Project • Community health center project • VG for Love Project • Health product development project with suppliers (Private Brand)
	<ul style="list-style-type: none"> • Environmental protection and reduce global warming 	<ul style="list-style-type: none"> • Packaging development program through the concept of “reduce and replace” packaging materials usage • Reduce single-use plastics usage • Waste Sorting Bin Project
	<div style="text-align: center;">  <h3>Guidelines for Operations During the COVID-19 Pandemic Situation</h3> </div>	
<ul style="list-style-type: none"> • Provide support in various areas including finance and employee operations • Knowledge in conducting operations during the spread of COVID-19 • Communicating, disseminating public news relating expedited thr Company assistance measures 	<ul style="list-style-type: none"> • The Company assists with supporting expenses incurred due to COVID-19 spread prevention measures, inclusive of branch cleaning fees, and expenses for consumables according to preventive measures • Let store partners borrow cash as collateral to enhance liquidity to enable business continuously • Flexible measures, including delaying or exempting Company bills and shop contract extension in the event of temporarily store closed • Provide assistance to store partners with the provision of important information or documents • Press release communication and the Company encouragement • Service innovations that respond to consumer behavior such as financial services 	



Shareholders and investors

Stakeholder Participation Process	Stakeholder Expectation Examples	Company Responsive Guideline Examples	
<ul style="list-style-type: none"> Quarterly briefing of operating results to analysts (Analysis Meeting) Annual General Meeting of Shareholders Financial statements Form 56-1 One Report, Annual Report Sustainability report Prospectus, documents, information media Communicate information through various channels including website, telephone, e-mail, fax, and letter Roadshow activities both domestic and international Field visits to shops, the Company factories and warehouses An independent third-party assessment to reflect the Company as quality securities, with value and sustainability both nationally and globally, such as IOD, Thai Investors Association, SET, DJSI, FTSE Russell Providing information to the Credit Rating Agency to assess the credit rating of the Company's debentures. 	<ul style="list-style-type: none"> Business performance and growth 	<ul style="list-style-type: none"> Manage business growth, reduce risks and increase transparency 	
	<ul style="list-style-type: none"> Operational transparency, image Disclosure and acceptance from society 	<ul style="list-style-type: none"> Listen to opinions from shareholders and investors to be taken into consideration in determining the Company's strategy and operating guidelines Clearly formulate a policy on related party transactions and prevent conflicts of interest 	
	<ul style="list-style-type: none"> Good corporate governance and taking into account minority shareholder interests 	<ul style="list-style-type: none"> Determine corporate governance policy and strict policy adherence Granting shareholders equity in addition to maintaining shareholder and investor interests 	
	<ul style="list-style-type: none"> Received excellent supervision status through assessment by the IOD and the Thai Investors Promotion Institute. Selected as the national and global leading member through assessment by sustainable stock lists including DJSI and FTSE4 Good Index 	<ul style="list-style-type: none"> Upgrade and increase operational efficiency in accordance with good governance principles Amendments to the charter, policies and practices related to corporate governance, anti-corruption, sustainability, environment, and society in line with international standards 	
	<ul style="list-style-type: none"> The Company's securities are in market demand, traded on the secondary market in addition to securities value in the secondary market reflecting a fair price at a minimum 	<ul style="list-style-type: none"> Established an investment relations unit responsible for providing information to both Thai and foreign investors and analysts. The analysis is written so that the Company's securities are always in market demand. 	
	<ul style="list-style-type: none"> Conduct business responsibly according to Sustainable Development Guidelines encompassing environmental, social and governance (ESG) issues 	<ul style="list-style-type: none"> Determining sustainability guidelines, goals, metrics and program framework 	
	 Guidelines for Operations During the COVID-19 Pandemic Situation		
	<ul style="list-style-type: none"> Establish measures and communicating transparently during the COVID-19 pandemic situation Measures for attendee safety and health during the COVID-19 pandemic situation 	<ul style="list-style-type: none"> Develop and communicate measures and operating results to shareholders regularly and transparently Determine measures and guidelines for attending shareholders' meetings in accordance with prevention recommendations from the Department of Disease Control, Ministry of Public Health. 	



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Stakeholder Participation Process	Stakeholder Expectation Examples	Company Responsive Guideline Examples
<ul style="list-style-type: none"> • Meetings when requested • Publications, letters, information media 	<ul style="list-style-type: none"> • Strictly abide by contracts and relevant conditions 	<ul style="list-style-type: none"> • Comply with conditions stipulated in preliminary contracts from respective agencies, maintain accuracy through supervision from legal department • Pay royalties within the period specified in the contract • Create positive brand image and consistently maintain good trademark reputation • Establish good business relations, support activities and various assistance with trademark licensors such as the ESG Forum
	<div style="text-align: center;">  Guidelines for Operations During the COVID-19 Pandemic Situation </div>	
	<ul style="list-style-type: none"> • No tarnishing news regarding the COVID-19 outbreak • The Company's operating results were within control levels during the COVID-19 pandemic 	<ul style="list-style-type: none"> • Establish measures to prevent the spread of COVID-19 which enables good preventative results in order to grant licensors trust in trademark usage





HOME



Smart usage,
astute conservation
Safeguarding
the environment
For unpolluted air
For our sustainable
world



Climate
Resilience



Energy
Efficiency



Sustainable Packaging
Management



Sustainable Waste
Management



Ecosystem
and Biodiversity Protection



Climate Resilience

CP ALL is serious regarding tackling climate change and maintains this issue as a significant mission and a global challenge. The 7 Go Green strategy, an important cog that continues to drive and increase the degree of emphasis for participation, aims for greenhouse gas emission reduction from business operations and ensure environmental sustainability.

Supporting the SDGs



SDG12 Ensure sustainable consumption and production patterns

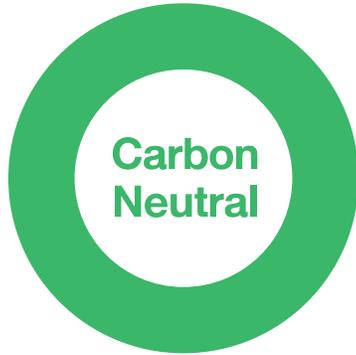
12.2 Achieve the sustainable management and efficient use of natural resources

SDG13 Take urgent action to combat climate change and its impacts

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

Climate Resilience

2030 Goal



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

Key Performance in 2021



GHG emissions reduction and offset of **398,447** tCO₂e or equivalent to sustainably planting **9,266,219** trees



Registration and certification from the Thailand Greenhouse Gas Management Organization (Public Organization) on GHG emissions reduction for the solar rooftop project at distribution centers of CP ALL Plc. and Siam Makro Plc.



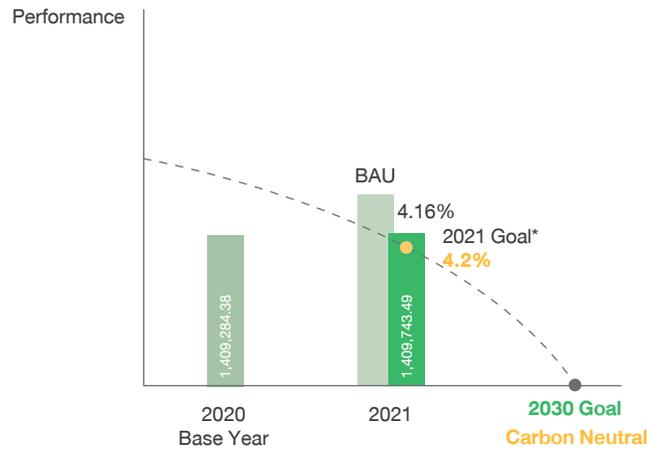
Level B rating from the Carbon Disclosure Project (CDP) or equivalent to Management Level



An "Excellence" level award from the Low Carbon and Sustainable Business Index (LCSI) Program

Progress against short-term and long-term goals

(Unit : %)



Remark: The goal for the reduction of GHG emissions is compared to business as usual (BAU).

Key Progress in 2021



Ongoing Carbon Disclosure Project (CDP) to disclose climate change data



Participation in the Low Carbon and Sustainable Business Index (LCSI) Program



Participation in the Thailand Voluntary Emission Reduction (T-VER) Program



Risk assessment on climate chain based on the reporting framework of the Task Force on Climate-Related Financial Disclosures (TCFD)



Built engagement with store partners and customers to reduce environmental impact

Risks and Opportunities

Bringing together countries to join forces and drive countermeasures against climate change, a particular meeting of multilateral agreements would become known as another event of global significance, called the Conference of Parties (COP26) and was held in Glasgow, Scotland. At this conference, each country signed an agreement to collectively help reduce GHG emissions in order to control or reduce the global temperatures rise to below 2 degrees Celsius. If taken into effect, this agreement would drastically shape each country's effort in combating climate change. Thailand is one of the top listing countries that is at risk of a climate change crisis, in specific, an eminent threat toward access to food, clean water and pure air that

will lead to degradation of the ecosystem and may trigger conflict in the future. Additionally, added pressure from the demands of the private sectors is forcing the public sectors to announce the "Climate Emergency Declaration" in the future. The declaration will have a direct effect on the business sector and industries. Thus, preparation for these changes is necessary for all sectors in order to build consciousness in lowering or regulating the temperature and minimizing the business operation's impact to climate change. In response, the Company has taken part reducing GHG emissions and has prepared itself for the country's upcoming policy change by continuously and increasingly supporting GHG emissions reduction throughout the supply chain.

Management Approach

Several challenges lie in wait for the Company. These challenges include facing climate change on a global scale, transitioning into phase 2 of the sustainability strategy, setting goals to maintain the global temperature rise at 1.5 degrees Celsius and determining data on GHG emissions under Scope 1 and Scope 2 using 2020 as the base year for tracking operations in phase 2. In preparation, the Company has appointed a committee on sustainable development to oversee the management of actions against climate change and specific working teams, such as the energy efficiency and conservation team, the solar rooftop installation team, the green packaging development team, the planting team for sustainable communities, the excess food management team and the GHG management team. Each of these teams have adopted an GHG accounting system to meet international standards in measuring and reporting emissions and in reducing the organization's GHG emissions according to the ISO 14064-1 standard of 2018.

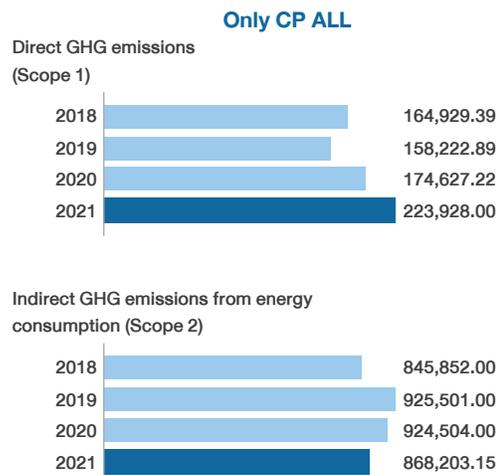
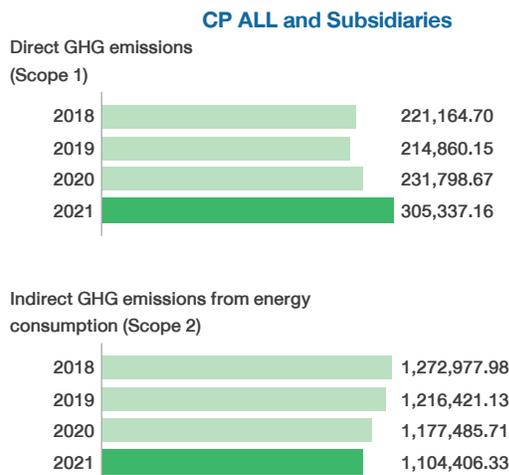
The Company has proceeded to emphasize the importance of climate change management under the "7 Go Green" Strategy. Additionally, the Company has established a framework for actions against climate change, which is an approach for business operations to take responsibility for climate change throughout the supply chain. Finally, the Company's efforts have been aligned with the Task Force on Climate-related Financial Disclosures (TCFD) to achieve Carbon Neutral by 2030 and Net Zero GHG Emissions by 2050. The aforementioned initiatives are a reflection of the will to maintain the global temperature rise to below 1.5 degrees Celsius and are in alignment with the Paris Agreement and Science-based Targets (SBT). Furthermore, these initiatives are in collaboration with all stakeholders throughout the supply chain and apply the concept on "Reduction, Capture and Offset" of GHG emissions in various projects, such as the reduction of single-use plastic packaging and utilization of alternative energy or renewable energy. The initiatives extend to actions supporting all sectors in efficiently driving the Company's operations to achieve its goals and to start managing GHG emissions under Scope 3.

Climate Change Management Framework



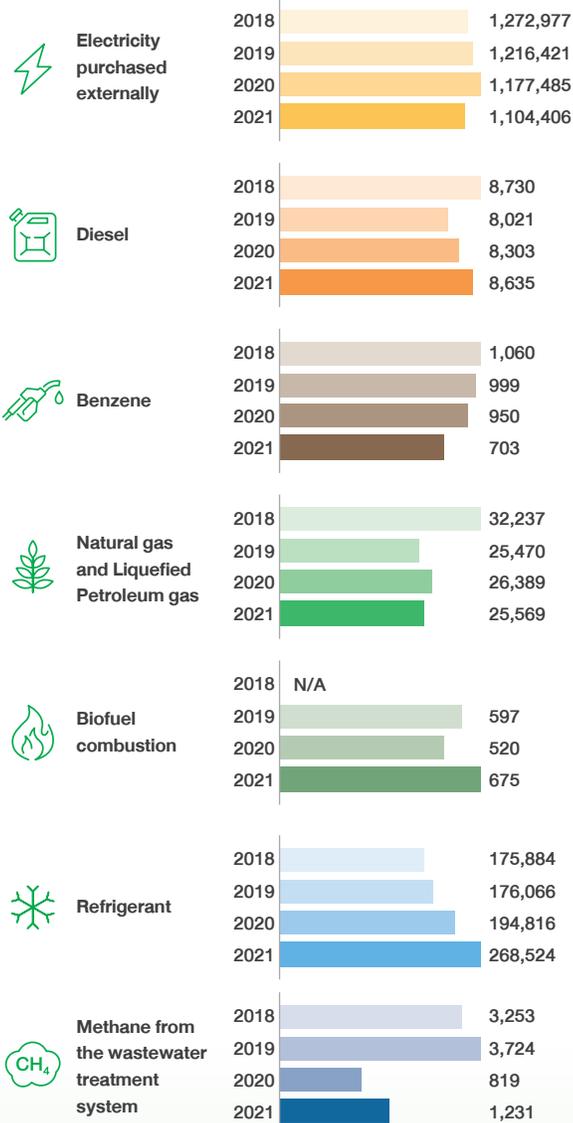
Performance Summary 2021

Total GHG Emissions (tCO₂e) by Scope of Operation

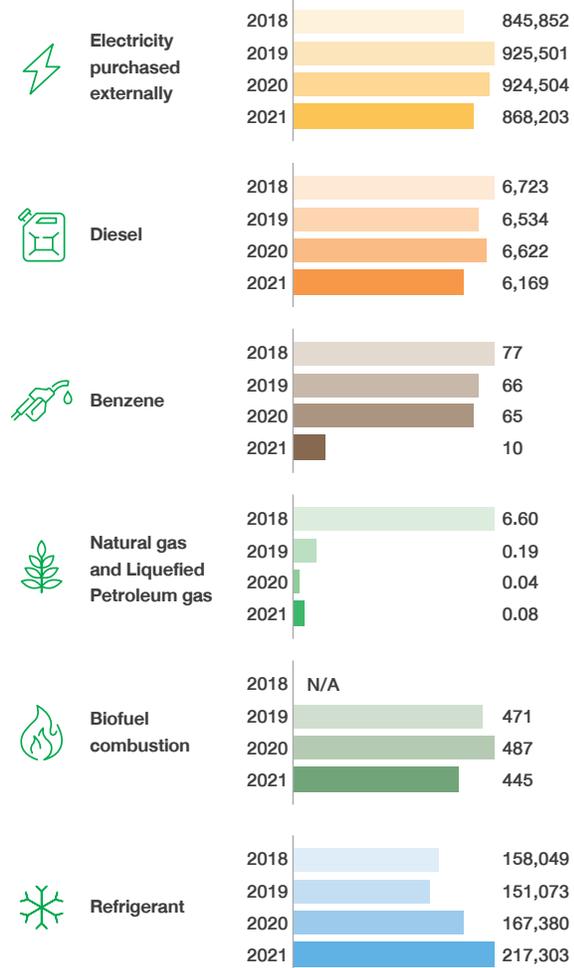


Total GHG Emissions (tCO₂e) by sources

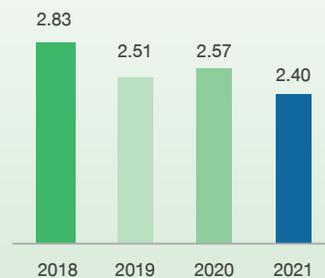
CP ALL and Subsidiaries



Only CP ALL



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



GHG Emissions Reduction (tCO₂e)

Energy efficiency improvement



2018	N/A
2019	N/A
2020	20,792
2021	14,317

Refrigeration and refrigerant system improvement



2018	N/A
2019	N/A
2020	1,758
2021	4,540

Renewable energy utilization



2018	744
2019	2,491
2020	12,269
2021	22,173

Electric vehicles in logistics*



2018	0
2019	0
2020	0
2021	6.4

Remark: Utilization of renewable energy comprises of electricity from solar energy, solar thermal energy and geothermal energy.
*Electric vehicles in logistics is tested and piloted using 2 trucks in 2 month

"Reduction, capture and offset" of GHGs from the Supply Chain (tCO₂e)

Usage of single-use plastic packaging



2018	4,945.97
2019	33,222.39
2020	85,212.55
2021	265,268.48

Donating excess surplus food



2018	N/A
2019	N/A
2020	N/A
2021	85.07

Planting trees



2018	N/A
2019	N/A
2020	N/A
2021	9,814.32

GHG offset



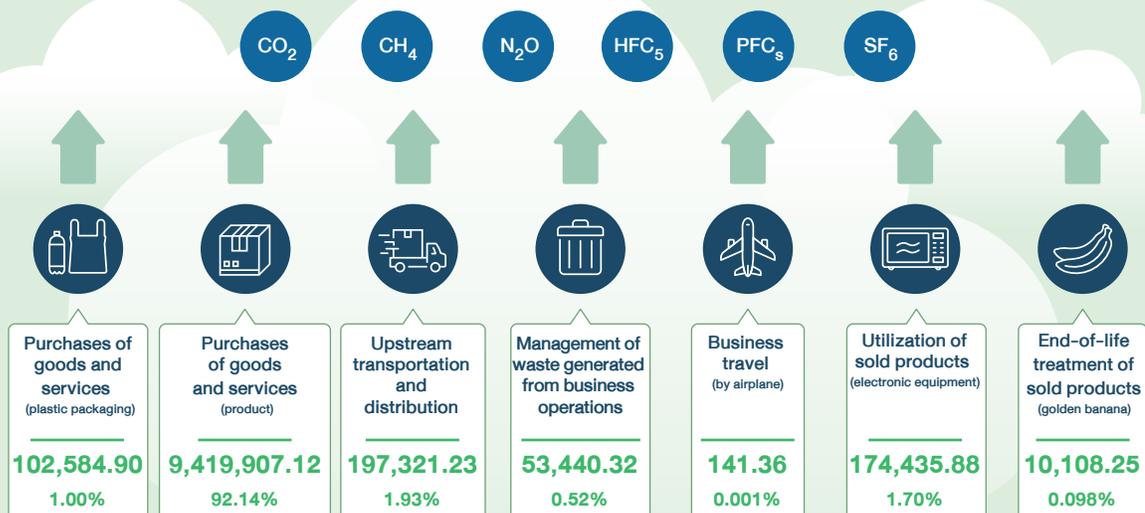
2018	0
2019	0
2020	2,795
2021	0

Registration on GHG emissions reduction



2018	0
2019	0
2020	282.21
2021	3,339.79

Other Indirect GHG Emissions by Group (tCO₂e)



Risk and Opportunity Assessment on Climate Change

In order to find suitable ways for adapting to climate change, the Company has conducted an assessment of risks and opportunities that may ensue from climate change and the impact to the operations of each department under the Company. The assessment is conducted and evaluation under of the risk assessment committee, approval and governance under of the corporate sustainable development and governance committee to ensure full disclosure of information regarding climate change risk management for stakeholders. The committees in turn apply the reporting framework of the Task Force on Climate-related Financial Disclosure (TCFD) to devise effective risk mitigation plans for climate change.



In 2021, the Company pinpointed significant risks and opportunities related climate change along with countermeasures, as follow.



Physical Risks

Risk	Impact to the Value Chain	
 <p>Inundation</p>	<p>⚠️ Impact to the Business</p> <ul style="list-style-type: none"> • Interruption to production processes • 7-Eleven Interruption to services provided by 7-Eleven stores • 7-Eleven staff experience flooding • Decreased income of 4,383 million Baht due to fewer sales at 7-Eleven stores 	<p>🔗 Impact to the Value Chain</p> <ul style="list-style-type: none"> • 7-Eleven interruption to product delivery to 7-Eleven stores • 7-Eleven customers are unable to access 7-Eleven stores and select products • Communities surrounding 7-Eleven stores experience flooding
	<p>⚙️ Countermeasures</p>	
	<p>The Company has designed protective measures for 7-Eleven stores to withstand damage from floods under the concept of “Stores Combating Water”. Under this concept, various aspects were considered, such as high walls, floor designs, doors that can hold against the force of water, piping system and pumps. In the event of a flood, the Company has devised management plans in 3 stages, as follow.</p> <ul style="list-style-type: none"> • Before the event (prevention and preparation) At this stage, relevant departments will closely monitor weather conditions and conduct a risk assessment of the situation so that store staff can prepare to move equipment and goods to a safe location. Additionally, equipment is prepared to prevent water from entering 7-Eleven stores. Equally important, facilities are provided to store staff to make the situation more convenient in case of flash floods. • During the event (Response) <ul style="list-style-type: none"> - If a flood occurs in the vicinity of a 7-Eleven store, staff must be on alert for the possibility of water entering the store and be ready to move equipment and goods to a safe location. Staff must also report the situation to the flood response center. - If water has flooded into a 7-Eleven store, staff must turn on the pump to drain water out from the store and prepare to safely evacuate to designated evacuation points. - If the flood height exceeds 30 cm or a flash flood occurs at a 7-Eleven store, staff must evacuate to designated assembly points and prepare first aid for injured staff. Support in the form of food, beverages and temporary accommodation will also be provided to affected staff. • After the event (Restoration and remediation) The Company will check equipment and restore the damaged 7-Eleven store. In the same time, the Company will provide care to affected staff according to the Company’s welfare services, provide survival kits to others who are affected and support the community. 	

Risk	Impact to the Value Chain	
 <p data-bbox="261 495 399 558">Drought / Salinization</p>	 Impact to the Business	 Impact to the Value Chain
	<ul style="list-style-type: none"> • Lower production and product quality • Shortage of agricultural products and raw material • Increased expenses of 44 million Baht for restoring equipment damaged by scale and rust 	<ul style="list-style-type: none"> • Lower agricultural yield and scarce raw material from partners • Consumers may be contract intestinal ailments from consuming products that are not of standard quality
	 Countermeasures	
<ul style="list-style-type: none"> • Order water reserve tanks to store reserve water and use it to produce drinking water and general usage water in affected areas or in areas experiencing a water shortage longer than 1 week. • Order general usage water to preserve water that is used specifically for producing beverages in areas experiencing water shortage or poor water quality. • Install a reverse osmosis (RO) system to treat water that does not meet standard quality, such as salinity and hardness, in areas with brackish water, e.g., coastal areas, or in areas that use ground water with high levels of hardness. • Install an air-water system to draw water from the air and treat it to produce quality water for 7-Eleven stores in areas with water shortage or in areas with high humidity. 		<ul style="list-style-type: none"> • Share knowledge with farmers to prevent a shortage of essential raw material for production. Experts will provide advice starting from conditioning the soil for agriculture, agricultural processes, trimming, separation and suitable greenhouse positioning. In parallel, the scope of knowledge sharing encompasses the utilization of technology to lay out a network of sensors for automating water control, online data collection and monitoring produce. • Allocate treated water to farmers around the factory to prevent a shortage of essential raw material for production. The treated water from the factory's natural water storage ponds must meet quality standards stipulated by the law.



Transition Risks

Risk	Impact to the Value Chain	
 <p data-bbox="245 1470 420 1533">Regulations on Plastics</p>	 Impact to the Business	 Impact to the Value Chain
	<ul style="list-style-type: none"> • Increased expenses of 215 million Baht for procuring raw material substitutes • Improved reputation for plastic waste management GHG emissions reduction 	<ul style="list-style-type: none"> • Stakeholders place their confidence in the Company's plastic waste management • Partners, consumers and communities are supported in reusing plastic waste
	 Countermeasures	
<p>The Company has prepared its readiness and developed its plastic waste management roadmap from 2018 to 2030 by applying the Extended Producer Responsibility (EPR) Framework. The roadmap was established to drive the reduction of pollution caused from plastics and shape the Company as a leader in reducing the use of plastic bags and single-use plastics through various plastic management projects, such as placing a symbol on products made from recycling, plastic reduction and discontinuation, and a project to recycle plastic waste into 7-Eleven bags (for more detail, refer to Sustainable Packaging Management chapter on pages 212-222).</p>		

Risk	Impact to the Value Chain	
 <p>Marketing</p>	<p>⚠️ Impact to the Business</p> <ul style="list-style-type: none"> Expenses from investing and developing low carbon and green packaging Innovations on low carbon packaging Penetrating new customer markets Increased market share for the business and generated income and profits to grow the business in the long term Stronger reputation for services that support GHG emissions reduction 	<p>🔗 Impact to the Value Chain</p> <ul style="list-style-type: none"> Stakeholders have a positive perception of the Company's brand Consumers are encouraged to select low carbon and green products
<p>⚙️ Countermeasures</p> <ul style="list-style-type: none"> Develop green products and place importance on the reduction of GHG emissions from production processes starting from the procurement of raw material until production, logistics, usage and disposal. Gain consumers' acknowledgement through certification of a product's carbon footprint from the Thailand Greenhouse Gas Management Organization (Public Organization) (TGO). 		
 <p>Reputation</p>	<p>⚠️ Impact to the Business</p> <ul style="list-style-type: none"> Lower demand for goods and services from negative perceptions of the Company Stakeholder expectations for the products, services and business approach may influence the brand's reputation 	<p>🔗 Impact to the Value Chain</p> <ul style="list-style-type: none"> Stakeholders have a positive perception of the Company's brand Consumers are encouraged to select low carbon and green products
<p>⚙️ Countermeasures</p> <ul style="list-style-type: none"> Establish green policies and targets for business operations. Establish the "7 Go Green" Strategy and projects to drive environmental goals. Adopt the Green Marketing Strategy to the business. Continuously arrange marketing activities or campaigns for the environment, such as the Thais United Against Plastic Bags Project. 		

7 Go Green Strategy

The Company has implemented plans to reduce GHG emissions under the "7 Go Green" Strategy and build environmental sustainability in communities, the society and the country. Some of these various implementations are on the reduction of energy consumption and the reduction and elimination of plastic bags at 7-Eleven stores. Emphasis is placed on achieving results on the reduction of GHG emissions while transparently and consistently communicating the results of these environmental implementations to stakeholders and raising awareness on environmental issues in communities and the society. Additionally, all actions can be tracked under the Carbon Disclosures Project (CDP), which applies the following 4 approaches.





Green Store

The Green Store approach focuses on sustainably managing energy and its efficient utilization. The approach incorporated the Green Building approach in designing stores and energy management to reduce GHG emissions. The scope encompasses 7-Eleven stores, Makro distribution centers and factories, and can be classified into 3 aspects as follow.



Energy Efficiency Improvement



Renewable Energy Utilization



Refrigeration and Refrigerant System Improvement



1. Energy Efficiency Improvement

The Green Building principle is applied in designing the exterior shell of the building to prevent heat from outside entering the store. Additionally, equipment in the stores undergo regular maintenance and improvement.



Energy Efficiency Project at 7-Eleven Stores



Energy Efficiency Project at Siam Makro Plc.

Impact and Benefits

Reduced energy consumption by **30,922.43** MWh

Reduced GHG emissions by **14,317.09** tCO₂e

or equivalent to planting **332,955** trees

Reduced energy expenses by **114.40** million Baht per year



2. Renewable Energy Utilization

The utilization of renewable energy is increased by installing solar rooftops as well as utilizing other energy sources to lower energy expenses and generate more clean energy.



Solar PV Rooftop Project



Solar Water Tube Project



Geothermal Project

Impact and Benefits

Use electricity from renewable energy utilization by **1,972.13** MWh

Reduced GHG emissions by **913.10** tCO₂e or equivalent to planting **21,234** trees

Equivalent to Reduced energy expenses by **7.30** million Baht per year



3. Refrigeration and Refrigerant System Improvement



Cooling Coil for Refrigeration Vault Efficiency Project



Inverter Type Air Conditioner Project at 7-Eleven Stores



Centralized Cooling System Optimization Project for Product Displays without Doors

Refrigeration equipment is optimized by switching the refrigerant and refrigeration system into types that are environmentally friendly and meet government regulations.

Impact and Benefits

Reduced energy consumption by **15,947.60** MWh

Reduced GHG emissions by **4,540** tCO₂e

or equivalent to planting **105,581** trees

Reduced energy expenses by **59** million Baht per year

For more detail, refer to the Energy Efficiency chapter on pages 204



Green Logistics

The Green Logistics approach pushes toward being a green distribution center. Careful consideration is given to designing the delivery and distribution of goods to 7-Eleven stores and consumers. It can be classified into 2 aspects as follow.



Electric Vehicles (EV) in Logistics



Renewable Energy Utilization in Operations



1. Electric Vehicles (EV) in Logistics

The Company started a pilot test using electric vehicles (EV) for delivery goods throughout the supply chain. In 2021, a total of 2 electric vehicles were test run. In 2022, the project will be scaled to a total of 150 electric vehicles.



Electric Vehicles (EV) in Logistics Project



Impacts and Benefits

- Reduced GHG emissions by **6.4 tCO₂e**
- Reduced energy expenses by **69,925 Baht per year**



2. Renewable Energy Utilization in Operations

In 2021, CP ALL Plc. proceeded to install solar rooftops at 18 of its distribution centers across the country. In the future, it has plans to expand solar rooftop installations to 3 other distribution centers, namely the distribution center in Nakhon Rachasima, the extended facilities at the distribution center in Suvarnabhumi and the All Complex in Bang Bua Thong. The solar rooftop installation has resulted in an increase in the proportion of renewable energy utilization and energy savings as well as an increase in energy stability and business continuity at distribution centers. In addition, the Solar Rooftop Project at the distribution centers has been certified by the Thailand Greenhouse Gas Management Organization (Public Organization).



Impacts and Benefits

- Use electricity from renewable energy utilization by **7,197.83 MWh per year**
- Reduced GHG emissions by **3,339.79 tCO₂e**
- Equivalent to planting **77,669 trees**
- Equivalent to reduced energy expenses by **26.63 million Baht per year**

Examples of Distribution Centers with Solar Rooftop Installations



Bang Bua Thong Distribution Center



Phuket Distribution Center



Chonburi Distribution Center



Khon Kaen Distribution Center



Surat Thani Distribution Center



Hai Yai Distribution Center



Green Packaging

The Company oversees its packaging process straight from its design, usage and distribution until its disposal or recycling. These actions add convenience to customers, increase sales for the Company and foster engagement in the preservation of natural resources across the supply chain through 3 aspects as below.



Plastic Usage Reduction at the Source



Reduction and Substitution of Plastic Usage Reduction at the Point of Consumption



Reduction of Plastic and Non-Plastic Packaging Waste after Consumption



1. Plastic Usage Reduction at Source

The Company has established policies and strategies on selecting environmentally friendly packaging material for products that the Company has influence over. This approach engaged partners in developing and selecting packaging under the concept of "Reduce and Substitute" packaging material. Additionally, consideration was given to the selection of packaging made from recycled material, reusable packaging and packaging from sources with sustainable management, as well as packaging that can be disintegrated via natural processes.



Product development program under the concept of "Reduce and Substitute" packaging material



Selection of environmentally friendly packaging material program



2. Reduction and Substitution of Plastic Usage Reduction at the Point of Consumption

The Company initiated the reduction of single-use plastics and campaigns to boost engagement with customers.



Ongoing "Thais United Against Plastic Bags" Project



Single-use Plastic Reduction Project



Impacts and Benefits



Reduced plastic usage by **6,509.78** tonnes



Reduced paper usage by **319.49** tonnes



Reduced amount of waste generated through sticker, straws and paper wrapped straws usage by **322.57** million pieces



Reduced GHG emissions by **84,595.05** tCO₂e



or equivalent to planting **1,967,326** trees



Impacts and Benefits



Reduced usage of single-use plastics by **26,405.15** tonnes



Reduced GHG emissions by **265,268.48** tCO₂e



or equivalent to planting **6,169,034** trees



3. Reduction of Plastic and Non-Plastic Packaging Waste after Consumption

Following measures for reducing plastic waste and not using plastic after consumption, this project was conceived to drive the reuse of plastics after the consumption. The project applied the concept of circular economy and was a collaboration with partners, NGOs, communities, the public sector, local enterprises and global organizations. Its intention is becoming a leading example on reusing plastic waste after consumption.



7-Eleven Shopping Bag Project from Used Pallet Films at Distribution Centers



Employee Uniforms from Plastic Bottles Project



Ongoing Magic Box Recycling for Sharing Project



ZERO Waste to Landfill Project



Project Plastic Bottles to PPE Project



For more detail, refer to the Sustainable Packaging Management chapter on pages 220–222



Impacts and Benefits



Reduce the amount of plastic waste to landfill and recycle by

1,115.02 tonnes



Reduced GHG emissions by **6,329.53 tCO₂e**



or equivalent to planting **147,199 trees**



Green Living

The Company has fostered collaboration between partners, communities, NGOs, government agencies and local and global organizations in projects to sustainably build consciousness towards the environment with communities.



Waste Sorting Bin Project



Ongoing Ton Kia Rai Tang Project



Excess Surplus Food Donation Project via Foundations



Ongoing CP ALL Food Waste Management Project



Tree Planting Project



For more detail, refer to the Sustainable Waste Management chapter on pages 224, the Sustainable Packaging Management chapter on pages 212 and the Conservation and Restoration of the Ecosystem and Diversity chapter on pages 236



Impacts and Benefits



Placed trash cans to separate types of waste in front of

12,247 7-Eleven stores across the country



Reduce food waste to landfill by

5,149.72 tonnes per year



Donated over **173,898 meals** of surplus food to

118 communities



The Accumulated number of trees planted **228,240 trees**



Reduced GHG emissions by **5,349.52 tCO₂e**

Furthermore, the Company has implemented carbon offsetting activities to become carbon neutral through the following initiatives.

The Participation in the Thailand Voluntary Emission Reduction (T-VER) Program

The Company participated in and supported the GHG emissions offset program with the purpose of creating flow in the carbon credit market and reducing the country's GHG emissions. In order to do so, it opened an account with the Thailand Greenhouse Gas Management Organization (Public Organization) and purchased and offset carbon credits worth 2,795 tCO₂e. As a result, the Company was able to reduce the GHG intensity per unit revenue (million Baht) of 2020 to 10% of the base year 2015, which is considered a substantial step toward sustainability and social responsibility.

The Registration and Certification of GHG Emissions Project

CP ALL Plc. implemented the solar rooftop project at distribution centers in 18 areas to support the generation of clean electricity and reduce electricity consumption from the grid. The project provided a capacity of 6,106.56 kW and was commissioned on 1 September 2019.

This project installed a total of 18,232 panels with each panel sized at 330 W. The project was designed to generate electricity 365/366 day/year and earn a credit of 55,030,975 kWh, which will power the distribution centers. Originally, the space for the solar rooftop was empty and not utilized for any benefit. Previously, electricity was supplied by either the Provincial Electricity Authority or the Metropolitan Electricity Authority.

The estimated GHG emissions reduction for the duration of the project's carbon credit is calculated at 26,811 tCO₂e or equivalent to an average of 3,830 tCO₂e per year.

Impacts and Benefits

The Solar PV rooftop project at the Distribution Centers of CP ALL Plc. has been accredited for its amount of GHG emissions by the Thailand Voluntary Emission Reduction (T-VER) Program during the carbon credit cycle from 1 July 2020 to 30 June 2021. The amount of emissions was

3,622 tCO₂eq

as calculated by the Thailand Greenhouse Gas Management Organization (Public Organization) during the 8th GHG management committee meeting in 2021 (8/2021) on Thursday, 26 August 2021.

The Green Product Development and Procurement Project

CPRAM Co., Ltd. supports environmentally friendly products and places great importance on reducing GHG emissions in production. This is achieved by evaluating emissions and GHG reductions from each product throughout the product life cycle. All steps are evaluated starting from the procurement of raw materials, product processes, delivery, usage and disposal. In addition, its carbon footprint has been registered with the Thailand Greenhouse Gas Management Organization (Public Organization) (TGO). In 2021, the Company registered 6 products for the carbon footprint product label and registered 5 products for the carbon footprint reduction label.





Energy Efficiency

As a Company that cares about environmental sustainability, CP ALL is committed to implementing various projects under the strategy of "7 Go Green", especially the management of 7-Eleven stores in terms of environmental friendliness. This project aims to establish a model for energy saving and smart use in addition to transportation and distribution processes with environmental considerations.

Supporting the SDGs



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

- 6.3 Improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally
- 6.4 Substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity

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

- 7.2 Increase substantially the share of renewable energy in the global energy mix
- 7.3 Double the global rate of improvement in energy efficiency

SDG12 Ensure sustainable consumption and production patterns

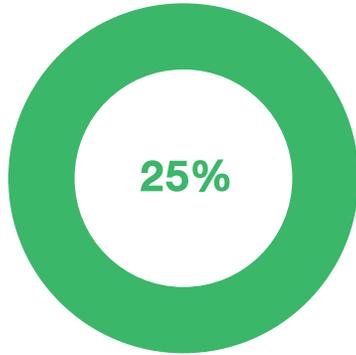
- 12.2 Achieve the sustainable management and efficient use of natural resources

SDG13 Take urgent action to combat climate change and its impacts

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

Energy Efficiency

2030 Goal



To reduce the total energy consumption compared to business-as-usual (BAU)

Key Performance in 2021

Renewable energy consumption at **13,442.01** gigajoule (GJ) equivalent to **0.14%** of total energy consumption

GHG emission reduction of **22,172.73** tCO₂e from the utilization of renewable energy

Reduction of the total energy consumption by **31,748.30** megawatt-hour (MWh)

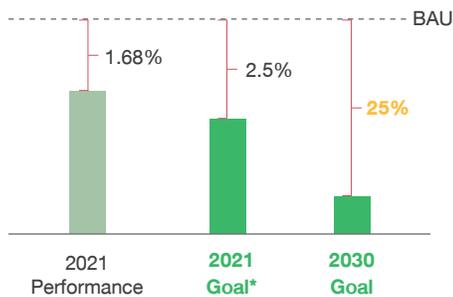
Water withdrawal intensity per revenue unit at **16.27** m³ per million Baht

Percentage of water that is reused and recycled at **4.28%** of total water withdrawal

100% completed review of water risk assessment of the Company's operational areas and Critical Tier 1 Suppliers' operational areas

Progress against short-term and long-term goals

(Unit : %)



Remark: Data on the usage of total energy consumption compared to business-as-usual (BAU)

Key Progress in 2021

Electrical vehicle (EV) project in logistics

Ongoing project on the installation of solar PV rooftops for energy generation

Built engagement with store partners and customers to reduce environmental impact

Ongoing project on performing water scarcity risk assessment in the Company's operational areas

Ongoing project on performing water scarcity risk assessments in Critical Tier 1 Suppliers' operational areas

Risk and Opportunity

Energy is an irrefutable part of today’s livelihood and a fundamental key component of all human activities in fulfilling their basic needs, such as powering electronics, transportation, production and services. However, the increasing need for energy, larger populations and economic expansion all impact climate change. Therefore, the Company has continuously developed technology to generate electricity from renewable energy, such as solar, wind, geothermal, and biomass. In addition to the mentioned sources of energy, water is a potential source of renewable energy in the

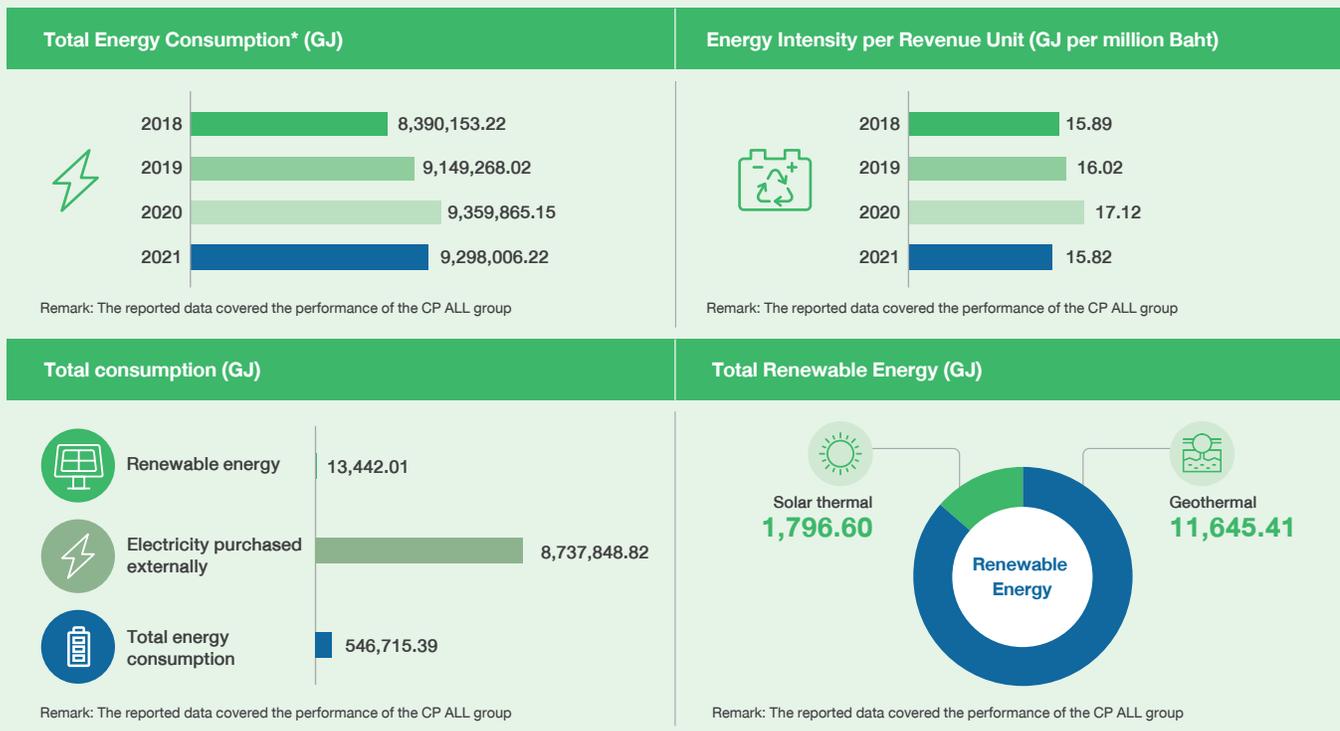
future. More importantly, water is a critical resource for sustaining life and operating the business. Thus, the Company emphasizes on efficient management of water, risk mitigation for utilizing water in areas prone to water scarcity and supporting projects on increasing efficient consumption and conservation of water. These actions aim to lessen the degradation of natural resources, improve natural resource utilization, and mitigate the impact of climate change.

Management Approach

The Company has implemented energy management on a national and regional scale with all sectors of society through its “7 Go Green” strategy. The strategy has raised the level of the management and efficient utilization of energy according to the ISO 14001 environmental management systems and set proactive operation goals. Several projects were initiated under the strategy, such as the Green Store Project, Green Logistics Project, Green Packaging Project and Green Living Project.

Furthermore, the Company implemented efficient water management throughout the supply chain through risk mitigation of water scarcity, increased proportions of recycling and reusing treated water, and endorsement of water consumption consciousness in the organization and surrounding communities. Even though the International Energy Agency (IEA) reported that water consumption was reduced by 6% during the coronavirus (COVID-19) pandemic, the Company is committed to continuing its conservation of energy and natural resources to reduce environmental impact and increase its business capability while sustainably developing the organization.

Performance Summary 2021

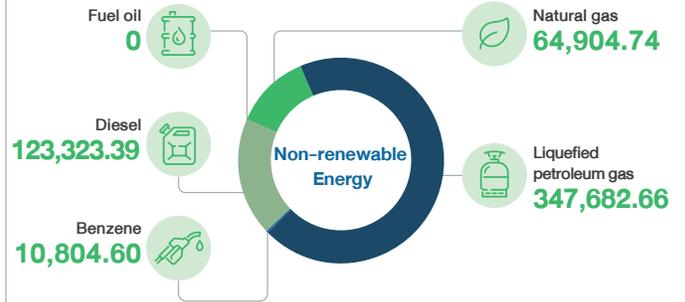


Total Electricity Purchased Externally (GJ)



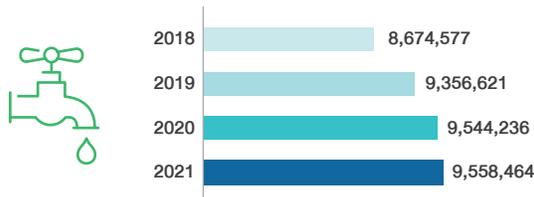
Remark: The reported data covered the performance of the CP ALL group

Total Non-renewable Energy (GJ)

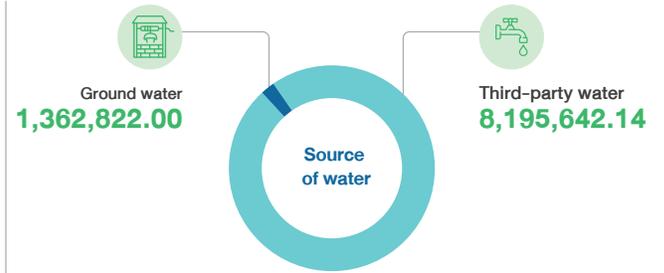


Remark: The reported data covered the performance of the CP ALL group

Total Water Withdrawal (m³)



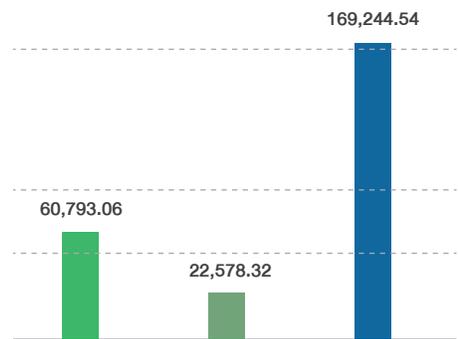
Total Water Withdrawal (m³) by Source



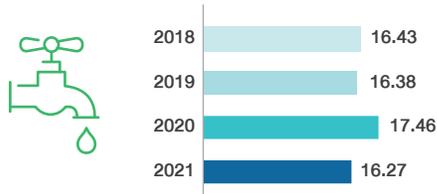
Proportion of Water Withdrawal from the Company's Operation Sites with Water Stress



Quality of Treated Wastewater (kg)



Water Withdrawal Intensity per Revenue Unit (m³ per million Baht)



Amount of Treated Wastewater (m³)



Remark: The amount of treated wastewater was measured according to the law and its scope was limited to CPRAM Co., Ltd.



Parameter

- Chemical Oxygen Demand (COD)
- Total Dissolved Solids (TDS)
- Biochemical Oxygen Demand (BOD)

Remark: The amount of treated wastewater was measured according to the law and its scope was limited to CPRAM Co., Ltd.

Efficient Energy Management by Increasing the Proportion of Renewable Energy Utilization

The Company implemented its efficient energy management and exhibited its stance on being environmentally friendly through the “7 Go Green” strategy. Through the strategy, it has made efficient energy management tangible and increased the proportion of renewable energy used. These actions have led to lower energy expenses, lower GHG emissions and lower operation expenses. In 2021, the following projects were implemented.

Increasing Energy Consumption Efficiency

Ongoing Energy Efficiency Project at 7-Eleven Stores



Impact and Benefits

Reduced energy consumption by
30,922.43
MWh per year

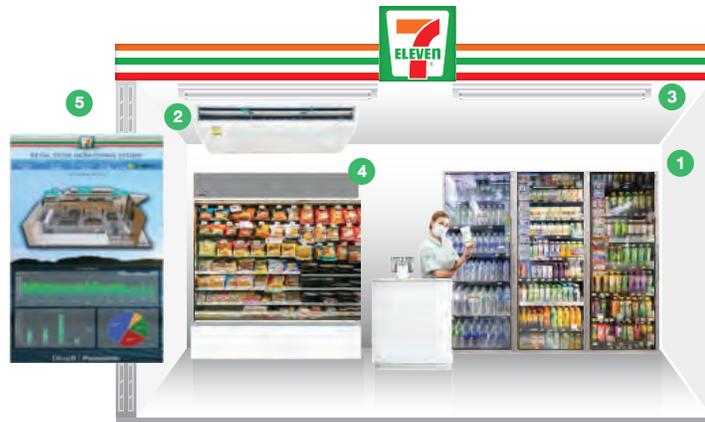
Reduced GHG emissions by
14,348.01 tCO₂e

Reduced electricity expenses by
114.41
million Baht per year

CP ALL Plc. places importance in the management of energy at 7-Eleven stores beginning from the design and installation to the store’s exterior in order to prevent heat from the outside entering the store. Careful consideration encompasses system optimization and the energy saving efficiency of electrical equipment in 7-Eleven stores. Additionally, emphasis is given to increasing the proportion of renewable energy utilization. The details of these initiatives are elaborated as follow.

Expansion of System Optimization, including the Installation of Energy Saving Equipment in 7-Eleven Stores

- 1 Installation of cooling coils for refrigeration vaults in 1,045 stores, which reduced an average energy consumption of 229.22 kWh per store per month
- 2 Installation of inverter type air conditioners in 1,335 stores, which reduced an average energy consumption of 1,200 kWh per store per month
- 3 Optimization of store lighting with LED lighting products in 958 stores, which reduced an average energy consumption of 68.1 kWh per store per month
- 4 Optimization of the cooling system in product displays without doors into a centralized system in 1,792 stores, which reduced an average energy consumption of 1,551 kWh per store per month
- 5 Monitoring system for energy consumption in 5 7-Eleven stores to collect data and analyze the performance of various equipment, such as refrigerators and air conditioners. The system will continuously monitor, calculate and provide maintenance alerts when the system has detected any abnormalities before malfunction



Ongoing Energy Efficiency Project at 7-Eleven Stores



Siam Makro Plc. has placed importance in increasing energy efficiency within buildings. It has proceeded to replace lighting with high efficiency LED light products in 10 stores and replace the chiller in the refrigeration systems of 17 stores into variable speed drive types. In addition, it has implemented refrigeration systems management and used environmentally friendly coolants in fresh food refrigeration systems. These initiatives have reduced energy consumption by 4,712,590 kWh and GHG emission by 2,355.82 tCO₂e per year.

Increasing the Proportion of Renewable Energy Utilization

Solar Rooftop Project at 7-Eleven Stores



Expansion of solar rooftops to utilize renewable energy and generate electricity from the sun Expanded installations to 200 stores Generated electricity at a total of 3,417,873.76 kWh per year



Impact and Benefits

Utilized electricity from renewable energy sources at

3,417.87
MWh per year

Reduced GHG emissions by

1,708.59 tCO₂e

Equivalent to planting

39,734.77 trees

Equivalent to reducing electricity expenses by

1.67
million Baht per year

Solar Rooftop Project at CP ALL Distribution Centers



100% completion of solar rooftop installation at all distribution centers (18 locations across the country), which used roughly 18,000 panels and can generate approximately 7,197,833.65 kW per year. The electricity generated will increase energy stability and continuity of the distribution centers as well as result in energy savings. In addition, the Solar Rooftop Project at the distribution centers has been certified by the Thailand Greenhouse Gas Management Organization (Public Organization) as a GHG emission reduction project.



Impact and Benefits

Utilized electricity from renewable sources at

7,197.83
MWh per year

Reduced GHG emissions by
3,339.79 tCO₂e

Equivalent to planting
77,669 trees

Equivalent to reducing electricity expenses by

26.63
million Baht per year

Solar Rooftop Project at CPRAM Factories



CPRAM is committed to being an environmentally conscious organization and a Green Factory. The Company is continuously in search of alternative energy sources that are environmentally friendly in order to support the SDGs. In 2021, the Company implemented the installation of solar rooftops covering 34,315 m². The project used 16,000 panels and was an investment of 188 million Baht. Solar panels were placed on the roof of all of CPRAM's 7 factories which cover every region across the country to generate electricity from the sun. In summary, the project generated more than 7,200 kWh and helped to reduce the Company's peak load electricity expenses during the day.



Impact and Benefits

Utilized electricity from an alternative energy source at

10,512
MWh per year

Reduced GHG emissions by
4,877.57 tCO₂e

Equivalent to planting
113,403 trees

Equivalent to reducing electricity expenses by

38.93
million Baht per year



Solar Water Tube Project



CPRAM Co., Ltd. (Lat Krabang) utilized solar energy in the production of hot water and has a goal of reducing the consumption of electricity and natural gas in its production processes, such as the water boiling and water heating systems. In 2021, the Company was able to reduce electricity consumption by 471,000 kWh per year and natural gas consumption by 1,608 MMBtu per year, which was calculated as GHG emissions of 95 tCO₂e.

Geothermal Energy Project



The Geothermal Energy Project by CPRAM Co. Ltd. was an initiative to increase the proportion of renewable energy utilization. The high temperatures from this underground natural energy can be used to replace electricity in the water heating process. Hot underground water at 50 degrees Celsius was utilized in cleaning equipment in production processes and led to a reduction of electricity that would have been used instead. The result was a reduction of electricity consumption by 292,820 kWh and a reduction in GHG emissions by 146 tCO₂e per year.

Solar Rooftop Project (Phase 2)



Siam Makro Plc. has announced its intention to be a green business throughout its supply chain from upstream to downstream in order to support the SDGs. In 2021, the Company implemented the installation of solar rooftops covering 174,427 m². Solar panels were placed on the roof of Makro's 52 distribution centers which cover every region across the country to generate electricity from the sun. In summary, the project is able to generate more than 35,502,856 kWh per year and is forecasted to reduce GHG emissions by 17,747.88 tCO₂e per year. In addition, the Solar Rooftop Project at Makro's distribution centers has been certified by the Thailand Greenhouse Gas Management Organization (Public Organization) as a GHG emission reduction project.



Impacts and Benefits

Utilized electricity from an alternative energy source at

35,503
MWh per year

Reduced GHG emissions by

20,103.70
tCO₂e per year

Equivalent to planting

1,340 trees

Equivalent to reducing electricity expenses compared to the year 2020 by

52.17 million Baht

Reducing Fuel Consumption in Logistics

CP ALL Plc. is determined to make its logistics system more environmentally friendly. The Green Logistics Project placed emphasis on the management of energy through the reduction of fuel consumption in transportation and GHG emissions under the “7 Go Green” strategy. In 2021, various projects were implemented as follow.

Electric Vehicle Project



CP ALL Plc. realizes the importance of Green Logistics and has accordingly developed EV trucks to transport products to 7-Eleven stores. At present, the project is tested and piloted using 2 trucks at its distribution centers and is planned to increase to 150 trucks in 2022. The development of the EV trucks is a collaboration with Hyundai, a world class leader in the production of electric vehicles.



Impact and Benefits

Reduced GHG emissions by

6.4 tCO₂e

Reduced electricity expenses by

69,925 Baht per year

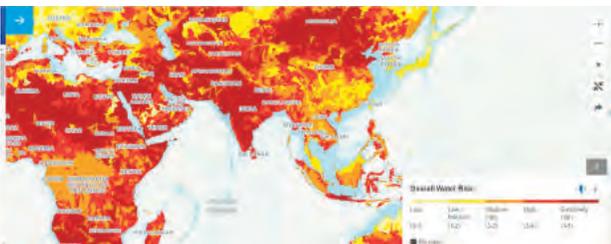
Sustainable Water Management

The Company is conscious of the problems and risks of water scarcity. Understanding that water is a fundamental resource essential to life and business operations, the Company implemented efficient management of water resources throughout the supply chain with the following projects.

Water Risk Assessment throughout the Supply Chain

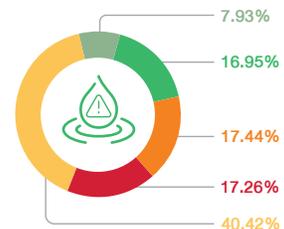
The Company’s primary water source is the municipal water system across the country, which is generally utilized in operations, such as washing, cleaning and production processes. Additionally, ground water is utilized in some areas where CPRAM Co., Ltd. and Siam Makro Plc. operate its businesses.

In order to prevent water scarcity in areas with communities and impact to processes in business operations, the Company has implemented efficient management of water through the risk assessment on water stress using the Aqueduct tool from the World Resource Institute in all areas with business operations. The results of the risk assessment showed that 17.26% of operation areas are in areas with Extremely High risk and 17.44% are located in areas with High risk as shown in the image.



Water Stress

- Extremely High
- High
- Medium-High
- Low-Medium
- Low



In response, the Company has planned to mitigate these risks through the appointment of the Water Management Committee tasked with establishing a water consumption reduction plan and implementing projects to support the reduction of water consumption as appropriate.

Additionally, the Company has conducted an evaluation on the risk of water scarcity for 129 Critical Tier 1 Suppliers



using the Aqueduct tool. The result of the assessment revealed that 39 Critical Tier 1 Suppliers were in areas with Extremely High and High risks. In sequence to the assessment, the Company has continuously monitored and reassessed the risks to these suppliers.

Concurrently, the Company has partnered with its suppliers to mitigate water-related risks through suitable and efficient means according to the law, such as collaborating with relevant agencies and communities to establish plans for mitigating risks related to water and reusing water. The collaboration extended to the restoration and development of water sources in communities to prevent any conflict with the communities. At present, the project has gained cooperation from Critical Tier 1 suppliers and 100% of the suppliers have continuously implemented projects to mitigate the risks and impact related to water.

Water Conservation Project

The Company continuously executed the Zero Wastewater Discharge project which raised awareness of the value of water resources and efficient water management. Moreover, the scope of the project encompassed the management of wastewater for reuse to reduce wastewater discharge into the public. The various projects that have been executed are as follow.

Reuse of Water Discharge from Air Conditioning Units Project at Suvarnabhumi Distribution Center



The installed wastewater storage tanks near canteens collect discharge from air conditioners and reuse it for other purposes, such as water for plants. This project has resulted in water savings of more than 36 m³ per year.

Hatyai Distribution Center Project



The automatic system for watering trees with sprinklers was modified to use treated wastewater. The treated wastewater complied to standards and was used to water trees at distribution centers. This project reduced the withdrawal of ground water by 15 m³ per day.

Efficient Water Consumption Project by CPRMAM Co., Ltd. (Lat Lum Kaeo)



CPRAM draws water from underground to replace the usage of water on the surface. The ground water, which reaches temperatures up to 50 degrees Celsius, is pumped from a depth of approximately 500 meters and then used for cleaning equipment in production processes. This project was able to replace the need for heating water using electricity. Furthermore, the project included a wastewater treatment system to recycle water used in production processes. The treatment system produced recycled water that exceeded the quality stipulated by the law and repurposed it for efficient use, for example, as raw water in the heat dispersing system of cooling towers, in watering trees and in cleaning floors.



Impact and Benefits

Reduced the consumption of ground water in production processes by

19,600 m³

Utilized ground water in place of municipal water at

1,206,468 m³

Reduced electricity consumption

by **292,820 kWh per year**

Reused **365,235 m³** of wastewater

Conserving Water, Preserving the Future Project by Siam Makro Plc.



Water that has passed treatment processes was reused to water trees via automatic watering systems in 72 distribution centers across the country. This project reduced the amount of wastewater discharged into public water sources and reduced the consumption of municipal water by 93,960-104,000 m³ per year.

Groundwater Bank Project by Siam Makro Plc.



Wastewater is introduced into a treatment system to meet quality standards and then reused to water trees in the organization and consequently to increase green areas surrounding distribution centers. Presently, the pilot project is implemented at the Yasothon branch distribution center. It has been able to reduce the consumption of municipal water by 1,846 m³ and reduce expenses by 77,760 Baht per year. Furthermore, it has increased green areas for staff to rest and acted as an educational model for surrounding communities.





Sustainable Packaging Management

CP ALL focuses on sustainable packaging policies in order to direct systematic implementation of measures to reduce, reuse, and repurpose plastics. This approach entails dedication to design and selection of environmentally friendly packaging, which not only initiates innovations in packaging but also allows creation of novel products as a result of the circular economy concept.

Supporting the SDGs



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

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

SDG12 Ensure sustainable consumption and production patterns

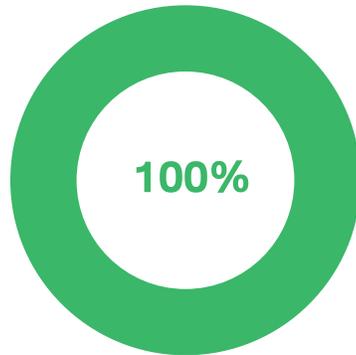
12.2 Achieve the sustainable management and efficient use of natural resources

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



Sustainable Packaging Management

2030 Goal



Private Brand utilizing plastic packaging must be reusable, recyclable, or compostable by 2025 for operations in Thailand and by 2030 for overseas operations

Key Performance in 2021



Amount of eco-friendly packaging used
6,488.33 tonnes per year

* Covers Plastic and Non-Plastic Packaging utilization of reusable, recyclable, and recycled content packaging



Recycled Waste from Plastic Packaging
295.88 tonnes per year



Amount of eco-friendly material used
1,240.80 tonnes per year

* Covers Non-Plastic Packaging utilization of Packaging Material from Sustainable Sources, compostable



Reduced excessive packaging and material usage
27,125.10 tonnes per year

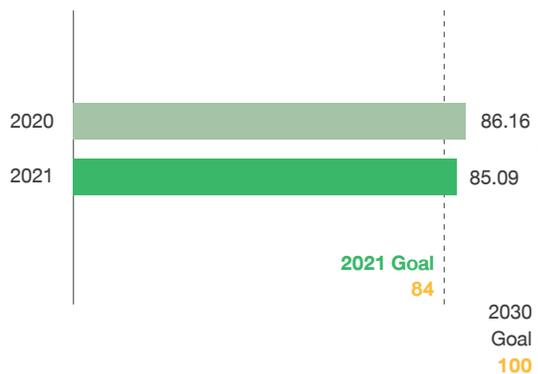
* Cover plastic and non plastic packaging from reduce single-use plastic include packaging development



Reduced plastic bags and single-use plastics usage
26,405.15 tonnes per year

Progress against short-term and long-term goals

(Unit: %)



Key Progress in 2021



Plastic Bottles to Employee Uniforms Project



Consumable Supplies in 7-Eleven Stores made from recycled materials



Ongoing "Reduce and Replace" Project from "Thais United Against Plastic Bags" Project for the 4th Consecutive Year



Transformed the Sorting Bin Project into Circular Bin Project on Green2Get Platform



Ongoing "Hot Sandwich Paper Box" from Raw Materials Certified by the Program for the Endorsement of Forest Certification Scheme (PEFC)



Ongoing Expanded Ton Kla Rai Thung Project to Rai Thung Community Project

Risks and Opportunities

Infrastructure for plastic waste management is a crucial factor in developing countries as it can contribute to a wrongly structured waste management process and pollute the environment. Studies show lower rate of plastic waste recycling in developing countries comparing to mid-size developed countries. One of the main causes to plastic waste lies in the industrial business operations, especially in retail and wholesale businesses as all consumer

goods require packaging which are not always degradable or reusable and causing plastic waste. Therefore, the importance of innovation management and plastic waste management in the industrial sector should be emphasized and continually developed to minimize land pollution and the impact on the ecosystem as well as on marine resources.

Management Approach

CP ALL Plc. and subsidiaries (“the Company”) focus on packaging material selection and packaging management continuously, which led to an effective plastic waste management as well as create added value. The Company stipulated Sustainable Packaging Policy and builds engagement with stakeholders to adopt packaging management guideline which covers stages throughout the supply chain such as, eco-friendly packaging design and selection for Private Brand, reduce single-use plastics, packaging reuse or recycling, etc. The policy serves as a guideline for appropriate packaging selection and management in 7-Eleven store with the goal to prevent negative impacts on the environment based on Circular Economy concept with consideration to product life cycle.

The spread of the COVID-19 influenced the consumers to increasingly choose to order deliveries, resulting in an exponential increase of plastic packaging and waste. Therefore, the Company operates with great determination in packaging management through reducing waste at the source as well as effective monitoring and management in order to minimize its impact on the environment.

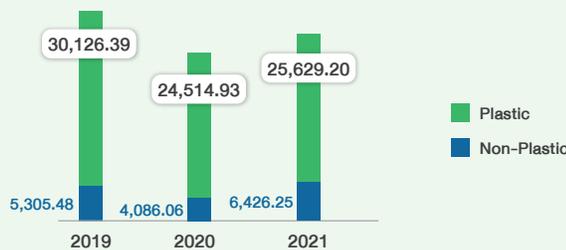


For more Information :

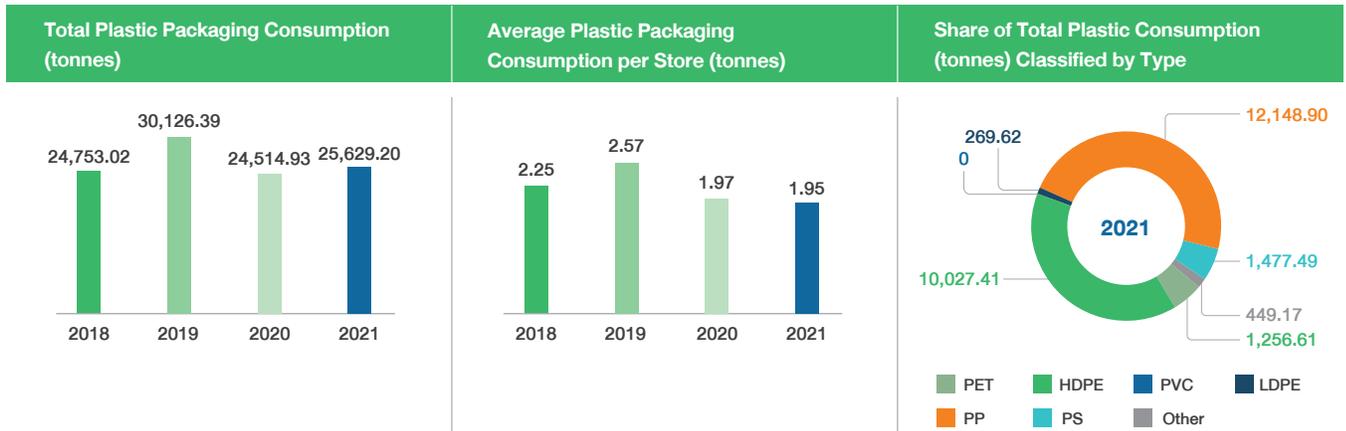
https://www.cpall.co.th/wp-content/uploads/2020/11/08_CPALL-Packaging-Policy_Eng_Final-for-web_Rv.120618.pdf

Performance Summary 2021

Total Packaging Consumption Classified by Type (tonnes)



Remark : the scope covers following packaging 1) Primary, secondary packaging, and plastic supply usage used in 7-Eleven's operations
2) Packaging used in operating distribution centers and 7-Eleven stores



Plastic Packaging Management

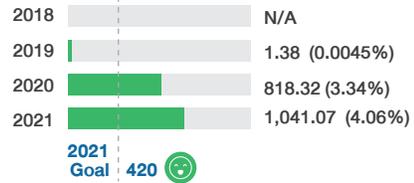


1) Design and Selection of Eco-Friendly Plastic Packaging*

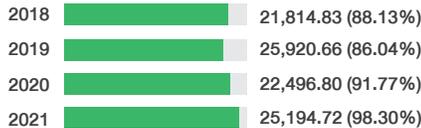
Weight of Reusable Plastic Packaging (tonnes)



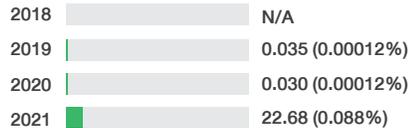
Weight of Plastic Packaging Derived from Recycled Content (tonnes)



Weight of Recyclable Packaging (tonnes)



Weight of Compostable Packaging (tonnes)

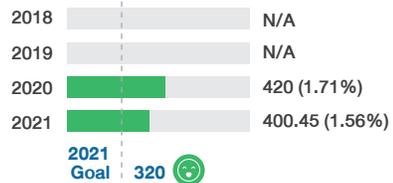


2) Reduction of Excessive Use of Packaging or Plastic Packaging Materials

Reduction of Plastic Bags and Single-Use Plastics Usage (tonnes)

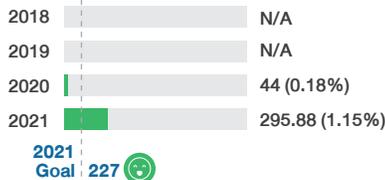


Amount of Plastic Consumption Reduction through Packaging Development (tonnes)



3) Recycling Waste from Plastic Packaging*

Amount Recycled (tonnes)



* Percentage compared to the amount of plastic used each year

Non-Plastic Packaging

Non-Plastic Packaging Consumption Classified by Material Type

	Weight of Packaging Consumption (tonnes)	Recycled or Certified Material Packaging (%)
Wood or Paper	5,335.40	86.58
Metal (Steel , Aluminum)	28.74	100
Glass	1,062.11	100

The Company is determined to minimize the amount plastic waste and packaging sent to the landfill through promotion of waste management based on the concept of Circular Economy. To achieve the goal in sustainable packaging management, plastic packaging utilized under the Company’s Private Brand must be reusable, recyclable, or compostable with consideration to specific area and its waste management capacity. The 3 principal measures were established with the concept “Reduce and Stop” as follow.

1

Reduce plastic usage at-source

Stipulating policies and strategy to selection of eco-packaging

2

Reduce and replace plastic usage at Consumption stage

Initiate strategic process in reducing single – use plastic use and commence campaigns to foster customers’ engagement

3

Reduction of Plastic and Non-Plastic Packaging Waste after Consumption

Initiate strategy of recycling post-consumption plastics per the principle of circular economy in joint-efforts with suppliers, NGOs, communities, the public sector, local entities, global organizations, as prototype of recycling post-consumption plastic waste anew



In 2021, the Company carried out a variety of eco-friendly packaging management projects in accordance with the plastic usage reduction measures. The notable projects are as follow:

Reduce Plastic usage at-source

“Reduce and Replace” Packaging Material Development

1 Reduce Plastic Usage in Steamed Rice Packaging

CP ALL Plc. together with its suppliers changed the production process of steamed rice packaging from using plastic injection to Thermoform as well as shifting from using label stickers on top lid to printed label on the side.



Impacts and Benefits

Reduced plastic usage by
262.57 tonnes

Reduced amount of waste generated through sticker usage by
52.6 million pieces

Reduced GHG emission by
485.62 tCO₂e

Equivalent to the plantation of
11,294 trees

2 Ongoing Project: Label Printed Top Seal Film for Chilled Thai Food

CPRAM Co., Ltd. developed laminated film for chilled Thai food packaging, increasing its transparency, making the product more visible. Labels can be printed on the film, reducing sticker usage and becoming more environmentally friendly. Furthermore, the design improves overall looks of the packaging. The laminated film can withstand heat as well as keeping unique aroma of each menu within the package. This project operates with consideration to the 3Rs principle (Reduce Reuse and Recycle), aiming to reduce plastic usage along the entire production chain. In 2021, the Company expanded to 4 new menus, namely Chicken Basil Rice with Fried Egg, Red Curry with Omelet, Crab Fried Rice, and Stir-Fried Noodles with Pork.



Impacts and Benefits

Reduced plastic usage by
11 tonnes

Reduced amount of waste generated through sticker usage by
36.9 million pieces

Reduced GHG emission by
20.34 tCO₂e

Equivalent to the plantation of
473 trees

3 Crab Fried Rice Packaging Development – Single Compartment Tray

Reduced plastic usage by using label printed top seal films instead of putting label stickers on thick plastic covers



Impacts and Benefits

Reduced plastic usage by
88.81 tonnes

Reduced amount of waste from sticker usage by
13.7 million pieces

Reduced GHG emission by
164.26 tCO₂e

Equivalent to the plantation of
3,820 trees

4 Golden Banana Packaging Development Project Size (width, length and thickness) of the Golden Banana Packaging



Impacts and Benefits

Reduced plastic usage by

30.31 tonnes

Reduced GHG emission by

56.06 tCO₂e

Equivalent to the plantation of

1,304 trees

5 Double Compartment Tray Development

Developed new packaging which reduced plastic usage by using label printed top sealing films instead of stickers on thick plastic covers



Impacts and Benefits

Reduced plastic usage by

14.82 tonnes

Reduced amount of waste from sticker usage by

2.5 million pieces

Reduced GHG emission by

27.41 tCO₂e

Equivalent to the plantation of **637** trees

6 Reduced the thickness of paper cups for Non-All Café beverages namely for Gulp, Slurpee, and Jet Spray.



Impacts and Benefits

Reduced paper usage by

98.73 tonnes

Reduced GHG emission by

355.21 tCO₂e

Equivalent to the plantation of

8,261 trees

7 Developed sip lid to replace plastic straw usage in 8,492 All Café branches nationwide



Impacts and Benefits

Reduced plastic usage by

77.43 tonnes

Reduced waste from straw and paper wrapped straws usage and by

216.87 million pieces

Reduced GHG emission by

275.84 tCO₂e

Equivalent to the plantation of

6,415 trees

Environmentally Friendly Packaging Material Selection

1 Packaging Material from Sustainable Sources Selection

- “Hot Sandwich Paper Box” from papers certified by the Program for the Endorsement of Forest Certification Scheme (PEFC)
- Replaced straw plastic packaging with paper material certified by the Forest Stewardship Council (FSC)
- Receipt paper used in 7-Eleven stores are made from raw materials certified by the Forest Stewardship Council (FSC)



Impacts and Benefits

Reduced GHG emission by

1,085.50 tCO₂e

Equivalent to the plantation of

25,244 trees

2 Compostable Packaging Material Selection

- “Save Earth Cup” made of polybutylene succinate (PBS) coated paper for hot and cold beverages in 870 7-Eleven stores operating on islands, in the area of educational institutes, and offices
- Replace plastic swizzle sticks with biodegradable
- Compostable meatball skewers



Impacts and Benefits

Reduced GHG emission by

276.96 tCO₂e

Equivalent to the plantation of

6,441 trees

3 Recycled Content Material Selection

- Consumables used in 7-Eleven stores made from recycled materials such as trash bags, plastic bags, beverage pallet, etc.
- Trash bags used in CP ALL Plc. Offices and distribution centers
- Corrugated box made from recycled paper by CPRAM Co., Ltd.



Impacts and Benefits

Reduced plastic usage by

873.63 tonnes

Reduced GHG emission by

6,262.85 tCO₂e

Equivalent to the plantation of

145,648 trees

4 Reusable Packaging Selection

- Durable Bag was designed to withstand multiple usage



Impacts and Benefits

Reduced plastic waste by

5,217.87 tonnes

Reduced GHG emission by

75,585 tCO₂e

Equivalent to the plantation of

1,757,791 trees



Reduce and Replace Plastic usage at Consumption Stage

“Thais United Against Plastic Bags” Project

CP ALL Plc. recognizes the importance of solving environmental caused by plastic waste. The Company in collaboration with the Ministry of Natural Resources and Environment led the campaign against plastic bags, declared an intention to refrain from plastic bag usage from 1 January 2021 onwards. Additionally, the Company initiated the campaign encouraging customers to bring their own shopping bags to 7-Eleven. In 2021, 7-Eleven stores around the country helped reduced plastic bag usage by 4,140 million pieces. Besides from successfully encouraging customers to cooperate in refusing plastic bags, the Company continues to emphasize and raise awareness on the importance of reducing plastic use by implementing Single use Plastic reduction project (namely spoons, straws, and cups). In 2021, Single use Plastic usage was reduced by 1,519 million pieces. This reflects on the Company’s determination in leading the sustainable packaging management movement to prevent negative impacts on the environment while establishing environmental sustainability for the community, society, the nation, as well as the next generations.



Impacts and Benefits

Reduced plastic waste by
26,405.15 tonnes

Reduced GHG emission by
265,268.48 tCO₂e

Equivalent to the plantation of
6,169,034 trees



Reduction of Plastic and Non-Plastic Packaging Waste after Consumption

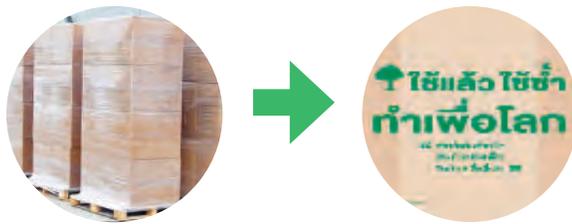
“Waste Sorting Bin” Project

CP ALL Plc. organized “Waste Sorting Bin” project to encourage plastic waste separation before sustainably moving forward in accordance with the Circular Economy concept. In 2021, the Company installed sorting bins in front of 12,247 7-Eleven stores around the country. The Company in collaboration with 7 universities and 3 Wheels Uncle pushed forward innovative projects from new generation’s ideas which encourages correct waste separation. “Circular Bin” project on Green2Get platform turns regular sorting bins in front of 7-Eleven stores into smart circular bins at over 40 locations in 7 universities around Bangkok and surrounding areas. When a user scans barcode from any products in front of the bins, waste sorting instructions will be displayed on the application, efficiently guiding plastic waste into the Circular Economy system.



“7-Eleven Plastic Bags” Recycled from Distribution Center Pallet Stretch Wrap

CP ALL Plc. in collaboration with Siam Kraft Industry Co., Ltd., Suez Services (Thailand) Co., Ltd., and Naraipak Co., Ltd. recycled pallet stretch wrap waste from 4 Distribution Centers (DC) in Bang Bua Thong, Suvarnabhumi, Mahachai, and Chonburi into reusable 37 Micron durable plastic bags for 7-Eleven stores.



Impacts and Benefits

Reduced plastic waste to landfill by

234.09 tonnes

Reduced GHG emission by

344.90 tCO₂e

Equivalent to the plantation of

8,021 trees

Uniform from Plastic Bottles Project

CP ALL Plc. recycled plastic bottles into 7-Eleven’s Employee’s uniform. The production of 1 top for employees at the Distribution Center costs 4 1.5 L bottles while 1 Polo shirt costs 8 bottles. As of now, 140,000 bottles were recycled into more than 20,000 uniform top



Impacts and Benefits

Reduced plastic waste to landfill by

42.97 tonnes

Reduced GHG emission by

59.13 tCO₂e

Equivalent to the plantation of

1,375 trees

Magic Box Recycling for Sharing Project:

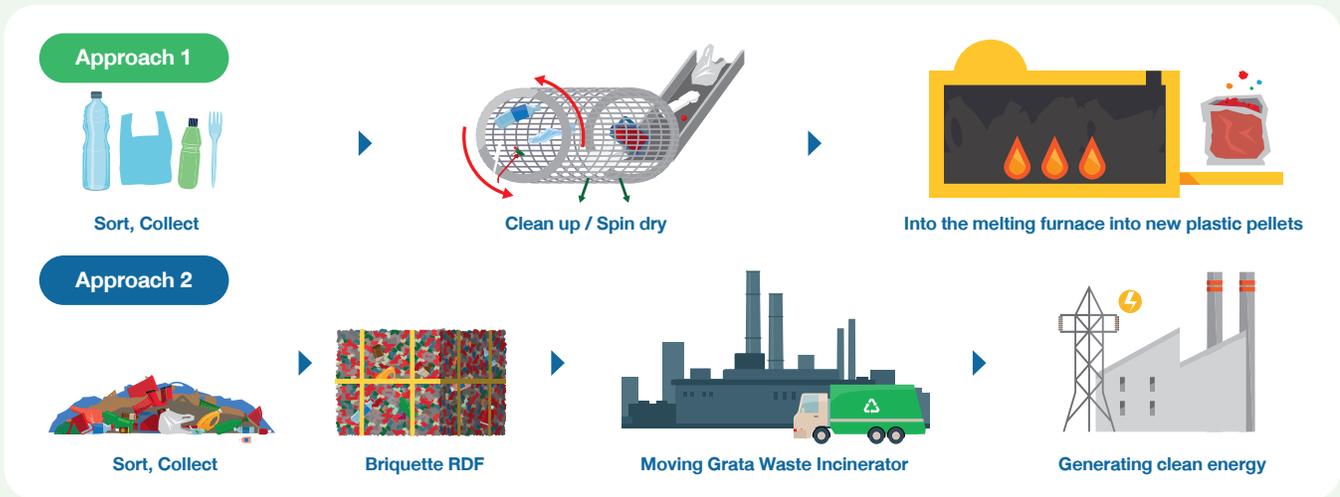
CP ALL Plc. acted as an intermediary in the collection of UHT milk cartons, juice or beverage cartons to be recycled into student table and chair sets for schools in need. In 2021, a total of 100,000 cartons was collected and recycled into 40 sets of student table and delivered to Ban Mae To School and Ban Mae Yang Ha School, Bo Kaeo , Samoeng District in Chiang Mai Province.

Zero Waste to Landfill Project

CPRAM Co., Ltd. (Ladkrabang) presented 2 approaches to manage plastic waste as follow:
1. Less contaminated plastic waste will be cleaned and dried before being melted into new plastic pellets.
2. Highly contaminated plastic waste will be developed into Refuse Derived Fuel (RDF) to generate clean electrical energy. The 2 approaches presented alternative management of plastic waste to replace landfill disposal.

Impacts and Benefits

Reduced plastic waste to landfill by
258 tonnes



Plastic Bottles to PPE Suits for Healthcare Workers

Siam Makro PCL together with Indorama Ventures Plc. opened donation points to collect PET bottles from employees pioneered at 5 Siam Makro Distribution Center in Nakhon Pathom, Salaya, Phetkasem, Bang Bon, and Charansanitong. 100% of collected bottles were recycled into polyester sheet by Indorama Ventures Plc. which were later used in the production of PPE suits for healthcare personnel during the COVID-19 pandemic. It takes 18 (600 ml) PET bottles to produce polyester yarn for 1 PPE suit, equivalent to 54 hours of electrical energy of lighting saved.

Impacts and Benefits

Amount of PPE suit produced from recycling PET bottles

1,000 PPE suits

Reduced the amount of plastic bottles waste sent to landfill by

96,500 bottles
1,930.70 kg

Reduced GHG emission by

2.97 tCO₂e







Sustainable Waste Management

CP ALL is cognizant in managing excess food and food waste and thus proceeds to reduce waste, recycle, and cooperates with all sectors in waste and waste management measures alongside campaigning for consumer behavioral changes focused towards sustainable consumption. This culmination of efforts anticipations for the reduction of greenhouse gas emissions and environmental impact.

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

SDG12 Ensure sustainable consumption and production patterns

- 12.3 Halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains
- 12.4 Achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment
- 12.5 Substantially reduce waste generation through prevention, reduction, recycling and reuse



Sustainable Waste Management

2030 Goals



Zero waste to landfill

Reduce excess or leftover food amount requiring disposal and reduce waste generated by the Company's operations destined

Key Performance in 2021



Recovered waste for reuse by **69.87%** of total waste



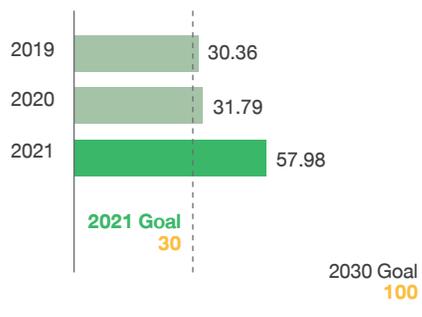
Reduced the amount of excess surplus food or food waste by **21,343.72** tonnes



Repurposed food waste by **12,611.83** tonnes

Progress against short-term and long-term goals

(Unit : %)



Remark : The performance cover only the excess food of the CP ALL group.

Key Progress in 2021



Food Waste Management project on Samui Island



Ton Kla Rai Tang Project expansion to 128 schools



Integrated Food Product Reformation project



Zero Waste to Landfill project



Excess Surplus Food Donation to Foundations

Risks and opportunities

A report by the Food and Agriculture Organization of the United Nations (FAO) concluded that a third of all food produced yearly becomes food waste. The cause of food waste pertains to food overproduction, issues relating to logistics and distribution, and consumption factors leading to surplus food. As a result, food waste accounts for approximately 8% of the world’s greenhouse gas emissions. Organizations have currently recognized the importance of managing excess food and food waste in line with

the Sustainable Development Goals (SDGs) Goal 12.3 which stipulates the halving of per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses by 2030. These measures allow for the circulation and repurposing of food waste to minimize resource scarcity and environmental impact in addition to enabling food security.

Management Approach

With cognizant to the importance of sustainable waste and food waste management CP All Public Company Limited and its subsidiaries (“the Company”) have proceeded to reduce waste and food waste from business operations. This measure allows the Company to reduce risk associated with overusing resources during production, reduce environmental impact and reduce waste disposal expenses. The Company has established policies to manage food loss and food waste in response to fulfilling the goal of zero waste to landfill by 2030 and contribute to the United Nations Sustainable Development Goal 12. Furthermore, these policies include the implementation of the Food Surplus and Food Loss approach within the production process and management of food waste and other waste categories arising from business operations. This approach relies on the application of the Food and Agriculture Organization of the United Nations (FAO)

guidelines under the 1P3Rs principles: 1. Prevention 2. Reduction 3. Reuse 4. Recycling according to the circular economy principle.

One crucial factor leading to this success is the creation of a database categorized by business activities spanning from upstream to downstream operations, which covers manufacturing, logistics and dispatchment, retail distribution as well as consumption activities related to waste and food waste generation. The accomplishment of this method has equipped the Company with tools to assess and analyze the proportion, composition and type of waste and food waste. Furthermore, the acquired data can therefore assist with appropriately and accurately defining strategies and measures to further reduce losses throughout the supply chain which includes fostering cooperation with suppliers.



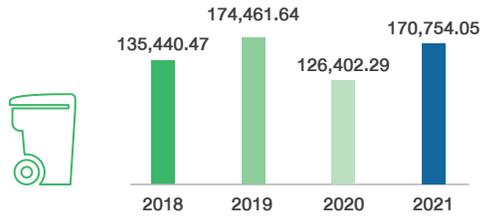
For more Information :

Food loss and waste commitment policies

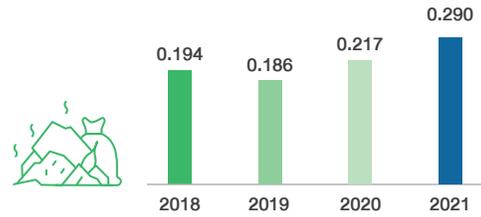
<https://www.cpall.co.th/wp-content/uploads/2021/06/Food-Loss-Waste-2021-EN.pdf>

Performance Summary 2021

Total amount waste (tonnes) | Total waste per revenue (tonnes per million baht)

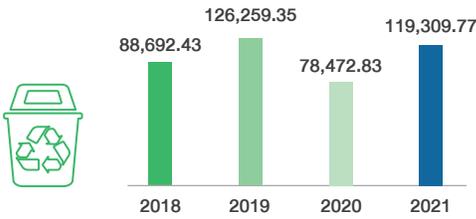


Remarks: Inclusive of hazardous waste and non-hazardous waste.

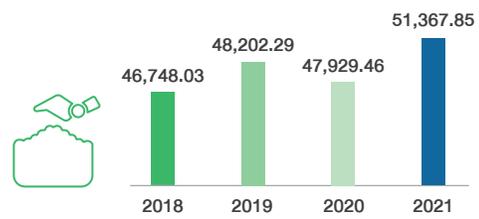


Remarks: Inclusive of hazardous waste and non-hazardous waste.

Waste disposed and repurposed (tonnes) | Waste disposed at landfills (tonnes)

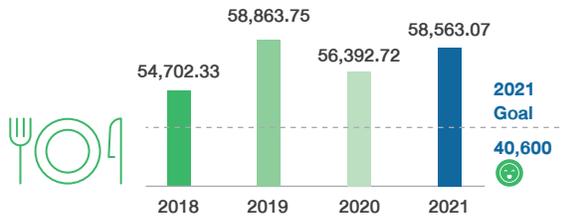


Remarks: Inclusive of hazardous waste and non-hazardous waste.



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

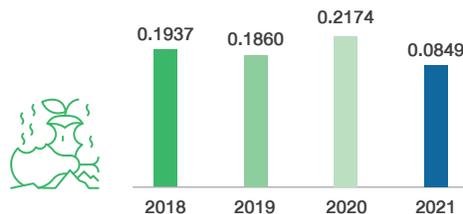
Total Food loss and food waste (tonnes) | Total food loss and food waste (tonnes) categorized by business activities



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



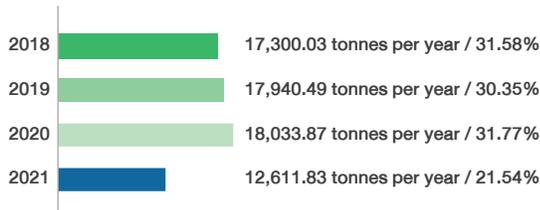
Total food loss and food waste intensity per Unit of food sales



Proportion of food loss and food waste categorized by group



Food waste disposed and repurposed (tonnes)



Food waste disposed and repurposed by category



Project type	Project title
Food loss and waste quantity measurement project	<ul style="list-style-type: none"> International standards database management upgrade project
Food loss and waste reduction project	<ul style="list-style-type: none"> Integrated food write-off reduction via AI Ordering project Raw material procurement management project Surplus food donation to foundations project
Food loss and waste repurpose project	<ul style="list-style-type: none"> ZERO Waste to Landfill project Waste and raw materials excess management project

The Company is conscious of waste generated from business operations throughout the value chain, encompassing from the production process through to logistics and retail distribution. The amount of waste generated may affect various operational efficiencies and subsequent incurrence of costs due to waste disposal. The Company therefore operates a variety of strategic initiatives and activities inclusive of waste monitoring processes, waste repurposing in accordance to the Circular Economy concept, and collaboration with communities, suppliers and external organizations with the aim of sustainably reducing waste and food waste.

Food Loss reduction and Food Waste management

The Company adopted the Food and Agriculture Organization of the United Nations (FAO) and United Nations Environment Program (UNEP) food management guidelines to reduce food waste throughout various operations and has implemented the following relevant projects in 2021:



Prevention measures against food waste and waste at source



Integrated food write-off reduction via AI Ordering project

The Company has researched and developed technology to assist with the reduction of food waste and product loss in all 7-Eleven stores by processing critical data and utilizing artificial intelligence (AI). The mentioned technology calculates recommended product order quantity for employees in 7-Eleven stores, through analyzing historical data related to sales of products often purchased and inventories, in addition to assisting with order confirmation and verification according to respective situations. For instance, the system assists with organizing promotional products during special events and categorizing products with consideration for the shelf-life criterion: long-life products with a shelf life of at least 7 days, short-life products with a shelf life of 1–6 days, etc. The preliminary results of the project resulted in improved employee's procurement decisions for appropriate best-selling products in terms of selection and quantity to fulfil customer needs. Furthermore, inventory and food wastages in 7-Eleven stores were reduced by a remarkable 5,079.31 tonnes in 2021.

Production process waste reduction according to the principle of Zero Waste to Landfill

CPRAM Co., Ltd. emphasizes the importance in production process and equipment development to limit food wastage and reduce raw materials excess. In 2021, measures taken to reduce production process waste include reducing waste arising from material trimming through utilizing ultrasonic power trimmers and reducing product loss due to product dislodging through improved machinery, etc.

Raw Material Procurement Management Project

Siam Makro Public Company Limited prevents raw materials and product loss by developing an "E-ordering" application for inventory management computations based on product order quantity data. This system increases ordering efficiency and accuracy while reducing work time and limitations arising from local supplier product procurement. The system adoption resulted in educed procurement time by 478,000 hours per year, equivalent to a return of over 7.4 million baht per year.



Reduction measures for enhanced benefits

Surplus food donation to foundations project

CP ALL Plc. cooperates with various charities to deliver surplus food from excess orders at 7-Eleven stores to community social enterprises, charities and the vulnerable. The donated food is in ideal condition; products retain quality and suitability for consumption, in addition to displaying the FDA approval mark with clearly specified expiration dates on items including bread, sandwiches, milk, vegetables, semi-read-to-eat food, fruit and cooked food, etc. In 2021, the Company donated surplus food from 7-Eleven stores in Ratchadamnoen, Phra Khanong, Hua Hin and Phuket districts totaling 117 branches to communities and vulnerable groups through the Food Conservation Foundation (SOS Thailand) and VV Share Foundation. In addition, the Company operation expansion plan aims to include 89 more 7-Eleven stores in Klong Toey and Phuket districts in 2022.



Impacts and Benefits

Donated over **173,898** meals
of surplus food to **118** communities

Reduced food waste destined for landfills by

41.40 tonnes per year

Reduced GHG emissions by **85.07** tCO₂e



Product nearing expiration date management in 7-Eleven stores project

CP ALL Plc. manages excess food products nearing expiration, which retains quality and consumption suitability, caused by order surplus beyond customers demand through distribution among employees under the “Full, Happy, Happy” project. Items relevant to this project include grocery products with 1–2 months remaining shelf life and ready-to-eat food items with the marked down yellow labels. Furthermore, the Company has defined inventories write-off management standards and require product quality assurance (QA) agencies to monitor compliance with established standards in order to control product quality throughout the process for consumers’ confidence and safety.

Adding value to production process by-products project

CPRAM Co., Ltd. (Lat Krabang) emphasizes production process waste management by repurposing and adding value to excess raw material byproducts from the production process into new products in an initiative to reduce food waste. A sample product developed is garlic bread derived from bread crust.



Impacts and Benefits

1,969 tonnes per year
reduction in food loss from the
production process

375,840 Baht per year
reduction in food waste disposal cost

2.4 million Baht per year
in added value to products through
sales



Measures for Reuse

CP ALL Food Waste Management Continuation Project

CP ALL Plc. is committed to community and society development in tandem with sustainable environmental conservation. The Company has driven environmental policies, under the 7 Go Green project, and implemented the “CP All Food Waste Management” project to manage refuse and waste on Koh Samui and Koh Phangan, Surat Thani Province, while creating awareness of environmental conservation and Ecotourism for the community for the second consecutive year. The measures relayed comprise of inventory management for products, especially fresh food products nearing expiration date in 7-Eleven stores, through the collection and separation of food waste from packaging and distribution to farmers as components for animal feed or compost. Outcomes in 2021 include the collection of 32 tonnes of food waste and plastic packaging from 7-Eleven stores and beach garbage collection activities organized in collaboration with the local community leaders, schools and environmental conservation networks, civil society organizations and local authorities in Koh Samui and Koh Phangan. Additionally, campaigns to reduce waste and separate waste for reuse and recycling in collaboration with civil society, organizations, communities and schools have been promoted. Furthermore, a pilot project to design and construct a beautiful pavilion for bus commuters in the area of Laem Hoi School, Koh Samui, made from plastic waste and glass bottle materials is a first of its kind and arises from communitywide efforts in collecting and segregating wastes. This project, which has gained wide public acceptance, is both aesthetic and tangible, creating incentives for the management and segregation of waste after consumption.



Impacts and Benefits

Delivering food waste to
3 farmer networks

Repurposed as animal feed and
compost totaling
29 tonnes per year

Reduced food waste to landfills by
29 tonnes per year



Circular Economy-based Recycling Measures

ZERO Waste to Landfill Project

CPRAM Co., Ltd. manages waste and excess materials efficiently throughout the organization in accordance with the 3Rs (Reduce Reuse Recycle) waste management guidelines. This efficiency is achieved through employee education and awareness raising during annual training courses. In this regard, 100% of waste generated is potentially reutilized and categorized according to the waste type from their respective original process as follows:



Impacts and Benefits

Zero waste elimination through landfills

49.6 million Baht per year
in generated income from waste and excess materials

Waste type	Total quantity (%)	Utilization
 Breadcrumbs	68.04	 <ul style="list-style-type: none"> produce 14,225 tonnes of animal feed per year
 Food loss	0.67	 <ul style="list-style-type: none"> produce 138 tonnes of animal feed per year produce 2 tonnes of fertilizers to nourish trees within the factory vicinity per year
 Sludge from wastewater treatment	16.43	 <ul style="list-style-type: none"> produce 3,434 tonnes per year of biofertilizers and soil conditioners
 Plastic waste	1.69	 <ul style="list-style-type: none"> produced 353 tonnes of plastic pellets per year
 Milk cartons and hazardous waste	0.05	 <ul style="list-style-type: none"> recycled 13 tonnes per year of milk cartons for use in Green Roof project Hazardous waste used as raw materials in cement plants
 Glass and plastic bottle waste	0.27	 <ul style="list-style-type: none"> recycled 56 tonnes per year
 Excess material waste	4.51	 <ul style="list-style-type: none"> separated and recycled 942 tonnes per year
 General waste	8.34	 <ul style="list-style-type: none"> utilized 1,743 tonnes per year as RDF fuel in power plants

Waste and excess raw material management project

Siam Makro Public Company Limited aims to reduce and recycle waste from operations under the 3Rs (Reduce Reuse Recycle) approach through various activities as follows:



Upgrade "Shrinkage Management System", an information management system focused on wastes arising from products within distribution centers and the appropriate respective management of wastes by type.



"Reduce food waste quantity" project by transforming food waste from citrus fruits and pineapples into bio-fermented water or Effectiveness Microorganism (EM) fermented water as a means to add value, allow further utilization as deodorizers, and enable application as a fat decomposer in distribution center sewer pipes. In 2021, over 46.5 tonnes of fresh food waste was processed into EM fermented water.

Herbal Medicine from Basil Stems and Leaves

Kao Ga-Prow (Rice with holy basil and stir-fried meat) is a popular menu at 7-Eleven stores. The holy basil itself is a key ingredient used in a tremendous volume daily. Kao Ga-Prow production process also includes the screening of basil leaves, the discarded parts are flowers, branches, and stems. CP ALL Plc. and CPRAM Co. Ltd., collaborated with Thailand Institute of Scientific and Technological Research (TISTR), Ministry of Higher Education, Science, Research and Innovation, to create value-added for the discarded parts of holy basil, flowers, branches and stems, the production's leftover. They are used to make dietary supplement and alternative herbal remedy.



Measurement, analysis and database establishment

International standards database management upgrade project

The Company conducts measurements and analysis of data and food waste components arising from business activities divided into 7 categories as follows:



Plants, vegetables and fruits



Meat and seafood



Dairy products



Ready-to-eat food



Beverage



Processed food



Bakery products

In 2021, the total amount of food waste was 58,563.07 tonnes, with the plants, vegetables and fruits food waste category producing the largest amount of waste at 19,899.06 tonnes, accounting for 33.98% of the food waste in 2021 (The proportion of food waste for each group can be found in the 2021 operations results summary).



Cooperate with Customers, Communities and Suppliers in Refuse and Waste management

Ongoing Ton Kla Rai Tang Project

CP ALL Plc., in conjunction with schools under the CONNEXT ED foundation, supported by the Company, have organized the Ton Kla Rai Tang Project for the second year. This project focuses on sustainable environmental waste management through ingraining youths with a social responsibility mindset through participating in waste separation from the very beginning of the recycling chain in the smallest unit of the community. By way of Ton Khla Rai Thung (Seedlings Without Bins), there is “No trash bin” or minimal waste through separating biodegradable and recyclables from general waste until those not repurpose-able remain and is thus defined as refuses. This outcome is achieved through forging cooperation with merchants and school vendors to terminate sales of products leading to wastes inclusive of straws, plates, paper, and single-use glasses. Courses relevant to waste management have been developed and integrated aiming to transform people’s visualization of garbage into reusable, recyclable or compostable organic material and thereby generate income for schools and communities. In 2021, the Company signed a Memorandum of Understanding (MOU) to expand the network of Ton Khla Rai Thung schools and have realized participation from over 153 schools via video conference during this second year with steadfast plans for expansion in 2022 to cover all schools within the CONNEXT ED foundation sponsored by the Company. Further upgrades of Ton Khla Rai Thung to “Communities Without Bins” would enable communitywide waste management.



Impacts and Benefits

35% reduction of waste quantity on average

reduced GHG emissions

2,518 tCO₂e

153 educational

institutional project participants countrywide

The Magic Box: Recycling for Sharing Continuation Project

CP ALL Plc. is an intermediary in collecting UHT milk cartons, fruit juice boxes or beverage boxes for recycling and reforming into table and chair sets for schools in need. In 2021, 100,000 boxes were collected, recycled and repurposed into 40 sets of tables and chairs. These tables and chairs were donated to Ban Mae To School and Ban Mae Yang Ha School, Bo Kaeo Subdistrict, Samoeng District, Chiang Mai Province.



Electronic receipts / full tax invoice project

The Company has commenced a channel for receiving receipts, abbreviated tax invoices and a full tax invoice electronically through the 7-Eleven application. This ongoing initiative reflects the Company’s continuous improvement to support digital lifestyles and facilitate customers from project commencement on 26 November 2020 until 31 December 2021.



ปิดการขาย ALL member

ปลอดภัย รวดเร็ว
ในยุคโควิด-19

ใบเสร็จรับเงินอิเล็กทรอนิกส์

- ปลอดภัย**
ลดการสัมผัส
ในยุคโควิด-19
- รวดเร็ว**
ตรวจสอบข้อมูล
การซื้อสินค้าได้ตลอด 24 ชม.
- ช่วยโลก**
ลดปริมาณขยะ และ
ลดการใช้ทรัพยากรธรรมชาติ



Impacts and Benefits

Receipts and abbreviated tax invoices reduced

161,546,631
receipts

2,328,353
full tax invoices reduced

1,110.92 tCO₂e
of reduced GHG emissions or equivalent

to planting **25,835** trees
(5-year teak trees)

* Performance in 2021



Highlighting awareness and campaigning for people to change their consumption behavior

Food Waste Awareness Program

CPRAM Co., Ltd. operates projects to raise awareness of food waste through the Facebook page “Thai Society without Food Waste” and formed the “Eat it all without food waste” group as a channel to promote food waste management and reduction knowledge. Currently, there are 11,330 followers and 595 members of this Facebook group.







Ecosystem and Biodiversity Protection

With adherence to green aspirations and intentions to protect and maintain ecosystem integrity, CP ALL continues to redouble green areas through increasing trees which assist in carbon dioxide absorption for the country. Furthermore, green areas act as a large "Home" of life rich in biodiversity and natural resources.

Supporting the SDGs



SDG6 To ensure sustainable management and water and sanitation for all

6.6 To improve water quality by reducing pollution, eliminating waste, and reducing the release of hazardous chemicals and materials. To reduce the proportion of unprocessed wastewater by half and increase reusing materials.

SDG14 To conserve and sustainably use resources from the oceans, seas, and marine and support sustainable development

14.1 To prevent and reduce all types of marine pollution, especially from land activities.

SDG15 To protect, restore and support sustainable use of terrestrial ecosystems; sustainable forest management; the fight for desertification; to stop land degradation and recover; and ending biodiversity loss

15.1 To ensure the conservation, restoration, and terrestrial and inland freshwater ecosystems, including sustainable ecosystem services, especially for forests, wetlands, mountains, and arid lands.



Ecosystem and Biodiversity Protection

2030 Goal



All areas of business operations have projects in collaboration with local and national stakeholders or independent third parties they contributed to the reduction of negative impacts on ecosystems or biodiversity.

Key Performance in 2021



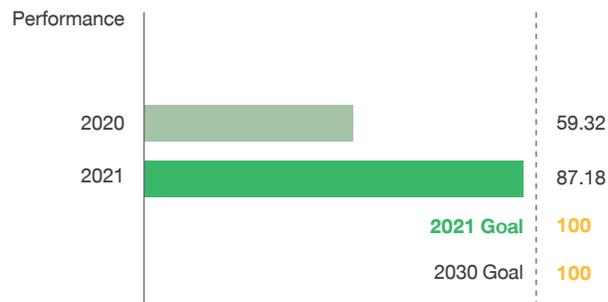
The accumulated number of trees planted **228,240** trees.



Carbon sequestration **9,814.32** tCO₂e

Progress against short-term and long-term goals

(Unit: %)



Key Progress in 2021



WE GROW for ALL Project



Collaborative projects with partners to reduce the impact on terrestrial ecosystems.



Collaborative projects with partners to reduce the impact on aquatic ecosystems.

Risks and Opportunities

Biodiversity is an important part of ecosystem integrity. It has a direct positive impact on the environment and humans, e.g., as being food sources, Carbon Dioxide absorbers, and flood protection where resources and ecological products are continuously and perpetually utilized in various industries. However, economic development and human activities continue to profoundly affect biodiversity. Examples of these activities are the use of unlimited resources, invasion, and destruction of habitats of other species.

The loss of the balance of biodiversity in the ecosystem affects the natural mechanism and efficiency of the ecosystem. There have been changes that are unprecedented or intensified, including the effects on the well-being of humans. Therefore, all sectors should be aware of the importance and impact of biodiversity imbalances. And with the commitment to conducting business with environmental responsibility and protecting biodiversity for sustainability.

Management Approach

Several studies report on the impact of the COVID-19 pandemic, especially on increasing ecosystem health and biodiversity. Due to fewer cases of encroachment on forest areas, CP ALL Public Company Limited and its subsidiaries (“the Company”) continue to work on protecting and restoring biodiversity that may arise from the company’s business activities with the will to protect the ecosystem and uphold the ideology of going green. The company announced the biodiversity and natural resources policy which was promulgated as a guideline covering all areas of business operations and activities, as well as working with first-tier business partners within the supply chain. The purpose is for business operations to have the least impact on biodiversity. Additionally, the company operates its business with a commitment

not to prevent any loss to biodiversity (No Net Loss: NNL) while considering ways to enhance business operations in line with a positive ecological balance (Net Positive Impact: NPI). Hereupon, the company assesses risks and impacts on biodiversity through Biodiversity Assessment Tool (IBAT) to avoid conducting business in protected areas as defined by the International Union for Conservation of Nature (IUCN) and the areas being registered as UNESCO World Heritage and defining the mitigation guidelines in the Mitigation Hierarchy, as well as collaborating with external partners to carry out rehabilitation projects, to conserve natural resources and environment, including projects with business partners to reduce impacts on land and water ecosystems to restore, protect, and enrich ecosystems.



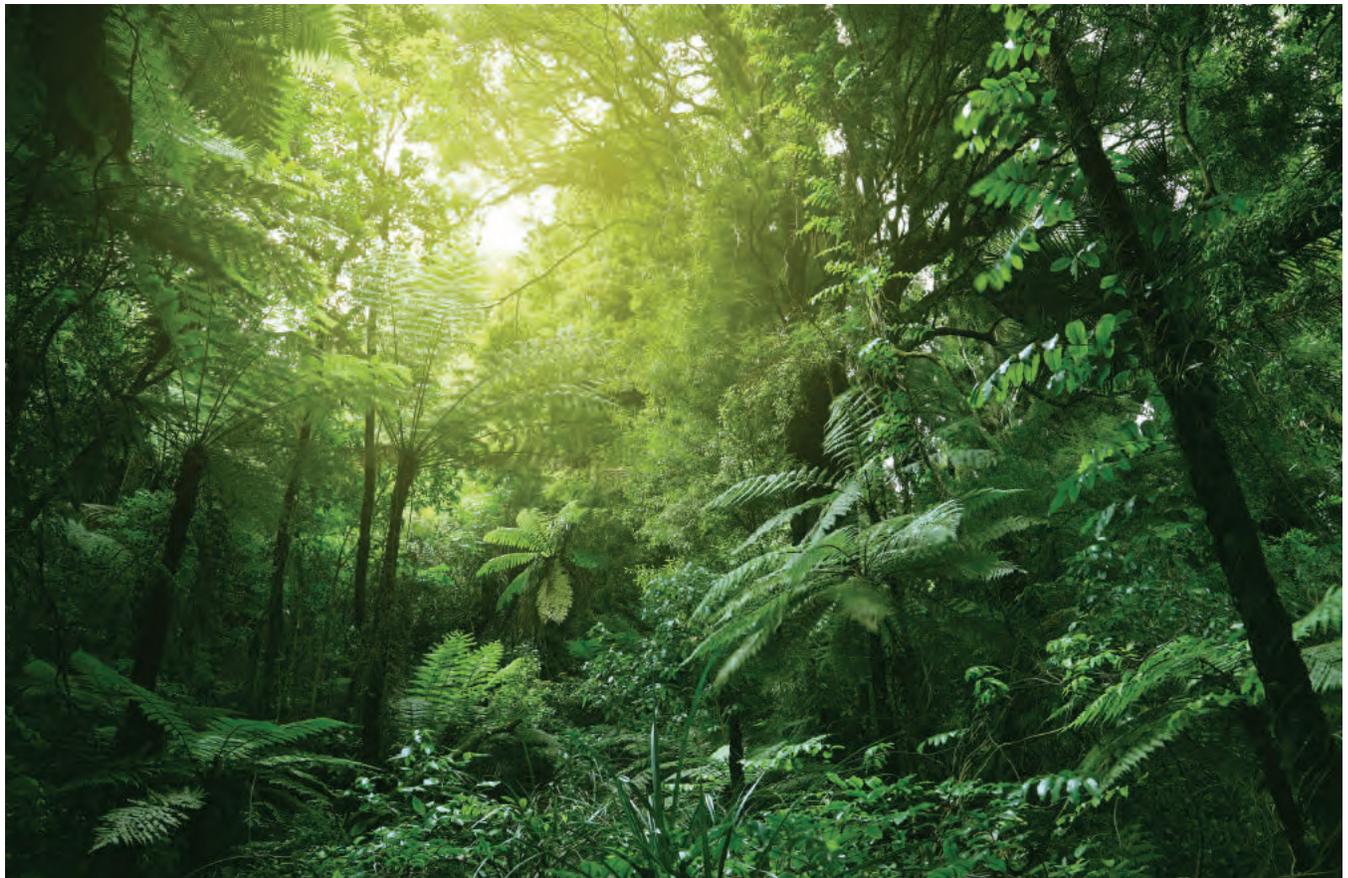
For more information :

Policy on Biodiversity and Natural Resources

<https://www.cpall.co.th/wp-content/uploads/2021/06/Biodiversity-Policy-2021-EN.pdf>

Performance Summary 2021

Increase the areas of tree plantation for carbon absorption

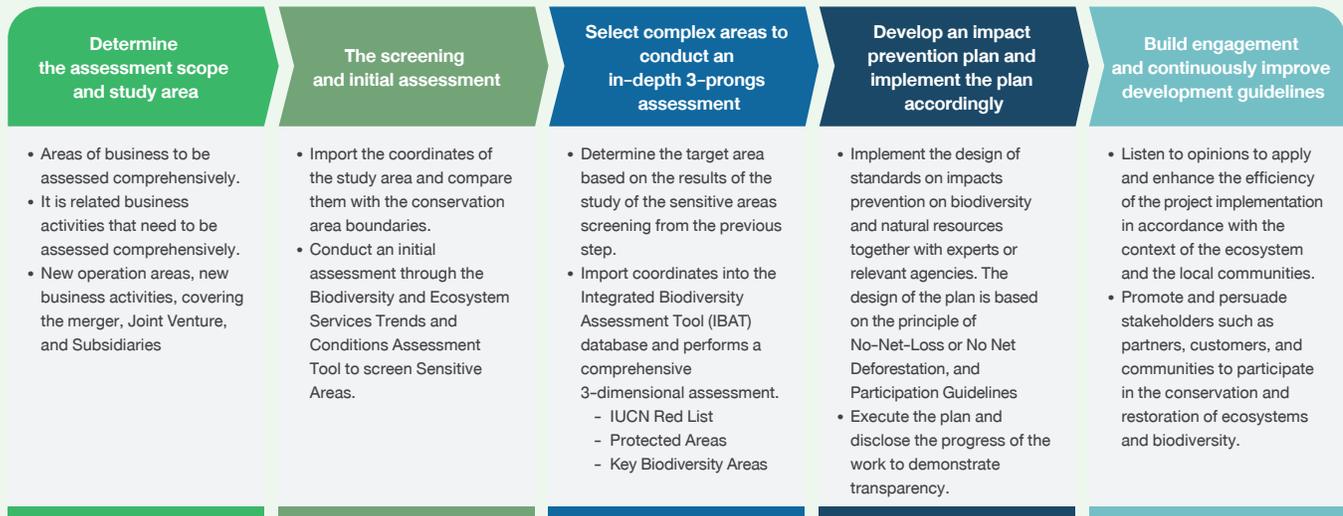


Biodiversity Risk and Impact Assessment

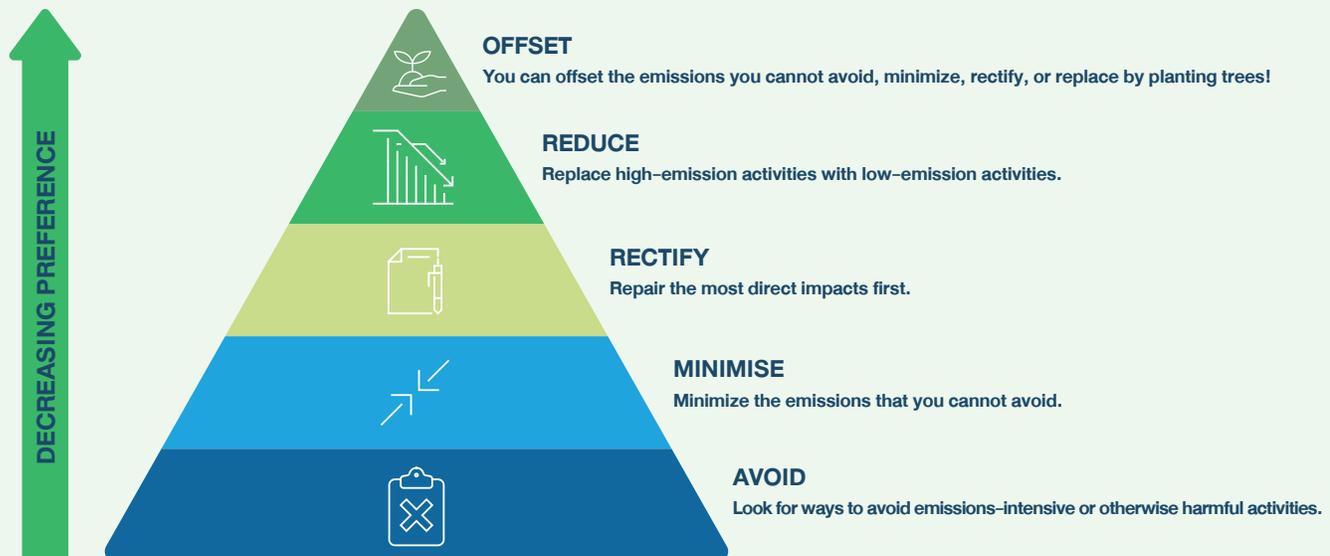
CP ALL Plc. assessed risks and impacts on biodiversity in accordance with biodiversity guidelines and policies and natural resources of the organization covering the area of business activities, including manufacturing plants, distribution centres, product distribution area, and other related business activities.

The Company’s operations and business activities are not located in any protected area according to the definitions and requirements of The International Union for Conservation of Nature: IUCN and are not within a UNESCO World Heritage-listed area. The company has applied information technology in conjunction with biodiversity databases to assess the area of operation and related key business activities. The procedure for assessing risks and impacts on biodiversity are as follows:

The Assessment with Information Technology and International Databases



The company has a Mitigation Hierarchy approach to mitigate risks and avoid the severity on biodiversity. This covers mitigation, relief, and compensation. In addition, the company respects and strictly complies with local regulations and laws on the conservation of biodiversity in the local area this is to prevent impacts on ecosystems and biodiversity from business operations.



In 2021, the company cooperated with stakeholders to carry out a wide range of activities to restore ecosystems and protect biodiversity. The key strategic projects are as follows:

Cooperation with Stakeholders to Reduce Impacts on Terrestrial Ecosystems

The company realizes the importance of preserving natural resources and the environment, setting a target of planting 646,000 trees by 2025 as well as appointing a working group on planting trees sustainably for communities, working on forest restoration, and following up on the project to support tree planting for communities under the framework of 4-action areas.



In 2021, the company implemented the following essential projects:



Planting trees in the company area

Tree plantation project within the company area

The company supports employees on the tree planting projects in all areas within the business-owned parameters. The objectives are to increase the green area, create a good environment and restore the ecosystem. Currently, there are more than accumulated 15,155 trees planted. The details are as follows:

	Area (Rai)	Number of trees (trees)
<p>Areas of operations</p> <p> Distribution center area nationwide</p>	629	1,881
<p> Office building area, Tara Park, Nonthaburi Province</p>	54	237
<p> Areas within 7-Eleven stores parameter</p>	4	19
<p> Educational institution area</p>	113	6,007
<p> Siam Makro distribution center area and office buildings across the country</p>	N/A	5,011
<p> Areas within the responsibility of CPRAM Company Limited</p>	10	2,000



Collaboration with partnerships to seedlings for employees to plant

“WE GROW for ALL” Project

The company and business partners specify the picking point for seedlings at the CP Tower to hand out to employees they can bring back seedlings to plant in their place of residence. The distribution of 1,100 seedlings to 1,000 employees Silom Branch, Phayathai Branch, Tara Sathorn Building, and The Tara Chaengwattana Building in 2021.

The Company carried out activities “Show our trees” to encourages employees’ tree planting and record the planting activity through the We Grow app to calculate the amount of carbon footprint reduction, promote more operations to achieve the company’s goals, and reduce carbon dioxide emissions to carbon neutral by 2030.



Planting trees, creating jobs

The Bamboo Project

Bamboo is a local plant that has historically and culturally been associated with Thai society. At present, bamboo is in high demand in the market; the shortages cause the goods to be imported from abroad to increase the number of bamboos along with protecting the environment, soil rehabilitation, greenhouse gases absorption. The process also promotes income generation for schools with bamboo products forming a sustainable bamboo business partnership in 2021. Therefore, the company has implemented the project “Bamboo Sufficiency...to a Sustainable Future” with the schools in the project “The Future of Education, CONNEXT ED.” The project is an expansion resulting from a model school Ban Nam Yoi School, Pa Sang District, Lamphun Province. The knowledge on the benefits of bamboo, cultivation, planting, maintenance, resource allocation for water and soil, bamboo utilization, and processing. All are taught through webinars. The company supports bamboo seedlings for schools and partners’ network and help find opportunities and marketing channels for the schools.



Impacts and Benefits

44 schools
participating in the project

Total
32,228 participants
(8,000 students, 228 teachers,
and 24,000 community members).

1,500 bamboo
seedlings

Sponsorship value of
97,500 Baht

Carbon sequestration
14.25
tCO₂e

The Forest School Concept Project

To achieve sustainable operations, the company expands from the project “Sufficiency Bamboo...to a Sustainable Future” by integrating 7 topics of knowledge in bamboo planting: 1) Learn how to cultivate seedlings 2) Know the types of trees 3) Nursery and care for seedlings 4) Planting 5) Care and utilization 6) Result report; growth data collection and 7) Promote planting and maintaining forests in the curriculum content integrated across the subject groups in the core curriculum. The goal is to promote the planting of 20,000 trees per year.



Breeding



Grows



Follow up



Report



Campaign



Impacts and Benefits

2 participating schools

Total

10,269 participants
(240 students, 29 teachers, and
10,000 community members).

Carbon sequestration

190 tCO₂e



Collaborations with other sectors such as communities, foundations, the public sector, and local organization

Pah Lom Wat Project (Forest Surrounding Temple Project)

To restore the integrity of ecosystems and biodiversity. The company is committed to promoting reforestation, adding green space for the community, creating awareness of sustainable environmental conservation, managing valuable resources, and delivering knowledge for temples, communities, society, and the nation under the Seven Go Green policy. The company has carried out the “Pah Lom Wat” project to deliver 100,000 plant seedlings to 202 temples and churches in Surin Province and Chonburi Province, affecting more than 962,000 community members in the areas.



Impacts and Benefits

The handovers of

100,000
tree seedlings

962,000 community
members participating in the
project

202 participating temples

500,000 Baht
sponsorship value

Carbon sequestration

950 tCO₂e

Farm Pool Project, Pracharat Samakkee Organic farming, Surin Way 4.0

The objective is to increase green space in the community and sustainably conserve the environment. The company delivered the tree seedlings to help restore resources and contributed to reforestation the effort is evident in the “Farm Pool Project, Pracharat Samakkee Organic farming, Surin Way 4.0” that benefits 17 districts in Surin Province.



Impacts and Benefits

The handovers of
17,790
tree seedlings

6,558 community
members participating in the
project

2,186 families
participating in the project

375,000 Baht
sponsorship value

Carbon sequestration
169 tCO₂e



CPRAM Green Life Project: #GrowforSustainableWorld

CPRAM is committed to increasing the green space for the country and continues running the “CPRAM Green Life” Project #GrowforSustainableWorld to raise awareness for the employees and communities throughout the company’s seven branches nationwide. CPRAM was given tree seedlings from the Royal Forest Department to run the project and to handover saplings from perennial plants such as Padauk, teak, rubber tree, Phayung, and maca mong trees to employees, community members, and those who are interested in the project they can plant the trees in their home, public space, and within their community space. This increasing resource facilitates the increase of green space, restoration, and reserving the ecosystem balance. All is accomplished through increasing the number of trees to absorb carbon dioxide.



Impacts and Benefits

Deliver
50,000 tree seedlings

Carbon sequestration
475 tCO₂e



The volunteer project to diversify plant species in the community

The company encourages employees to participate in volunteer activities and do good for the community. The mission is communicated to 7-Eleven stores and distribution centers nationwide. The company also collaborated with communities, public sectors, and local government to plant trees, cultivate and propagate plant species. The activity is organized annually to increase the green space and sustainably conserve the ecosystem and the environment. Plant **4,488 trees** **244 Rai** covered.



Reforestation and dam construction project

The company is aware of the significance of the sustainable conservation of biodiversity, the environment, and the fertility of natural resources. Suvarnabhumi Distribution Center has launched a project in reforestation and dam construction at Siri Charoenwat Forest Park Chonburi. The project focuses on restoring deteriorated land back to fertile areas, ensuring soil and water conservation, and reinstating wildlife sanctuary. Plant **200 trees** Covered the area of **4 rais** **30 employees** participated.



“Makro: Plant the Forest” Project

Siam Makro Public Company Limited reinforces the intention of being a Green company. The company is in partnership with the Siri Charoenwat Forest Project under the Royal Initiative. The project is involved in the planting of 22,500 trees in the Siri Charoenwat Forest under the royal initiative. The location is in Na Chom Thian Subdistrict, Sattahip District, Chonburi Province. It is an important area; the forest has one of the complete ecosystems in Thailand, with a total area of more than 3,900 rai. The activity is part of the CP Group’s effort to reduce global warming by planting 10 million trees by 2030. The company campaigns for affiliated companies to organize tree planting activities to alleviate global warming and restore ozone in the atmosphere through the project “CP Hundreds save the world.” Through this Project, CP Group also creates jobs for farmers and members in the rural communities they can earn income from sapling care and maintenance. These jobs have the potential to supply them with some income during the Covid-19 pandemic. The project has economic, societal, and environmental benefits



Collaborative projects with business partners to reduce the impact on aquatic ecosystems

Mangrove Reforestation Project

Mangrove forests are nurseries and marine habitats—essential elements for coastal ecosystems. Therefore, the company participates in the conservation and restoration of mangrove forest areas. Mahachai Distribution Center and Surat Thani Distribution Center have organized mangrove planting activities with the community nearby every year to conserve mangrove forests and encourage the reproduction of aquatic animals in the ecosystem.

Impacts and Benefits

1,500 seedlings planted

201 Rai covered



Returning Blue Crab to the Gulf of Thailand Project

The Distribution Center Surat Thani CP ALL Plc. was in cooperation with Viriya Crepe Products Company to release blue crab cubs back to the sea. The objective is to prevent blue crab species from extinction, especially in the ecosystem of Phum Riang Beach, Chaiya District, Surat Thani Province. More than 50,000 crabs were released in the project.



Sustainability Performance Data 2021 : Environment

GRI Standard	Required Data	Unit	2018	2019	2020	2021
302-1 (e)	Total energy consumption	GJ	8,390,153.22	9,149,268.02	9,359,865.15	9,298,006.22
	Total non-renewable energy	GJ	501,239.88	544,162.86	556,226.90	546,715.39
	Stationary combustion	GJ	370,720.89	414,339.03	424,515.91	417,164.57
	• Fuel oil	GJ	23,384.76	0	0	0
	• Diesel	GJ	1,644.70	7,980.44	5,714.41	8,141.93
	• Liquefied petroleum gas	GJ	292,398.72	348,141.34	355,268.85	347,682.66
	• Natural gas	GJ	53,292.70	58,217.25	63,532.65	61,339.98
	Mobile combustion	GJ	130,519.00	129,823.82	131,710.99	129,550.82
	• Diesel	GJ	115,852.21	114,460.20	117,073.99	115,181.47
	• Gasoline	GJ	14,666.67	15,363.62	14,636.19	10,804.60
	• Liquefied petroleum gas	GJ	0	0	0	3,563.22
	• Natural Gas Vehicles	GJ	0.12	0.0032	0.82	1.53
	302-1 (b)	Total renewable energy	GJ	15,482.29	15,102.14	16,195.78
• Solar cell		GJ	2,759.40	2,798.50	1,796.64	1,796.60
• Geothermal		GJ	12,722.89	12,303.64	14,399.14	11,645.41
302-1 (c)	Total electricity purchased externally	GJ	7,873,431.05	8,590,003.02	8,787,442.48	8,737,848.82
	• National electricity grid	GJ	7,872,737.87	8,578,506.85	8,699,470.97	8,568,669.80
	• Solar cell	GJ	693.18	11,496.18	87,971.51	169,179.02
302-3 (a)	Energy intensity per revenue unit	GJ per million Baht	15.89	16.02	17.12	15.82
303-3 (a)	Total water withdrawal	Million m ³	8.67	9.35	9.54	9.56
	• Groundwater	Million m ³	1.27	1.35	1.46	1.36
	• Third-Party Water	Million m ³	7.40	8.00	8.08	8.20
	- Surface municipal water	Million m ³	N/A	N/A	7.95	7.99
	- Groundwater municipal water	Million m ³	N/A	N/A	0.13	0.21
303-3 (b)	Total water withdrawal from water stress area	Million m ³	N/A	3.67	4.85	4.56
	• Groundwater	Million m ³	N/A	1.29	1.31	1.23
	• Third-Party Water	Million m ³	N/A	2.38	3.54	3.33
	- Surface municipal water	Million m ³	N/A	N/A	3.47	3.21
	- Groundwater municipal water	Million m ³	N/A	N/A	0.07	0.12
303-3 (b)	Total freshwater withdrawal	Million m ³	N/A	9.35	9.54	9.56

GRI Standard	Required Data	Unit	2018	2019	2020	2021
	• Freshwater ($\leq 1,000$ mg/L Total Dissolved Solids)	Million m ³	N/A	9.35	9.54	9.56
	• Reused and recycled water	Million m ³	0.93	0.51	0.75	0.41
	Water withdrawal intensity per revenue unit	m ³ per million Baht	16.43	16.38	17.46	16.27
303-4(b) 2018	Treated wastewater (TDS $\leq 1,000$ mg/L)	Million m ³	N/A	N/A	N/A	6.70
	• COD	mg/L	N/A	N/A	N/A	9.08
		kg	N/A	N/A	N/A	60,793.06
	• BOD	mg/L	N/A	N/A	N/A	3.37
		kg	N/A	N/A	N/A	22,578.32
	• Total dissolved solids (TDS)	mg/L	N/A	N/A	N/A	25.27
		kg	N/A	N/A	N/A	169,244.54
305-2 (a)	Total GHG emissions	tCO ₂ e	1,494,142.68	1,431,281.28	1,409,284.38	1,409,743.49
305-1 (a)	Direct (Scope 1) GHG emissions	tCO ₂ e	221,164.70	214,860.15	231,798.67	305,337.16
	• Fugitive emissions	tCO ₂ e	175,884.12	176,066.41	194,816.37	268,524.34
	• Methane from wastewater treatment	tCO ₂ e	3,253.40	3,724.42	819.66	1,230.88
	• Stationary combustion	tCO ₂ e	32,229.46	25,468.24	26,388.44	25,900.37
	• Mobile combustion	tCO ₂ e	9,797.72	9,021.92	9,253.95	9,006.87
305-1 (c)	• Biogenic combustion	tCO ₂ e	N/A	579.15	520.25	674.69
305-2 (a)	Indirect (Scope 2) GHG emissions	tCO ₂ e	1,272,977.98	1,216,421.13	1,177,485.71	1,104,406.33
	• Electricity purchased	tCO ₂ e	1,272,977.98	1,216,421.13	1,177,485.71	1,104,406.33
	GHG reduction from alternative energy consumption	tCO ₂ e	744.48	2,491.45	12,269.05	22,172.73
305-4 (a)	Direct and indirect (Scope 1 and Scope 2) per revenue unit	tCO ₂ e per million Baht	2.83	2.51	2.57	2.40
305-3 (a)	Other indirect (Scope 3) GHG emissions	tCO ₂ e	N/A	1,274,754.60	1,412,920.47	10,223,203.53
	• Purchase goods and service (plastic packaging)	tCO ₂ e	N/A	231,528.50	137,739.12	102,584.90
	• Purchase goods and service (product)	tCO ₂ e	N/A	N/A	N/A	9,419,907.12
	• Upstream transportation and distribution	tCO ₂ e	N/A	90,128.25	141,122.76	197,321.23
	• Waste generated in operations	tCO ₂ e	N/A	192,510.20	68,003.90	53,440.32

GRI Standard	Required Data	Unit	2018	2019	2020	2021
	• Business travel (by planes)	tCO ₂ e	N/A	2,588.75	793.62	141.36
	• Processing of sold products (electronic equipment)	tCO ₂ e	N/A	741,535.40	1,052,100.15	174,435.88
	• End-of-life treatment of sold products (Golden banana)	tCO ₂ e	N/A	13,528.70	10,226.12	10,108.25
	GHG reduction from decreased consumption of single use plastic bag	tCO ₂ e	4,945.97	33,222.39	85,212.55	265,268.48
	Percentage of the stores that have been designed or renovated for mitigating flood comparing to total store locating in flood risk areas	Percentage	N/A	N/A	N/A	52
306-3 (a) 2020	Total waste generated	Tonnes	135,440.47	174,461.64	126,402.29	170,754.05
306-4 (a) 2020	Total waste diverted from disposal	Tonnes	88,692.43	126,259.35	78,472.83	119,309.77
306-4 (b) 2020	Hazardous waste	Tonnes	1.94	18.35	59.40	48.26
	• Reused	Tonnes	1.94	17.89	45.83	24.81
	• Energy recovery (used for mixed fuel)	Tonnes	N/A	0.46	13.57	23.45
306-4 (c) 2020	Non-hazardous waste	Tonnes	88,690.49	126,241.00	78,352.30	119,261.51
	• Reused	Tonnes	N/A	N/A	61.13	82.33
	• Recycling	Tonnes	82,586.89	119,780.06	70,008.31	109,961.02
	• Composting	Tonnes	6,103.60	6,460.94	6,613.28	7,254.84
	• Energy recovery (used for mixed fuel)	Tonnes	N/A	N/A	1,730.71	1,963.33
306-5 (a) 2020	Total waste directed to disposal	Tonnes	46,748.03	48,202.29	47,929.46	51,444.28
306-5 (b) 2020	Hazardous waste	Tonnes	29.00	25.84	9.78	79.42
	• Incineration	Tonnes	26.54	20.20	4.33	71.03
	• Landfill	Tonnes	2.45	5.64	5.45	8.39
306-5 (c) 2020	Non-hazardous waste	Tonnes	46,719.04	48,176.45	47,919.68	51,364.86
	• Incineration	Tonnes	1,955.43	1,778.93	0	5.41
	• Landfill	Tonnes	44,763.61	46,397.52	47,919.68	51,359.46
	Percentage of total waste diverted from disposal per total waste generated	Percentage	65	72	62	69.87
306-3 (a) 2020	Total food waste	Tonnes	54,702	58,864	56,393	58,563.07
	• Fruits and vegetables	Tonnes	N/A	N/A	7,764	19,899.06
	• Meats and seafood	Tonnes	N/A	N/A	6,408	3,766.27
	• Dairy	Tonnes	N/A	N/A	2,381	2,315.32
	• Ready to eat (RTE)	Tonnes	N/A	N/A	22,106	18,041.47

GRI Standard	Required Data	Unit	2018	2019	2020	2021
	• Beverage	Tonnes	N/A	N/A	1,794	1,265.83
	• Process food	Tonnes	N/A	N/A	1,077	655.59
	• Bakery	Tonnes	N/A	N/A	1,4863	12,593.43
	• Others	Tonnes	N/A	N/A	N/A	26.11
306-4 (a) 2020	Food waste utilization	Tonnes	17,300	17,943	18,033.9	12,611.83
	• Energy generation	Tonnes	N/A	N/A	557.7	597.25
	• Soil conditioner and feed	Tonnes	N/A	N/A	17,476.2	12,014.58
306-5 (a) 2020	Total food waste directed to disposal	Tonnes	37,402	40,921	38,345	45,951.24
	• Landfill	Tonnes	N/A	N/A	38,345	45,951.24
	Food waste prevention	Tonnes	N/A	N/A	13.45	21,343.72
	• Food donation i.e. to food rescue agent	Tonnes	N/A	N/A	13.45	70.40
	• Order optimization	Tonnes	N/A	N/A	N/A	5,079.31
	• Material for new product	Tonnes	N/A	N/A	N/A	1,969.00
	• Animal feed	Tonnes	N/A	N/A	N/A	14,225.00

Breakdown food waste data set was sub-set of and included in total waste generated which is presenting above

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, added to water from external provider, such as Metropolitan waterworks authority, provincial waterworks authority, and landlords
- Total water withdrawal from water stressed areas, as analyzed by Aqueduct Water Risk Atlas (Aqueduct Global Maps 3.0) from World Resources Institute (WRI)
- GHG emissions is calculated from activities emitting GHG multiples with GHG emissions coefficient, in reference to IPCC 5th Assessment Report, Thailand Greenhouse Gas Management Organization (Public Organization). It is reported as carbon dioxide equivalent, according to GHG Protocol for scope 1, 2, and 3 GHG emissions
- Total direct GHG emissions covers GHG emissions from wastewater system, mobile combustion, biofuel combustion, stationary combustion and fugitive emissions
- GHG emissions bases year has been changed to 2020 aligning with sustainability target phase 2.
- 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 GHG covers 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 version 2020. In 2019 – 2020, there is increase in goods and asset write-off of CP ALL PLC, with recalculation 2018
- Total waste data is covered food waste
- Data boundary of volume and character of wastewater is covered food manufacturing factory located in Lat Krabang, Lat Lum Kaeo, and Chon Buri areas
- In 2021, scope 3 emission of employee commuting category has been waived due to the COVID-19 situation and corporate flexible working policy.

Sustainability Performance Data 2021 : Human Resources

GRI Standard	Required Data	2018		2019		2020		2021		
		Person	%	Person	%	Person	%	Person	%	
102-8	Total Employees									
	By Gender									
	• Male	33,110	35.72	48,159	39.19	66,910	34.94	67,823	35.69	
	• Female	59,582	64.28	74,735	60.81	124,570	65.06	122,185	64.31	
	By Employment Contract									
	Permanent Employees									
	• Male	28,330	33.88	30,670	32.87	34,585	33.83	35,545	34.42	
	• Female	55,279	66.12	62,641	67.13	67,642	66.17	67,712	65.58	
	Contractors									
	• Male	4,780	52.63	17,489	59.12	32,325	36.22	32,278	37.21	
	• Female	4,303	47.37	12,094	40.88	56,928	63.78	54,473	62.79	
	405-1	Employee Diversity								
		By Level								
		Top Management								
• Male		55	69.62	41	66.13	32	57.14	38	38.71	
• Female		24	30.38	21	33.87	24	42.86	24	61.29	
Management										
• Male		1,151	43.91	937	43.48	1,259	44.18	2,342	55.21	
• Female		1,470	56.08	1,218	56.52	1,591	55.82	2,887	44.79	
Junior Management										
• Male		856	42.82	610	41.27	797	42.24	1,549	57.03	
• Female		1,143	57.18	868	58.73	1,090	57.76	2,056	42.97	
Officer										
• Male		27,124	33.52	29,692	32.59	33,294	33.52	33,165	33.85	
• Female		53,785	66.48	61,402	67.41	66,027	66.48	64,801	66.15	
By Age										
Under 30 years old										
• Male	15,170	32.80	16,875	32.10	18,218	32.81	18,373	33.68		
• Female	31,082	67.20	35,700	67.90	37,306	67.19	36,181	66.32		
30-50 years old										
• Male	12,699	35.05	13,224	33.79	15,717	34.99	16,434	35.21		
• Female	23,535	64.95	25,907	66.21	29,203	65.01	30,236	64.79		

GRI Standard	Required Data	2018		2019		2020		2021	
		Person	%	Person	%	Person	%	Person	%
	Over 50 years old								
	• Male	461	41.05	571	35.58	650	36.46	738	36.30
	• Female	662	58.95	1,034	64.42	1,133	63.54	1,295	63.70
	By Religion								
	• Buddhist	77,174	92.30	87,989	94.30	96,180	94.08	97,203	94.14
	• Christian	475	0.57	532	0.57	599	0.59	634	0.61
	• Islamic	4,123	4.93	4,725	5.06	4,882	4.78	4,853	4.70
405-2	Ratio of average salary and remuneration of female to male								
	By Level								
	• Executive (base salary only)	N/A		N/A		N/A		0.96	
	• Executive (base salary + other cash incentives)	N/A		N/A		N/A		1.10	
	• Management (base salary only)	N/A		N/A		N/A		0.99	
	• Management (base salary + other cash incentives)	N/A		N/A		N/A		0.99	
	• Non-management (base salary + other cash incentives)	N/A		N/A		N/A		0.97	
401-1	New Employee Hires								
	By Gender								
	• Male	16,637	36.98	16,827	35.25	13,767	34.12	16,367	36.86
	• Female	28,356	63.02	30,911	64.75	26,586	65.88	28,041	63.14
	New hire rate	53.81		51.16		39.47		43.01	
	By Age								
	• Under 30 years old	37,013	82.26	38,852	81.39	33,119	82.07	36,898	83.09
	• 30-50 years old	7,945	17.66	8,772	18.37	7,134	17.68	7,453	16.78
	• Over 50 years old	35	0.08	114	0.24	100	0.25	57	0.13
401-1	Turnover								
	By Gender								
	• Male	13,470	38.31	14,902	38.29	12,022	34.24	14,426	34.63
	• Female	21,690	61.69	24,019	61.71	23,086	65.76	27,237	65.37
	Turnover rate	42.05		41.71		34.34		40.35	

GRI Standard	Required Data	2018		2019		2020		2021	
		Person	%	Person	%	Person	%	Person	%
By Age									
	• Under 30 years old	27,324	77.71	30,012	77.11	26,996	76.89	32,580	78.20
	• 30-50 years old	7,691	21.88	8,753	22.49	7,871	22.42	8,881	21.32
	• Over 50 years old	145	0.41	156	0.40	241	0.69	202	0.48
401-3 Parental Leave									
	Number of employees taking parental leave	N/A	N/A	2,959	3.17	3,592	3.51	3,178	3.08
	Number of employees returned to work after parental leave	N/A	N/A	2,615	88.37	3,225	89.78	3,053	96.07
	Number of employees returned to work after parental leave and were still employed up to 12 months	N/A	N/A	N/A	N/A	N/A	N/A	2,506	78.85
102-41 Collective Bargaining Agreements									
	Employee Representative under welfare committee	56,722	99.29	64,115	100	102,227	100	103,257	100

GRI Standard	Required Data	2018		2019		2020		2021	
		Hour / Person / Year		Hour / Person / Year		Hour / Person / Year		Hour / Person / Year	
404-1 Training and Development									
	Average hours of training	25.47		22.18		18.91		20.68	
By Gender									
	• Male	26.57		20.51		17.35		18.25	
	• Female	24.37		23.84		20.47		21.96	
By Level									
	• Top Management	67.96		69.88		84.40		74.59	
	• Management	60.71		45.30		40.36		31.63	
	• Junior Management	42.22		46.18		40.17		28.58	
	• Officer	24.37		21.44		18.78		20.06	

Remark

- N/A = Not Available
- Human resources performance reporting is made in accordance to the reporting framework of the GRI Standard, version 2016
- Human resources performance covers all business unit operations

Sustainability Performance Data 2021 : Occupational Safety, Health and Working Environment

GRI Standard	Required Data	Unit	2018		2019		2020		2021	
			Male	Female	Male	Female	Male	Female	Male	Female
Employee										
403-9 (a) (2018)	• The number of fatalities as a result of work-related injury	Persons	0		0		2		5	
			0	0	0	0	2	0	2	3
	• High-consequence work-related injuries rate (excluding fatalities)	Cases/1,000,000 work hours	N/A		0		0.004		0	
			N/A	N/A	0	0	0	0.01	0	0
• Recordable work-related injuries rate	Cases/1,000,000 work hours	N/A		1.22		2.14		3.25		
		N/A	N/A	2.27	0.69	3.02	1.99	4.36	2.70	
• The number of hours worked	Hours	192,955,020		222,630,585		251,718,321		212,606,693		
		67,743,167	125,211,853	74,829,447	147,801,138	83,430,837	168,287,484	69,947,807	142,658,887	
403-10 (a) (2018)	• The number of fatalities as a result of work-related ill health	Persons	0		0		0		0	
			0	0	0	0	0	0	0	0
	• The number of cases of recordable work-related ill health	Cases	N/A		0		0		0	
			N/A	N/A	0	0	0	0	0	0
403-2 (a) 2016	• Absentee Rate (AR)	%	2.26		2.34		2.28		12.11	
			2.41	2.18	2.64	2.20	2.58	2.13	10.53	12.90
	• Lost-Time Injuries Frequency Rate (LTIFR)	Cases/1,000,000 work hours	1.10		0.71		1.66		2.77	
			1.93	0.65	1.28	0.43	2.21	1.38	3.59	2.36
• Occupational Illness Frequency Rate (OIFR)	Cases/1,000,000 work hours	0		0		0		0		
		0	0	0	0	0	0	0	0	
Contractor										
403-9 (a) (2018)	• The number of fatalities as a result of work-related injury	Persons	0		0		3		6	
			0	0	0	0	2	1	5	1
	• High-consequence work-related injuries rate (excluding fatalities)	Cases/1,000,000 work hours	N/A		0		0		0.013	
			N/A	N/A	0	0	0	0	0	0.005
• Recordable work-related injuries rate	Cases/1,000,000 work hours	N/A		1.51		0.52		1.40		
		N/A	N/A	2.02	0.93	0.80	0.34	2.37	0.86	
• The number of hours worked	Hours	60,757,234		63,698,344		232,938,058		210,483,280		
		37,375,636	23,381,598	33,717,995	29,980,349	88,997,868	143,940,190	75,208,116	135,275,163	
403-10 (a) (2018)	• The number of fatalities as a result of work-related ill health	Persons	0		0		0		0	
			0	0	0	0	0	0	0	0
	• The number of cases of recordable work-related ill health	Cases	0		0		0		0	
			0	0	0	0	0	0	0	0
• Lost-Time Injuries Frequency Rate (LTIFR)	Cases/1,000,000 work hours	1.02		0.99		0.37		1.05		
		0.94	1.15	1.28	0.67	0.52	0.28	1.52	0.79	

Remark

- 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 2021 : Health and Well-Being

GRI Standard	Required Data	Unit	2018	2019	2020	2021
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	2.33
	• Ready-to-eat food		N/A	3.12	0.15	1.88
	• Packaged beverage (exclude alcoholic)		N/A	0.00	1.16	0.46
	• Process food		N/A	0.00	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	1.09
	• Ready-to-eat food		N/A	0.00	1.01	1.05
	• Packaged beverage (exclude alcoholic)		N/A	0.00	5.92	0.05
	• Process food		N/A	0.00	0.00	0.00
	Total of sales volume of consumer products that are renovated/ reformulated	Percentage	0.20	5.66	7.55	0.75
	• Ready-to-eat food		N/A	3.80	2.21	0.75
	• Packaged beverage (exclude alcoholic)		N/A	1.86	5.33	0.00
	• Process food		N/A	0.00	0.00	0.00

Remark :

- N/A = Not Available
- The reporting data is covered only scope of private brand (PB) that sells through various CP ALL's channels both online and offline
- The reporting data is covered the products that certified "healthier choice", and the formula adjusted products that aligned with the laws and the international/local accepted standards i.e. Notification of the Ministry of Public Health (No. 182) B.E.2541

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102-46 Defining report content and topic Boundaries	Emphasis on All Material Issues for Sustainability in All Dimensions	32-33		
102-47 List of material topics	Emphasis on All Material Issues for Sustainability in All Dimensions	31		
102-48 Restatements of information	Refer to CP ALL Annual Report	There was no significant change from the previous reporting period		
102-49 Changes in reporting	About This Report (scope)	No significant change to the scope		
102-50 Reporting period	Emphasis on All Material Issues for Sustainability in All Dimensions	30		
102-51 Date of most recent report	Emphasis on All Material Issues for Sustainability in All Dimensions	30		
102-52 Reporting cycle	Emphasis on All Material Issues for Sustainability in All Dimensions	30		
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102-54 Claims of reporting in accordance with the GRI Standards	Emphasis on All Material Issues for Sustainability in All Dimensions	30		

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102-18	Governance structure	Corporate Governance and Anti-Corruption	41		
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405-1	Diversity of governance bodies and employees	Human Rights & Labor Practices	59-60		
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405-2	Ratio of basic salary and remuneration of women to men	Appendix	251		✓
GRI 406: Non-Discrimination 2016					
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403-6	Promotion of worker health	Human Rights & Labor Practices	70		
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Human Rights & Labor Practices	69-70		
403-8	Workers covered by an occupational health and safety management system	Human Rights & Labor Practices	70		

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403-10	Work-related ill health	Appendix	253	Work-related ill health does not covered scope of Store Business Partner of part time employee, there are in the process of data collection. This data will be completed in 2025. The number of COVID-19 cases is excluded.	✓
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103-3	Evaluation of the management approach	Good Health & Well-being	139		
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FP7	Percentage of total sales volume of consumer products, by product category, that contain increased nutritious ingredients like fiber, vitamins, minerals, phytochemicals or functional food additives	Good Health & Well-being	141		
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United Nations Sustainability Development Goals

Goal	Description	Chapter	Goal	Description	Chapter
	End poverty in all its forms everywhere	<ul style="list-style-type: none"> Innovation and Value Creation Social Impact and Economic Contribution Education and Lifelong Learning 		Reduce inequality within and among countries	<ul style="list-style-type: none"> Human Rights and Labor Practices Social Impact and Economic Contribution
	End hunger, achieve food security and improved nutrition and promote sustainable agriculture	<ul style="list-style-type: none"> Social Impact and Economic Contribution Good Health & Well-being Food and Water Security & Access to Well-being 		Make cities and human settlements inclusive, safe, resilient and sustainable	<ul style="list-style-type: none"> Social Impact and Economic Contribution Food and Water Security & Access to Well-being
	Ensure healthy lives and promote well-being for all at all ages	<ul style="list-style-type: none"> Human Rights and Labor Practices Innovation and Value Creation Good Health & Well-being Food and Water Security & Access to Well-being 		Ensure sustainable consumption and production patterns	<ul style="list-style-type: none"> Corporate Governance and Anti-Corruption Responsible Supply Chain Good Health & Well-being Food and Water Security & Access to Well-being Climate Resilience Energy Efficiency Sustainable Packaging Management Sustainable Waste Management
	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	<ul style="list-style-type: none"> Leadership and Human Capital Development Responsible Supply Chain Education and Lifelong Learning 		Take urgent action to combat climate change and its impacts	<ul style="list-style-type: none"> Climate Resilience Energy Efficiency
	Achieve gender equality and empower all women and girls	<ul style="list-style-type: none"> Human Rights and Labor Practices Leadership and Human Capital Development 		Conserve and sustainably use the oceans, seas and marine resources for sustainable development	<ul style="list-style-type: none"> Ecosystem & Biodiversity Protection
	Ensure availability and sustainable management of water and sanitation for all	<ul style="list-style-type: none"> Energy Efficiency Sustainable Waste Management Ecosystem & Biodiversity Protection 		Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse	<ul style="list-style-type: none"> Ecosystem & Biodiversity Protection
	Ensure access to affordable, reliable, sustainable and modern energy for all	<ul style="list-style-type: none"> Energy Efficiency 		Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	<ul style="list-style-type: none"> Corporate Governance and Anti-Corruption Human Rights and Labor Practices Stakeholders Engagement
	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	<ul style="list-style-type: none"> Human Rights and Labor Practices Leadership and Human Capital Development Innovation and Value Creation Responsible Supply Chain Social Impact and Economic Contribution Stakeholders Engagement Sustainable Packaging Management 		Strengthen the means of implementation and revitalize the global partnership for sustainable development	<ul style="list-style-type: none"> Food and Water Security & Access to Well-being
	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	-			

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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 fulfil this criterion, including goals, timelines, metrics, and responsible staff 	(P.23-28)
	<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 	(P.24)
	<ul style="list-style-type: none"> Align strategies, goals and incentive structures of all business units and subsidiaries with corporate sustainability strategy 	(P.23-28)
	<ul style="list-style-type: none"> Assign responsibility for corporate sustainability implementation to an individual or group within each business unit and subsidiary 	(P.24)
	<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 	(P.23-28)
	<ul style="list-style-type: none"> Ensure that different corporate functions coordinate closely to maximize performance and avoid unintended negative impacts 	(P.24)
	<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 fulfil this criterion, including goals, timelines, metrics, and responsible staff 	(P.36-54) (P.56-70) (P.94-103) (P.164-182) (P.186-199) https://www.cpall.co.th/wp-content/uploads/2021/06/Sustainable-Development-Policy-and-Goals-2564-2573-en.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 	(P.56-70) (P.94-103) (P.186-199)
	<ul style="list-style-type: none"> Communicate policies and expectations to suppliers and other relevant business partners 	(P.36-54) (P.94-103) (P.164-182)
	<ul style="list-style-type: none"> Implement monitoring and assurance mechanisms (e.g. audits/ screenings) for compliance within the company's sphere of influence 	(P.66-70) (P.94-103)
	<ul style="list-style-type: none"> Undertake awareness-raising, training and other types of capacity building with suppliers and other business partner 	(P.36-54) (P.56-70) (P.94-103)
	<ul style="list-style-type: none"> Other established or emerging best practices 	-

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Comment/Reference

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:

<p>Robust Human Rights 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>(P.23-28) (P.56-70)</p>
	<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) 	(P.56-70)
	<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 	(P.23-28) (P.56-70)
	<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 	(P.56-70)
	<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 	(P.56-70)
	<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 	(P.23-28) (P.56-70)
	<ul style="list-style-type: none"> Process to ensure that internationally recognized human rights are respected 	(P.56-70)
	<ul style="list-style-type: none"> On-going due diligence process that includes an assessment of actual and potential human rights impacts 	(P.56-70)
	The Guiding Principles suggest that the assessment:	-
	<ul style="list-style-type: none"> Internal awareness-raising and training on human rights for management and employees 	(P.56-70)
	<ul style="list-style-type: none"> Operational-level grievance mechanisms for those potentially impacted by the company's activities 	(P.36-54) (P.106-123) (P.164-182)
	<ul style="list-style-type: none"> Allocation of responsibilities and accountability for addressing human rights impacts 	(P.56-70)
	<ul style="list-style-type: none"> Internal decision-making, budget and oversight for effective responses to human rights impacts 	(P.23-28)

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<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 	(P.56-70)
<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 	(P.56-70)
<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 	(P.56-70)
<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 	(P.56-70) (P.94-103)
<ul style="list-style-type: none"> Monitoring drawn from internal and external feedback, including affected stakeholders 	(P.56-70)
<ul style="list-style-type: none"> Process to deal with incidents the company has caused or contributed to for internal and external stakeholders 	(P.56-70)
<ul style="list-style-type: none"> Outcomes of integration of the human rights principles 	(P.56-70)
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.56-70)
(a) Be of a form and frequency that reflect an enterprise's human rights impacts and that are accessible to its intended audiences;	(P.56-70)
(b) Provide information that is sufficient to evaluate the adequacy of an enterprise's response to the particular human rights impact involved;	(P.56-70)
(c) In turn not pose risks to affected stakeholders, personnel or to legitimate requirements of commercial confidentiality.	(P.56-70)
<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.) 	(P.56-70)
<ul style="list-style-type: none"> Other established or emerging best practices 	-

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Comment/Reference

Criterion 6: The COP describes robust commitments, strategies or policies in the area of labour

Indicate which of the following best practices are described in your COP:

Robust Labour Management Policies & Procedures

- Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff

(P.56-70)
<https://www.cpass.com/wp-content/uploads/2021/06/Human-Rights-Policy-2021-EN.pdf>

- Reference to principles of relevant international labour standards (ILO Conventions) and other normative international instruments in company policies

(P.56-70)
<https://www.cpass.com/wp-content/uploads/2021/06/Human-Rights-Policy-2021-EN.pdf>
<https://www.cpass.com/en/sustain/social-dimension/human-rights>

- Reflection on the relevance of the labour principles for the company

(P.56-70)
<https://www.cpass.com/wp-content/uploads/2021/06/Human-Rights-Policy-2021-EN.pdf>

- 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.56-70)

- Inclusion of reference to the principles contained in the relevant international labour standards in contracts with suppliers and other relevant business partners

(P.94-103)

- 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.56-70)

- 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.56-70)

- Structural engagement with a global union, possibly via a Global Framework Agreement

(P.56-70)

- Other established or emerging best practices

-

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Comment/Reference

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:

• Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff	(P.56-70) https://www.cpall.co.th/wp-content/uploads/2021/06/Human-Rights-Policy-2021-EN.pdf
• Risk and impact assessments in the area of labour	(P.56-70)
• Dialogue mechanism with trade unions to regularly discuss and review company progress in addressing labour standards	(P.56-70)
• Allocation of responsibilities and accountability within the organization	(P.23-28) https://www.cpall.co.th/wp-content/uploads/2021/06/Human-Rights-Policy-2021-EN.pdf
• Internal awareness-raising and training on the labour principles for management and employees	(P.56-70)
• Active engagement with suppliers to address labour-related challenges	(P.94-103)
• 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	(P.56-70)
• 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:

• Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff	(P.23-28) (P.56-70) (P.72-79) https://www.cpall.co.th/wp-content/uploads/2021/06/Human-Rights-Policy-2021-EN.pdf
• System to track and measure performance based on standardized performance metrics	(P.72-79)
• Dialogues with the representative organization of workers to regularly review progress made and jointly identify priorities for the future	(P.72-79)
• 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	(P.94-103)
• 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	(P.94-103)
• Outcomes of integration of the Labour principles	(P.56-70)
• Other established or emerging best practices	-

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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:

<p>Robust Environmental 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>(P.23-28) (P.186-199) (P.200-210) (P.212-222) (P.224-235) (P.236-245) https://www.cpass.co.th/wp-content/uploads/2020/06/05_CPALL-Environmental-Policy_Eng_Edit27.5.62.pdf</p>
	<ul style="list-style-type: none"> Reference to relevant international conventions and other international instruments (e.g. Rio Declaration on Environment and Development) 	<p>(P.186-199)</p>
	<ul style="list-style-type: none"> Reflection on the relevance of environmental stewardship for the company 	<p>(P.186-199) (P.200-210) (P.212-222) (P.224-235) (P.236-245)</p>
	<ul style="list-style-type: none"> Written company policy on environmental stewardship 	<p>(P.186-199) (P.236-245) https://www.cpass.co.th/wp-content/uploads/2020/06/05_CPALL-Environmental-Policy_Eng_Edit27.5.62.pdf</p>
	<ul style="list-style-type: none"> Inclusion of minimum environmental standards in contracts with suppliers and other relevant business partners 	<p>(P.94-103)</p>
	<ul style="list-style-type: none"> Specific commitments and goals for specified years 	<p>(P.23-28) (P.186-199)</p>
	<ul style="list-style-type: none"> Other established or emerging best practices 	<p>-</p>

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 	<p>(P.186-199) https://www.cpass.co.th/wp-content/uploads/2020/06/05_CPALL-Environmental-Policy_Eng_Edit27.5.62.pdf</p>
	<ul style="list-style-type: none"> Environmental risk and impact assessments 	<p>(P.186-199)</p>
	<ul style="list-style-type: none"> Assessments of lifecycle impact of products, ensuring environmentally sound management policies 	<p>-</p>
	<ul style="list-style-type: none"> Allocation of responsibilities and accountability within the organization 	<p>(P.23-28)</p>
	<ul style="list-style-type: none"> Internal awareness-raising and training on environmental stewardship for management and employees 	<p>(P.72-79) (P.186-199)</p>
	<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 	<p>(P.164-182) (P.106-123)</p>
	<ul style="list-style-type: none"> Other established or emerging best practices 	<p>-</p>

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Comment/Reference

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 	(P.186-199) 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 	(P.186-199) 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 	(P.186-199)
<ul style="list-style-type: none"> Process to deal with incidents 	-
<ul style="list-style-type: none"> Audits or other steps to monitor and improve the environmental performance of companies in the supply chain 	(P.94-103)
<ul style="list-style-type: none"> Outcomes of integration of the environmental principles 	(P.186-199) (P.200-210) (P.212-222) (P.224-235) (P.236-245)
<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 	(P.23-28) (P.36-54) https://www.cpall.co.th/en/sustain/economic-dimension/anti-corruption
<ul style="list-style-type: none"> Publicly stated formal policy of zero-tolerance of corruption 	https://www.cpall.co.th/en/sustain/economic-dimension/anti-corruption
<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 	(P.36-54) https://www.cpall.co.th/en/sustain/economic-dimension/anti-corruption
<ul style="list-style-type: none"> Statement of support for international and regional legal frameworks, such as the UN Convention against Corruption 	-
<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 	(P.36-54) (P.94-103) https://www.cpall.co.th/en/sustain/economic-dimension/anti-corruption
<ul style="list-style-type: none"> Other established or emerging best practices 	-

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Comment/Reference

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 	(P.23-28) (P.36-54) https://www.cpall.co.th/en/sustain/economic-dimension/anti-corruption
<ul style="list-style-type: none"> Support by the organization's leadership for anti-corruption 	(P.36-54)
<ul style="list-style-type: none"> Carrying out risk assessment of potential areas of corruption 	(P.36-54)
<ul style="list-style-type: none"> Human Resources procedures supporting the anti-corruption commitment or policy, including communication to and training for all employees 	(P.36-54)
<ul style="list-style-type: none"> Internal checks and balances to ensure consistency with the anti-corruption commitment 	(P.36-54)
<ul style="list-style-type: none"> Actions taken to encourage business partners to implement anti-corruption commitments 	(P.36-54)
<ul style="list-style-type: none"> Management responsibility and accountability for implementation of the anti-corruption commitment or policy 	https://www.cpall.co.th/en/sustain/economic-dimension/anti-corruption
<ul style="list-style-type: none"> Communications (whistleblowing) channels and follow-up mechanisms for reporting concerns or seeking advice 	(P.36-54) https://www.cpall.co.th/en/sustain/economic-dimension/anti-corruption
<ul style="list-style-type: none"> Internal accounting and auditing procedures related to anticorruption 	(P.36-54) https://www.cpall.co.th/en/sustain/economic-dimension/anti-corruption
<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 	(P.23-28) (P.36-54) https://www.cpall.co.th/en/sustain/economic-dimension/anti-corruption
<ul style="list-style-type: none"> Leadership review of monitoring and improvement results 	(P.36-54)
<ul style="list-style-type: none"> Process to deal with incidents 	(P.36-54)
<ul style="list-style-type: none"> Public legal cases regarding corruption 	(P.36-54)
<ul style="list-style-type: none"> Use of independent external assurance of anti-corruption programmes 	(P.36-54)
<ul style="list-style-type: none"> Outcomes of integration of the anti-corruption principle 	(P.36-54)
<ul style="list-style-type: none"> Other established or emerging best practices 	-

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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 	(P.23-28)
<ul style="list-style-type: none"> Align core business strategy with one or more relevant UN goals/issues 	https://www.cpass.co.th/wp-content/uploads/2021/06/Sustainable-Development-Policy-and-Goals-2564-2573-en.pdf
<ul style="list-style-type: none"> Develop relevant products and services or design business models that contribute to UN goals/issues 	https://www.cpass.co.th/wp-content/uploads/2021/06/Sustainable-Development-Policy-and-Goals-2564-2573-en.pdf
<ul style="list-style-type: none"> Adopt and modify operating procedures to maximize contribution to UN goals/issues 	https://www.cpass.co.th/wp-content/uploads/2021/06/Sustainable-Development-Policy-and-Goals-2564-2573-en.pdf
<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 	(P.23-28) (P.106-123) (P.124-136)
<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 	(P.23-28) (P.106-123) (P.124-136)
<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 	(P.106-123) (P.124-136)
<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 	(P.106-123)
<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 	(P.23-28)
<ul style="list-style-type: none"> Publicly advocate the importance of action in relation to one or more UN goals/issues 	(P.186-199)
<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.cpass.co.th/en/sustain/sustainability-framework
<ul style="list-style-type: none"> Other established or emerging best practices 	-

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Comment/Reference

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 	<p>(P.23-28) (P.94-103) (P.106-123) (P.124-136)</p>
<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 	<p>(P.106-123) (P.124-136) (P.164-182)</p>
<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 	<p>(P.94-103)</p>
<ul style="list-style-type: none"> Other established or emerging best practices 	<p>-</p>

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 	<p>(P.2-5)</p>
<ul style="list-style-type: none"> CEO publicly delivers explicit statements and demonstrates personal leadership on sustainability and commitment to the UN Global Compact 	<p>-</p>
<ul style="list-style-type: none"> CEO promotes initiatives to enhance sustainability of the company's sector and leads development of industry standards 	<p>(P.2-5)</p>
<ul style="list-style-type: none"> CEO leads executive management team in development of corporate sustainability strategy, defining goals and overseeing implementation 	<p>(P.2-5)</p>
<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 	<p>-</p>
<ul style="list-style-type: none"> Other established or emerging best practices 	<p>-</p>

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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 	(P.36-54)
<ul style="list-style-type: none"> • Board of Directors (or equivalent) assumes responsibility and oversight for long-term corporate sustainability strategy and performance 	(P.23-28) (P.36-54)
<ul style="list-style-type: none"> • Board establishes, where permissible, a committee or assigns an individual board member with responsibility for corporate sustainability. 	(P.23-28)
<ul style="list-style-type: none"> • Board (or committee), where permissible, approves formal reporting on corporate sustainability (Communication on Progress) 	(P.23-28)
<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 	(P.23-28) (P.164-182)
<ul style="list-style-type: none"> • Publicly recognize responsibility for the company's impacts on internal and external stakeholders 	(P.2-5) (P.23-28) (P.164-182)
<ul style="list-style-type: none"> • Define sustainability strategies, goals and policies in consultation with key stakeholders 	(P.23-28) (P.30-33)
<ul style="list-style-type: none"> • Consult stakeholders in dealing with implementation dilemmas and challenges and invite them to take active part in reviewing performance 	(P.164-182)
<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' 	(P.164-182)
<ul style="list-style-type: none"> • Other established or emerging best practices 	-



LRQA Independent Assurance Statement

Relating to CP ALL Public Company Limited's Sustainability Report for the calendar year 2021

This Assurance Statement has been prepared for CP ALL Public Company Limited (CP ALL) in accordance with our contract but is intended for the readers of this Report.

Terms of engagement

LRQA (Thailand) Ltd was commissioned by CP ALL Public Company Limited (CP ALL) to provide independent assurance on its Sustainability Report 2021 "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, 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) and food waste disposal.
 - *Social:*
GRI 403-9 to 10 Work-related injuries and ill health (2018 edition), 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 and GRI 405-2 gender pay gaps (average and median)

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.

LRQA's responsibility is only to CP ALL. LRQA disclaims any liability or responsibility to others as explained in the end footnote. CP ALL's responsibility is for collecting, aggregating, analysing and presenting all the data and information within the report and for maintaining effective internal controls over the systems from which the report is derived. Ultimately, the report has been approved by, and remains the responsibility of CP ALL.

LRQA's Opinion

Based on LRQA's approach nothing has come to our attention that would cause us to believe that CP ALL has not, in all material respects:

- Met the requirements above
- Disclosed reliable performance data and information as no errors or omissions were detected
- Covered all the issues that are important to the stakeholders and readers of this report.

The opinion expressed is formed on the basis of a moderate level of assurance and at the materiality of the professional judgement of the verifier.

Note: The extent of evidence-gathering for a moderate assurance engagement is less than for a 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.

LRQA's approach

LRQA'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.
- Remote Visited CP ALL's operations as business representative (CPRAM – Lamlukka, Siam Makro – Charunsanitwong, Town in Town and Wangnoi 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

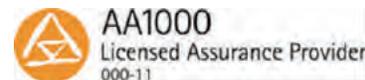
Further observations and findings, made during the assurance engagement, are:

- 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 emissions. However, we believe that future reports should reflect changes in base line and target regarding A&M.
- 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 all materiality issues in the future reports.

LRQA's standards, competence and independence

LRQA ensures the selection of appropriately qualified individuals based on their qualifications, training and experience. The outcome of all verification and certification assessments is then internally reviewed by senior management to ensure that the approach applied is rigorous and transparent.

This verification is the only works undertaken by LRQA for CP ALL and as such does not compromise our independence or impartiality.



Opart Charuratana
LRQA Lead Verifier

Dated 7 March 2022

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: BGK00000696

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