Attachment#9: About the Report (for Topic 3. Sustainability Development)

This attachment for sustainability performance is disclosed in the annual report 56-1 one report, the sustainability report and the official website. Within the attachment is described 4 sections as (1) Reporting boundary, (2) ESG performance as GRI standard, (3) GRI Content Index, (4) Assurance letter from external audit firm.

Section 1: Reporting boundary

This sustainability reporting based on business Operation, between January 1 to December 31, 2025, of CP Axtra Public Company Limited and its subsidiaries. The relevant domestic and international reporting guidelines have been applied to determine the materiality and the presentation of content, as follows:

ONE REPORT	Sustainability reporting in accordance with the Securities and Exchange Commission Guidelines for Preparing the Annual Registration Statement/ Annual Report (Form 56-1 One Report).
Global Reporting Initiative	Comprehensive sustainability reporting in accordance with the Global ReportingInitiative (GRI) Sustainability Reporting Standard 2016; in line with the In Accordance criteria and Core option.
United Nations Global Compact	UN Global Compact Communication of Progress on Ten Principles of the United Nations Global Compact.
SUSTAINABLE DEVELOPMENT GOALS	SDGs Progress reporting that contributes to the United Nations Sustainable Development Goals (SDGs).

For any suggestion, question or inquiry, please contact the company headquarters at:

1468 Phatthanakan Road, Phatthanakan Sub-district, Suan Luang District, Bangkok 10250

Phone: 0 2067 8999 Call Center: 0 2335 5300 Email: sustainability@cpaxtra.co.th

The summarized reporting boundary as below table

Business Units	Entities with full operational control and majority-owned	Location	All activities under operational control are covered	All activities fully consolidated for financial reporting are covered
Wholesale Business	Makro ROH Company Limited	Thailand	Yes	Yes
	ARO Commercial Company Limited	Myanmar	Yes	Yes
	Makro (Guangzhou) Food Company Limited	China	n/a*	n/a*
	CP Wholesale India Private Limited	India	No	No
	Makro (Cambodia) Company Limited	Cambodia	Yes	Yes
Retail and Mall	CP Retail Development Co.,Ltd	Thailand	Yes	Yes
	Lotuss Store (Malaysia) Sdn.Bhd.	Malaysia	Yes	Yes
	Smart Distribution Service Co.,Ltd	Thailand	Yes	Yes
	Axtra Growth Plus Co.ltd. (Axtra Happitat Co.,Ltd.)	Thailand	Under construction	Under construction
	Retail Properties Co.,Ltd.	Thailand	Yes	Yes
	Lotus's Money Service Limited	Thailand	Yes	Yes

	Axtra Future City Property Reit	Thailand	Yes	Yes
Foodservice	Siam Food Service Limited	Thailand	Yes	Yes
	Indoguna Vina Foodservice Company	Vietnam	No	No
	Indoguna (Cambodia) Private Limited	Cambodia	No	No
	Indoguna (Singapore) Pte.Ltd	Singapore	No	No
	Indoguna Dubai LLC	UAE	No	No
	Indoguna Lordly Company Limited	Hongkong & Macau	No	No
	Indoguna Muscat Limited Liability Company	Oman	No	No
	Just Meat Company Limited	Singapore	No	No
	Maxzi The Good Food Restaurant & Café LLC	UAE	No	No
	Maxzi Global FZCO	UAE	No	No
Covered site/revenue			2,765	503,373,565,617.70 THB
Total site / Revenue			2,780	520,706,351,251.58THB
% reporting coverage			99.46% of total site	96.67% of total revenue

Note: * permanent stopped business operation.

Sustainability Performance Report (GRI)

Workforce Data during 2022-2025

GRI Standard	Performance	Unit	2022		2023		2024			2025			
			Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER	Makro-TH	Makro-Inter	Lotus's-TH	Lotus's-INTER
102-8	**1. Workforce data**		**75,419**		**78,356**			**90,142**				**79,328**	
	1.1 By Gender												
	Total Employee (Full-time employee)												
	- Male	Person	11,129	18,488	10,560	15,882	11,293	16,116	4,095	11,431	614	16,095	4,548
	- Female		12,151	29,823	12,998	25,205	13,989	24,778	2,997	14,180	472	24,655	3,238
	by business unit		23,280	48,311	23,558	41,087	25,282	40,894	7,092	25,611	1,086	40,750	7,786
	The company		71,591 (94.91%)		64,645 (82.50%)			73,268 (81.28%)				75,233 (94.84%)	
	Ratio Male:Female	%	41:59		41:59			43:57				43:57	
	Contract Workers/Temporary/Part-Time												
	- Male	Person	2,467	n/a	3,393	3,725	3,857	4,158	619	127	43	933	855
	- Female		1,361	n/a	2,266	4,327	2,667	5,229	344	344	46	1,408	339
	by business unit		3,828	n/a	5,659	8,052	6,524	9,387	963	471	89	2,341	1,194
	The company		3,828 (5.08%)		13,711 (17.50%)			16,874 (18.72%)				4,095 (5.16%)	
	1.2 Employee by domicile												
	Thailand												
	- Male	Person	11,072	18,488	10,480	15,882	11,262	16,116	0	11,396	5	17,027	0
	- Female		12,145	29,823	12,961	25,205	13,983	24,778	0	14,169	3	26,062	0
	by business unit		23,217	48,311	23,441	41,087	25,245	40,894	0	25,565	0	43,089	0
	The company		71,528		64,528			66,139				68,654	
	Other												
	- Male	Person	57	n/a	34	n/a	31	0	4,095	35	626	1	5,403
	- Female		6	n/a	5	n/a	6	0	2,997	11	494	1	3,577
	by business unit		63	n/a	39	n/a	37	0	7,092	46	0	2	7,786
	The company		63		39			7,129				7,834	
405-1	**2. Employee diversity**												
	2.1 By level												
	Top management												
	- Male	Person	16	58	37	60	33	16	1	34	3	18	7
	- Female		20	28	45	47	44	13	3	32	6	13	4
	The company		122		189			110				117	
	Ratio Male:Female	%	61:39		51:49			45:55				53:47	
	Middle management												
	- Male	Person	429	812	114	798	107	581	76	117	65	635	82
	- Female		574	1,154	127	1,110	144	832	35	140	64	866	35
	The company		2,969		2,149			1,775				2,004	
	Ratio Male:Female	%	42:58		42:58			43:57				45:55	

GRI Standard	Performance	Unit	2022		2023		2024			2025			
			Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER	Makro-TH	Makro-Inter	Lotus's-TH	Lotus's-INTER
	Junior Management												
	- Male	Person	1,084	1,382	883	1,259	436	1,532	405	450	87	1,557	409
	- Female		1,450	2,522	1,191	2,460	552	2,804	348	549	72	2,818	343
	The company		6,438		18,155			6,077			6,285		
	Ratio Male:Female	%	38:62		37:63			39:61			40:60		
	Officer												
	- Male	Person	6,498	16,236	9,526	14,476	10,717	13,987	3,613	10,830	478	14,818	4,905
	- Female		8,010	26,119	11,635	22,030	13,249	21,129	2,611	13,459	355	22,366	3,195
	The company		56,863		193,379			65,306			70,406		
	Ratio Male:Female	%	40:60		42:58			43:57			44:56		
	2.2 By race												
	Thailand												
	- Male	Person	8,003	18,485	10,526	15,879	11,262	16,116	0	11,386	9	16,168	0
	- Female		10,052	29,823	12,993	25,204	13,983	24,778	0	14,169	8	25,578	0
	The company		66,363		64,602			66,139			67,318		
	Percent by total employee	%	99.96		#VALUE!			0.00			#VALUE!		
	Percent by total management workforce							88.84			86.00		
	Cambodia												
	- Male	Person	0	0	0	361	2	366	0	2	376	80	0
	- Female		0	0	0	250	0	245	0	0	224	54	0
	The company		0		611			613			736		
	Percent by total employee	%	0		#VALUE!			0.00			#VALUE!		
	Percent by total management workforce							0.00			0.80		
	Indian												
	- Male	Person	8	0	10	0	11	0	549	18	0	0	0
	- Female		1	0	1	0	0	0	635	1	0	0	0
	The company		9		11			1,195			19		
	Percent by total employee	%	0.01		#VALUE!			0.00			#VALUE!		
	Percent by total management workforce							0.14			0.23		
	Chinese												
	- Male	Person	0	0	2	0	1	0	119	3	0	0	0
	- Female		0	0	1	0	2	0	153	3	0	0	0
	The company		0		3			275			6		
	Percent by total employee	%	0.00		#VALUE!			0.00			#VALUE!		
	Percent by total management workforce							0.04			0.07		
	Myanmar												
	- Male	Person	0	0	0	350	0	355	0	0	253	695	0
	- Female		0	0	0	192	0	188	0	0	277	366	0
	The company		0		542			543			1,591		
	Percent by total employee	%	0		#VALUE!			#VALUE!			#VALUE!		
	Percent by total management workforce							0.00			0.80		

GRI Standard	Performance	Unit	2022		2023		2024			2025			
			Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER	Makro-TH	Makro-Inter	Lotus's-TH	Lotus's-INTER
	Malaysia												
	- Male	Person	0	0	1	0	0	0	3,345	0	0	0	4,371
	- Female		0	0	0	0	0	0	2,139	0	0	0	3,223
	The company		0		1		5,484			7,594			
	Percent by total employee	%	0		#VALUE!		0.00			#VALUE!			
	Percent by total management workforce						10.90			10.47			
	Australiam												
	- Male	Person	2	0	2	0	2	0	0	1	0	0	0
	- Female		1	0	1	0	0	0	0	0	0	0	0
	The company		3		3		2			1			
	Percent by total employee	%	0.00		0.00		0.00			0.00			
	Percent by total management workforce						0.03			0.0012			
	Korean												
	- Male	Person	1	0	1	0	2	0	0	7	0	0	0
	- Female		0	0	1	0	2	0	0	6	0	0	0
	The company		1		2		4			13			
	Percent by total employee	%	0.00		0.00		0.00			#VALUE!			
	Percent by total management workforce						0.05			0.155			
	Other												
	- Male	Person	16	3	18	3	13	0	82	14	0	84	0
	- Female		1	0	1	1	2	0	70	1	0	64	0
	The company		20		23		167			163			
	Percent by total employee	%	0.03		#VALUE!		0.00			#VALUE!			
	Percent by total management workforce						0.00			1.48			
	2.3 By age												
	Under 30 years old												
	- Male	Person	4,703	10,888	4,597	9,211	4,869	8,947	2,329	4,869	417	9,427	0
	- Female		4,381	16,757	4,871	13,126	5,086	12,285	1,324	5,039	300	12,707	0
	The company		36,729		31,805		34,840			32,759			
	Percent by total employee	%	#VALUE!		#VALUE!		0.00			#VALUE!			
	30-50 years old												
	- Male	Person	6,087	7,172	5,656	6,169	6,088	6,624	1,582	6,188	138	6,973	0
	- Female		7,301	12,520	7,673	11,438	8,391	11,773	1,479	8,600	156	12,494	0
	The company		33,080		30,936		35,937			34,549			
	Percent by total employee	%	#VALUE!		#VALUE!		0.00			#VALUE!			
	Over 50 years old												
	- Male	Person	339	428	307	499	336	545	184	374	5	628	0
	- Female		469	546	454	641	512	720	194	541	4	862	0
	The company		1,782		1,901		2,491			2,414			
	Percent by total employee	%	#VALUE!		#VALUE!		0.00			#VALUE!			

GRI Standard	Performance	Unit	2022		2023		2024			2025			
			Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER	Makro-TH	Makro-Inter	Lotus's-TH	Lotus's-INTER
	2.4 By Religion												
	Buddhist												
	- Male	Person	7,554	n/a	9,921	n/a	10,609	15,149	99	10,732	519	15,210	0
	- Female		9,537	n/a	12,321	n/a	13,262	23,489	136	13,405	446	23,299	0
	The company		17,091		22,242			62,744			63,611		
	Percent by total employee	%	25.74		#VALUE!			0.00			#VALUE!		
	Christian												
	- Male	Person	60	n/a	58	n/a	66	97	98	60	5	96	0
	- Female		58	n/a	85	n/a	84	149	90	86	3	147	0
	The company		118		143			584			397		
	Percent by total employee	%	0.18		#VALUE!			0.00			#VALUE!		
	Islamic												
	- Male	Person	338	n/a	443	n/a	490	744	3,393	483	13	724	0
	- Female		378	n/a	474	n/a	516	914	2,188	542	7	1,109	0
	The company		716		917			8,245			2,878		
	Percent by total employee	%	1.08		#VALUE!						#VALUE!		
	Hinduism												
	- Male	Person	6	n/a	6	n/a	3	0	488	4	0	0	0
	- Female		3	n/a	3	n/a	4	0	574	4	0	0	0
	The company		9		9			1,069			8		
	Percent by total employee	%	0.01		#VALUE!			0.00			#VALUE!		
	Other												
	- Male	Person	2	n/a	12	n/a	3	0	17	3	0	0	0
	- Female		0	n/a	3	n/a	1	0	9	1	0	0	0
	The company		2		15			30			4		
	Percent by total employee	%	0.00		#VALUE!			0.00			#VALUE!		
	Undisclosed												
	- Male	Person	67	18,488	120	15,882.00	122	126	0	149	96	998	0
	- Female		78	29,823	112	25,205.00	122	226	0	142	59	1,508	0
	The company		48,456		41,319			596			2,952		
	Percent by total employee	%	72.98		#VALUE!			0.00			#VALUE!		
	2.5 By physical characteristics and etc.												
	Number of local middle management or above												
	- Male	Person	11	n/a	11	n/a	n/a	n/a	n/a	n/a	35	n/a	n/a
	- Female		14	n/a	14	n/a	n/a	n/a	n/a	n/a	53	n/a	n/a
	The company		25	n/a	25	n/a		0			n/a		
	Percent by total employee	%	0.04		0.00			0.00			n/a		
	Employee with disability												
	- Male	Person	12	133	13	94	18	90	n/a	19	4	69	0
	- Female		13	112	14	82	13	77	n/a	14	0	70	0
	The company		25	245	27	176		198			176		
	Percent by total employee	%	0.41		#VALUE!			0.00			#VALUE!		

GRI Standard	Performance	Unit	2022		2023		2024			2025			
			Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER	Makro-TH	Makro-Inter	Lotus's-TH	Lotus's-INTER
	Number of indigenous, migrant, and vulnerable groups employed in the workforce (both employees and contractors)												
	- Male	Person	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0	n/a	n/a
	- Female		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0	n/a	n/a
	The company		n/a	n/a	n/a	n/a		n/a			n/a		
	Percent by total employee	%	n/a		n/a			n/a			n/a		
	3. Revenue Generating Functions Workforce												
	3.1 Number of employees												
	- Male	Person	6,972	18,287	8,805	16,356	7,826	19,617	n/a	8,173	0	16,372	0
	- Female		7,405	29,508	10,901	25,302	6,755	29,160	n/a	7,197	0	25,330	0
	The company		62,172		61,364			63,358			57,072		
	Percent by female	%	59.37		59.00			0.00			56.99		
	3.2 By level												
	Top management												
	- Male	Person	2	53	13	56	6	38	n/a	11	0	6	0
	- Female		5	22	16	41	16	40	n/a	11	0	6	0
	The company		82		126			100			34		
	Percent by female	%	32.93		45.24			0.00			50.00		
	Middle management												
	- Male	Person	280	693	64	669	17	339	n/a	18	0	204	0
	- Female		389	1,009	85	958	28	641	n/a	21	0	468	0
	The company		2,371		1,776			1,025			711		
	Percent by female	%	58.96		58.73			0.00			68.78		
	Junior Management												
	- Male	Person	779	1,382	517	1,259	211	1,277	n/a	219	0	1,486	0
	- Female		722	2,522	786	2,460	294	2,493	n/a	304	0	2,773	0
	The company		5,405		5,022			4,275			4,782		
	Percent by female	%	60.02		64.64			0.00			64.35		
	Officer												
	- Male	Person	5,911	16,159	8,211	325	7,592	17,963	n/a	7,925	0	14,676	0
	- Female		6,289	25,955	10,014	745	6,417	25,986	n/a	6,861	0	22,083	0
	The company		54,314		19,295			57,958			51,545		
	Percent by female	%	59.37		55.76			0.00			56.15		
	3.3 By age												
	Under 30 years old												
	- Male	Person	2,691	10,846	3,907	9,156	3,599	12,135	n/a	3,657	0	9,334	0
	- Female		2,385	16,693	4,078	13,049	2,520	16,187	n/a	2,572	0	12,600	0
	The company		32,615		30,190			34,441			28,163		
	Percent by female	%	58.49		56.73			0.00			53.87		
	30-50 years old												
	- Male	Person	4,076	7,032	4,659	6,722	4,051	6,928	n/a	4,300	0	6,516	0
	- Female		4,731	12,292	6,442	11,644	4,015	12,213	n/a	4,375	0	11,966	0
	The company		28,131		29,467			27,207			27,157		
	Percent by female	%	60.51		61.38			0.00			60.17		

GRI Standard	Performance	Unit	2022		2023		2024			2025			
			Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER	Makro-TH	Makro-Inter	Lotus's-TH	Lotus's-INTER
	Over 50 years old												
	- Male	Person	205	409	239	478	176	554	n/a	216	0	522	0
	- Female		289	523	381	609	220	760	n/a	250	0	764	0
	The company		1,426		1,707		1,710			1,752			
	Percent by female	%	56.94		58.00		0.00			57.88			
	4. Nuber of employee in STEM position												
	Under 30 years old												
	- Male	Person	566	55	740	54	908	18	n/a	29	58	45	0
	- Female		780	85	818	62	1,154	8	n/a	35	20	28	0
	The company		1,486		1,674		2,088			215			
	Percent by female	%	58.21		52.57		0.00			38.60			
	30-50 years old												
	- Male	Person	1,095	117	1,259	72	1,275	28	n/a	147	27	159	0
	- Female		1,931	140	1,531	31	1,817	18	n/a	96	28	77	0
	The company		3,283		2,893		3,138			534			
	Percent by female	%	63.08		53.99		0.00			37.64			
	Over 50 years old												
	- Male	Person	54	11	50	2	55	1	n/a	7	1	27	0
	- Female		122	6	85	0	96	0	n/a	12	0	5	0
	The company		193		137		152			52			
	Percent by female	%	66.32		62.04		0.00			32.69			
405-2	**5. Ratio of average salary and remuneration of female to male**												
	Payment Ratio by gender (Female:Male)	Ratio	n/a		1.01:1.00		0.97:1.00			0.94:1.00			
	CEO per employee compensation		n/a		52		30			30			
	Average based salary (Male)	Baht per year	287,345.80	219,469.64	270,008.83	203,037.51	236,263.71			238,588.62			
	Average based salary (Female)	'Baht per year	293,880.27	201,735.31	262,876.85	194,558.47	234,966.99			232,761.39			
	Payment Ratio based salary by gender (Female:Male)	Ratio	0.96:1.00		0.85:1.00		0.99:1.00			0.98:1.00			
	Average based salary + other cash incentives (Male)	Baht per year	362,338.24	289,462.99	372,089.88	251,364.16	319,304.28			311,278.08			
	Average based salary + other cash incentives (Female)	'Baht per year	377,060.67	265,786.61	365,828.11	236,470.12	311,303.76			298,351.10			
	Payment Ratio based salary by gender (Female:Male)	Ratio	0.96:1.00		0.96:1.00		0.97:1.00			0.96:1.00			
	5.1 By level												
	Executive level (Average based salary)												
	- Male	Baht per year	13,188,831	5,599,786	14,591,424	4,273,776	7,473,900			7,485,290			
	- Female		9,304,680	6,092,255	9,803,400	3,597,780	5,791,464			5,486,778			
	Payment Ratio by gender (Female:Male)	Ratio	0.88:1.00		0.72:1.00		0.77:1.00			0.73:1.00			
	Executive level (Average based salary + other cash incentives)												
	- Male	Baht per year	17,250,496	6,877,144	21,749,532	5,415,204	11,923,824			11,010,556			
	- Female		14,032,677	7,154,687	15,671,328	4,539,492	8,243,100			7,689,323			
	Payment Ratio by gender (Female:Male)	Ratio	0.91:1.00		0.75:1.00		0.69:1.00			0.70:1.00			

GRI Standard	Performance	Unit	2022		2023		2024			2025			
			Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER	Makro-TH	Makro-Inter	Lotus's-TH	Lotus's-INTER
	Management level (Average based salary)												
	- Male	Baht per year	660,189	657,083	692,544	635,904	735,156			714,558			
	- Female		669,360	586,549	684,540	558,972	658,452			635,332			
	Ratio Female:Male	Ratio	0.93:1.00		0.93:1.00		0.90:1.00			0.89:1.00			
	Management level (Average based salary + other cash incentives)												
	- Male	Baht per year	841,616	835,342	929,448	777,012	945,852			881,789			
	- Female		864,315	741,051	927,768	679,056	846,468			787,951			
	Payment Ratio by gender (Female:Male)	Ratio	0.93:1.00		0.93:1.00		0.89:1.00			0.89:1.00			
	Non-management level (Average based salary)												
	- Male	Baht per year	168,765	141,114	170,160	124,656	168,216			171,928			
	- Female		176,504	141,262	178,212	128,244	171,972			175,458			
	Ratio Female:Male	Ratio	1.02:1.00		1.04:1.00		1.02:1.00			1.02:1.00			
	Non-management level (Average based salary + other cash incentives)												
	- Male	Baht per year	209,159	192,164	230,724	155,268	229,404			227,355			
	- Female		219,843	191,513	242,976	155,568	230,220			227,261			
	Payment Ratio by gender (Female:Male)	Ratio	1.02:1.00		1.05:1.00		1.00:1.00			1.00:1.00			
	- Mean gender pay gap	%	3.13		-0.45		1.33			4.90			
	- Median gender pay gap	%	-0.11		-3.55		-2.79			-1.89			
	- Mean bonus gap	%	-0.16		-1.90		-1.30			4.77			
	- Median bonus gap	%	-6.83		-3.15		-3.20			-4.76			
	6. Employee entering provident fund												
	- Male	Person	6,017	12,083	8,662	10,493	9,434	12,659	n/a	9,427	6	12,634	n/a
	- Female		7,537	20,216	6,723	17,365	11,865	20,292	n/a	11,891	6	20,192	n/a
	The company		45,853		43,243		54,250			54,156			
	Percent by total employee	%	69.06		#VALUE!		0.00			#VALUE!			

GRI Standard	Performance	Unit	2022		2023		2024			2025			
			Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER	Makro-TH	Makro-Inter	Lotus's-TH	Lotus's-INTER
401-1	**7. New hires**												
	7.1 By Gender												
	New hires												
	- Male	Person	4,529	13,660	5,119	9,082	5,647	22,219	3,920	4,768	248	21,458	4,596
	- Female		4,621	22,640	6,096	14,990	5,145	31,605	1,839	6,548	212	31,299	2,310
	By business unit		9,150	36,300	11,215	24,072	10,792	53,824	5,759	11,316	460	52,757	6,906
	The company		45,450		35,287		70,375			71,439			
	Rate of new hires												
	- Male	%	25.05	28.28	21.73	22.10	22.34	54.33	67.68	18.62	22.84	52.66	59.03
	- Female		25.56	46.86	25.88	36.48	20.35	77.29	32.32	25.57	19.52	76.81	29.67
	Ratio by business unit		50.61	75.14	47.61	58.59	42.69	131.62	81.20	44.18	42.36	129.47	88.70
	Ratio of new hires Male:Female		40:60		40:60		45:55			43:57			
	7.2 By level												
	Top management												
	- Male	Person	5	3	6	3	6	1	1	8	0	2	1
	- Female		2	2	8	5	5	1	1	6	1	1	0
	The company		12		22		15			19			
	Percent by total employee	%	0.03		0.06		0.00			0.03			
	Middle management												
	- Male	Person	97	140	15	85	5	97	44	18	14	121	6
	- Female		111	193	9	98	7	115	30	8	15	130	0
	The company		541		207		298			312			
	Percent by total employee	%	1.19		0.59		0.00			0.44			
	Junior Management												
	- Male	Person	212	74	220	40	74	104	16	105	15	123	43
	- Female		292	116	197	68	70	158	4	82	18	166	29
	The company		694		525		426			581			
	Percent by total employee	%	1.53		1.49		0.00			0.81			
	Officer												
	- Male	Person	4,215	13,443	4,878	8,750	2,611	22,017	3,859	4,637	144	21,212	4,546
	- Female		3,856	22,329	5,882	14,819	3,059	31,331	1,804	6,452	155	31,002	2,281
	The company		43,843		34,329		64,681			70,429			
	Percent by total employee	%	96.46		97.29		0.00			98.59			
	7.3 By age												
	Under 30 years old												
	- Male	Person	3,273	11,236	3,329	7,428	4,155	18,884	3,046	3,200	211	18,422	3,612
	- Female		2,735	17,391	3,736	11,370	3,327	25,184	1,363	4,030	167	25,306	1,704
	The company		14,509		10,757		55,959			56,652			
	Percent by total employee	%	31.92		30.48		0.00			79.30			

GRI Standard	Performance	Unit	2022		2023		2024			2025			
			Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER	Makro-TH	Makro-Inter	Lotus's-TH	Lotus's-INTER
	30-50 years old												
	- Male	Person	1,214	2,391	1,775	1,642	1,481	3,280	840	1,522	36	2,953	943
	- Female		1,489	5,209	2,348	3,601	1,805	6,337	440	2,415	45	5,862	569
	The company		10,303		9,366		14,183			14,345			
	Percent by total employee	%	22.67		26.54		0.00			20.08			
	Over 50 years old												
	- Male	Person	42	33	15	12	11	55	34	46	1	83	41
	- Female		37	40	12	19	13	84	36	103	0	131	37
	The company		152		58		233			442			
	Percent by total employee	%	0.33		0.16		0.00			0.62			
	7.4 By race												
	Thailand												
	- Male	Person	4,485	13,660	5,106	8,761	5,339	n/a	0	4,521	2	n/a	n/a
	- Female		4,256	22,640	6,094	14,780	5,027	n/a	0	6,464	4	n/a	n/a
	The company		45,041		34,741		10,366			10,991			
	Percent by total employee	%	99.10		98.45		0.00			15.39			
	Cambodia												
	- Male	Person	0	0	0	171	0	n/a	0	0	102	n/a	n/a
	- Female		0	0	0	107	0	n/a	0	0	50	n/a	n/a
	The company		0		278		0			152			
	Percent by total employee	%	0		0.79		0.00			0.21			
	Indian												
	- Male	Person	30	0	3	0	18	n/a	1	59	0	n/a	n/a
	- Female		3	0	0	0	0	n/a	0	5	0	n/a	n/a
	The company		33		3		19			64			
	Percent by total employee	%	0.08		0.01		0.00			0.09			
	Chinese												
	- Male	Person	0	0	2	0	0	n/a	0	2	0	n/a	n/a
	- Female		0	0	1	0	1	n/a	0	1	0	n/a	n/a
	The company		0		3		1			3			
	Percent by total employee	%	0		0.01		0.00			0.00			
	Myanmar												
	- Male	Person	0	0	0	150	157	n/a	0	0	143	n/a	n/a
	- Female		0	0	0	103	87	n/a	0	0	132	n/a	n/a
	The company		0		253		244			275			
	Percent by total employee	%	0		0.72		0.00			0.00			
	Malaysian												
	- Male	Person	0	0	0	0	0	n/a	1,629	0	0	n/a	n/a
	- Female		0	0	0	0	0	n/a	837	0	0	n/a	n/a
	The company		0		0		2,466			0			
	Percent by total employee	%	0		0		0			0.00			

GRI Standard	Performance	Unit	2022		2023		2024			2025			
			Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER	Makro-TH	Makro-Inter	Lotus's-TH	Lotus's-INTER
	Other												
	- Male	Person	14	0	8	0	133	n/a	125	180	0	n/a	n/a
	- Female		2	0	1	0	30	n/a	1	73	0	n/a	n/a
	The company		16		9		289			253			
	Percent by total employee	%	0.04		0.03		0.00			0.36			
	7.5 By physical characteristics												
	Total nuber of employee with disability												
	- Male	Person	12	133	1	0	5	0	0	0	0	6	0
	- Female		13	112	3	0	1	0	0	1	0	8	0
	The company		270		4		6			15			
	Percent by total employee	%	0.41		0.01		#VALUE!			0.02			
	8. Average hiring cost												
	- Male	Baht per employee equivalent	4,095.00	1,310.07	2,570.26	783.34	2,506.00	584.40	3,377.56	5,390.00	432	n/a	n/a
	- Female										473	n/a	n/a
	The company		4,095.00	1,310.07	2,570.26	783.34	2,506.00	584.40	3,377.56	5,390.00	904.93	n/a	n/a
	Percent by total employee		2,702.53		1,676.80		2,155.99			3,147.47			
401-1	**9. Filled by internal hires**												
	Total number of open job positions filled by internal candidates												
	- Male	Person	1,820	10,320	2,548	8,888	2,218	13,063	n/a	1,741	54	9,368	1,107
	- Female		2,143	17,851	3,342	15,215	2,807	22,566	n/a	2,257	19	16,754	673
	by business unit		3,963	28,171	5,890	24,103	5,025	35,629	n/a	3,998	73	26,122	1,780
	The company		32,134		29,993		40,654			31,973			
	Percent by total open positions	%	48.40		#VALUE!		#VALUE!			#VALUE!			
	Total number of total open job positions (both internal and external candidates)												
	by business unit	Position	12,753	64,471	17,000	50,446	15,817	89,742	n/a	15,314	126	52,757	6,906
	The company		77,224		67,446		105,559			75,103			
	9.1 By level												
	Top management												
	- Male	Person	8	6	4	47	6	5	n/a	7	0	8	1
	- Female		15	3	8	39	9	6	n/a	4	0	4	1
	The company		32		98		26			25			
	Percent by total open positions	%	0.04		0.15		0.02			0.03			
	Middle management												
	- Male	Person	149	162	30	281	17	144	n/a	27	2	105	18
	- Female		187	239	38	441	49	248	n/a	34	1	178	4
	The company		737		790		458			369			
	Percent by total open positions	%	0.95		1.17		0.43			0.49			
	Junior Management												
	- Male	Person	331	1,057	260	1,112	97	839	n/a	96	4	781	131
	- Female		483	2,099	355	2,315	131	1,941	n/a	137	1	1,791	74
	The company		3,970		4,042		3,008			3,015			
	Percent by total open positions	%	5.14		5.99		2.85			4.01			

GRI Standard	Performance	Unit	2022		2023		2024			2025			
			Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER	Makro-TH	Makro-Inter	Lotus's-TH	Lotus's-INTER
	Officer												
	- Male	Person	1,332	9,095	2,254	7,448	2,098	12,075	n/a	1,611	20	8,474	957
	- Female		1,458	15,510	2,941	12,420	2,618	20,371	n/a	2,082	9	14,781	594
	The company		27,395		25,063		37,162			28,528			
	Percent by total open positions	%	35.47		37.16		35.20			37.99			
	9.2 By age												
	Under 30 years old												
	- Male	Person	755	7,110	1,053	5,516	1,005	9,412	n/a	752	41	6,687	682
	- Female		830	11,040	1,355	8,425	1,126	14,065	n/a	835	17	10,075	380
	The company		19,735		16,349		25,608			19,469			
	Percent by total open positions	%	25.56		24.24		24.26			25.92			
	30-50 years old												
	- Male	Person	1,019	3,148	1,451	3,244	1,164	3,529	n/a	950	1	2,598	34
	- Female		1,263	6,677	1,911	6,580	1,616	8,285	n/a	1,363	2	6,486	22
	The company		12,107		13,186		14,594			11,456			
	Percent by total open positions	%	15.68		19.55		13.83			15.25			
	Over 50 years old												
	- Male	Person	46	62	44	128	49	122	n/a	39	0	83	391
	- Female		50	134	76	210	65	216	n/a	59	0	193	271
	The company		292		458		452			1,036			
	Percent by total open positions	%	0.38		0.68		0.43			1.38			
	9.3 By race												
	Thailand												
	- Male	Person	1,815	10,320	2,543	8,882	2,203	n/a	n/a	1,733	0	n/a	n/a
	- Female		2,143	17,851	3,338	15,211	2,804	n/a	n/a	2,255	0	n/a	n/a
	The company		32,129		29,974		5,007			3,988			
	Percent by total open positions	%	41.60		44.44		4.74			5.31			
	Cambodia												
	- Male	Person	0	0	0	2	0	n/a	n/a	0	23	n/a	n/a
	- Female		0	0	0	0	0	n/a	n/a	0	11	n/a	n/a
	The company		0		2		0			34			
	Percent by total open positions	%	0.00		0.00		0.00			0.00			
	Indian												
	- Male	Person	3	0	1	0	2	n/a	n/a	4	0	n/a	n/a
	- Female		0	0	2	0	0	n/a	n/a	0	0	n/a	n/a
	The company		3		3		2			4			
	Percent by total open positions	%	0.00		0.00		0.00			0.01			
	Chinese												
	- Male	Person	0	0	1	0	1	n/a	n/a	1	0	n/a	n/a
	- Female		0	0	1	0	0	n/a	n/a	1	0	n/a	n/a
	The company		0		2		1			2			
	Percent by total open positions	%	0.00		0.00		0.00			0.00			

GRI Standard	Performance	Unit	2022		2023		2024			2025			
			Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER	Makro-TH	Makro-Inter	Lotus's-TH	Lotus's-INTER
	Myanmar												
	- Male	Person	0	0	0	4	0	n/a	n/a	0	0	n/a	n/a
	- Female		0	0	0	4	0	n/a	n/a	0	0	n/a	n/a
	The company		0		8		0			0			
	Percent by total open positions	%	0.00		0.01		0.00			0.00			
	Malaysian												
	- Male	Person	0	0	0	0	0	n/a	n/a	0	0	n/a	n/a
	- Female		0	0	0	0	0	n/a	n/a	0	0	n/a	n/a
	The company		0		0		0			0			
	Percent by total open positions	%	0.00		0.00		0.00			0.00			
	Other												
	- Male	Person	2	0	3	0	2	n/a	n/a	3	0	n/a	n/a
	- Female		0	0	1	0	12	n/a	n/a	1	0	n/a	n/a
	The company		2		4		14			4			
	Percent by total open positions	%	0.01		0.01		0.01			0.01			
	10. Turnover												
	Total number of turnover (Both voluntary and involuntary turnover)												
	- Male	Person	7,407	15,658	2,702	8,888	3,452	10,880	1,531	3,932	237	8,790	4,127
	- Female		6,202	26,547	3,412	15,215	3,902	17,098	917	4,895	145	13,223	1,902
	by business unit		13,609	42,205	6,114	24,103	7,354	27,978	2,448	8,827	382	22,013	6,029
	The company		55,814		30,217		37,780			37,251			
	Rate of turnover												
	- Male	%	24.14	24.48	20.44	34.77	23.41%	22%	32.60%	34.40%	38.60%	54.61%	90.74%
	- Female		21.04	35.46	20.83	37.66	21.81%	34%	28.62%	34.52%	30.72%	53.83%	58.73%
	by business unit		45.17	59.96	20.66%	36.97%	22.53%	40.62%	25.66%	34.47%	35.17%	54.02%	77.43%
	The company		#VALUE!		31.88%		#VALUE!			#VALUE!			
	10.1 By level												
	Top management												
	- Male	Person	8	8	0	9	1	6	3	5	1	1	0
	- Female		7	9	0	7	2	6	0	13	1	2	0
	The company		32		16		18			23			
	Percent by total number of turnover	%	#VALUE!		#VALUE!		0.05			0.06			
	Middle management												
	- Male	Person	84	173	13	159	33	151	35	18	10	98	10
	- Female		120	222	16	206	15	185	46	21	17	130	4
	The company		599		394		465			308			
	Percent by total number of turnover	%	#VALUE!		#VALUE!		1.23			0.82			
	Junior Management												
	- Male	Person	189	399	139	358	133	311	33	85	17	312	83
	- Female		193	735	161	636	120	636	25	114	15	601	58
	The company		1,516		1,294		1,258			1,285			
	Percent by total number of turnover	%	#VALUE!		#VALUE!		3.33			3.40			

GRI Standard	Performance	Unit	2022		2023		2024			2025			
			Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER	Makro-TH	Makro-Inter	Lotus's-TH	Lotus's-INTER
	Officer												
	- Male	Person	7,126	15,078	2,550	12,481	3,285	10,412	1,460	3,824	175	8,379	4,034
	- Female		5,882	25,581	3,235	20,397	3,765	16,271	846	4,747	100	12,490	1,840
	The company		53,667		38,663		36,039			35,589			
	Percent by total number of turnover	%	#VALUE!		#VALUE!		95.39			94.20			
	10.2 By age												
	Under 30 years old												
	- Male	Person	5,281	12,250	1,553	9,850	2,044	8,575	1,258	2,203	203	6,764	3,135
	- Female		3,803	19,509	1,852	15,159	2,167	12,316	660	2,519	98	9,153	1,297
	The company		40,843		28,414		27,020			25,372			
	Percent by total number of turnover	%	#VALUE!		#VALUE!		71.52			67.16			
	30-50 years old												
	- Male	Person	2,026	3,337	1,120	3,087	1,356	2,217	249	1,663	30	1,960	65
	- Female		2,302	6,950	1,505	5,991	1,669	4,676	228	2,314	45	3,995	54
	The company		14,615		11,703		10,395			10,126			
	Percent by total number of turnover	%	#VALUE!		#VALUE!		27.51			26.80			
	Over 50 years old												
	- Male	Person	100	71	29	70	52	88	24	66	2	66	927
	- Female		97	88	55	96	66	106	29	62	1	75	551
	The company		356		250		365			1,750			
	Percent by total number of turnover	%	#VALUE!		#VALUE!		0.97			4.63			
	10.3 By race												
	Thailand												
	- Male	Person	7,398	15,658	2,699	12,747	3,447	10,878	0	3,924	0	n/a	n/a
	- Female		6,201	26,547	3,411	21,089	3,902	17,097	0	4,893	1	n/a	n/a
	The company		55,804		39,946		35,325			8,818			
	Percent by total number of turnover	%	99.98		132.20		0.00			23.67			
	Cambodia												
	- Male	Person	0	0	0	103	0	1	0	0	140	n/a	n/a
	- Female		0	0	0	73	0	1	0	0	41	n/a	n/a
	The company		0		176		2			181			
	Percent by total number of turnover	Percent	0		0.58		0.00			0.49			
	Indian												
	- Male	Person	3	0	0	0	2	0	8	1	0	n/a	n/a
	- Female		0	0	1	0	0	0	9	1	0	n/a	n/a
	The company		3		1		19			2			
	Percent by total number of turnover	Percent	0.01		0.00		0.00			0.01			
	Chinese												
	- Male	Person	0	0	1	0	0	0	2	1	0	n/a	n/a
	- Female		0	0	0	0	0	0	2	0	0	n/a	n/a
	The company		0		1		4			1			
	Percent by total number of turnover	Percent	0		0		0.00			0.00			

GRI Standard	Performance	Unit	2022		2023		2024			2025			
			Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER	Makro-TH	Makro-Inter	Lotus's-TH	Lotus's-INTER
	Myanmar												
	- Male	Person	0	0	0	156	0	1	0	0	96	n/a	n/a
	- Female		0	0	0	84	0	0	0	0	104	n/a	n/a
	The company		0		240		1			200			
	Percent by total number of turnover	Percent	0		0.79		0.00			0.54			
	Malaysian												
	- Male	Person	0	0	0	0	0	0	1,520	0	0	n/a	n/a
	- Female		0	0	0	0	0	0	905	0	0	n/a	n/a
	The company		0		0		2,425			0			
	Percent by total number of turnover	Percent	0		0		0.00			0.00			
	Australian												
	- Male	Person	0	0	0	0	0	0	0	1	0	n/a	n/a
	- Female		0	0	0	0	0	0	0	0	0	n/a	n/a
	The company		0		0		0			1			
	Percent by total number of turnover	Percent	0		0		0			0.00			
	Korean												
	- Male	Person	0	0	0	0	0	0	0	0	0	n/a	n/a
	- Female		0	0	0	0	0	0	0	0	0	n/a	n/a
	The company		0		0		0			0			
	Percent by total number of turnover	Percent	0		0		0			0.00			
	Other												
	- Male	Person	6	0	2	1	3	0	1	5	0	n/a	n/a
	- Female		1	0	0	1	0	0	1	1	0	n/a	n/a
	The company		7		4		5			6			
	Percent by total number of turnover	Percent	0.01		0.01		0.00			0.02			
	11. Employees with a new job after leaving the Company												
	Employees with a new job less than 1 year after leaving company in reporting year (Sustainable employability)												
	- Male	Person	5,226	11,554	2,663	n/a	n/a	n/a	n/a	n/a	29	n/a	n/a
	- Female		4,555	20,274	3,363	n/a	n/a	n/a	n/a	n/a	8	n/a	n/a
	by business unit		9,781	31,828	6,026	n/a	n/a	n/a	n/a	n/a	37	n/a	n/a
	The company		41,609		6,026		n/a			37			
	Percent by total number of turnover	%	74.55		n/a		n/a			0.10			
	12. Voluntary Turnover												
	Number of cumulative voluntary turnover												
	- Male	Person	5,226	11,554	2,455	6,221	3,039	5,324	1,531	3,556	70	6,071	1,986
	- Female		4,555	20,274	3,163	10,784	3,539	8,919	917	4,427	57	9,820	1,096
	by business unit		9,781.00	31,828.00	5,618	17,005	6,578	14,243	2,448	7,983	127	15,891	3,082
	The company		41,609		22,623		23,269			27,083			
	Voluntary turnover rate	%	#VALUE!		#VALUE!		#VALUE!			#VALUE!			

GRI Standard	Performance	Unit	2022		2023		2024			2025			
			Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER	Makro-TH	Makro-Inter	Lotus's-TH	Lotus's-INTER
	12.1 By level												
	Top management												
	- Male	Person	6	6	0	5	1	1	n/a	4	1	0	0
	- Female		7	9	0	4	2	1	n/a	11	1	2	0
	The company		28		9		5			19			
	Percent by total number of voluntary turnover	%	0.05		0.03		0.01			0.05			
	Middle management												
	- Male	Person	77	160	13	99	28	82	n/a	16	6	79	8
	- Female		103	212	16	139	12	105	n/a	18	15	94	4
	The company		552		267		227			240			
	Percent by total number of voluntary turnover	%	#VALUE!		#VALUE!		0.60			0.64			
	Junior Management												
	- Male	Person	181	334	136	238	123	214	n/a	73	6	215	69
	- Female		186	626	160	421	108	425	n/a	107	6	438	52
	The company		1,327		955		870			966			
	Percent by total number of voluntary turnover	%	#VALUE!		#VALUE!		2.30			2.59			
	Officer												
	- Male	Person	4,962	11,054	2,306	5,879	2,887	5,027	n/a	3,463	46	5,777	1,909
	- Female		4,259	19,427	2,987	10,220	3,417	8,388	n/a	4,291	30	9,286	1,040
	The company		39,702		21,392		19,719			25,842			
	Percent by total number of voluntary turnover	%	#VALUE!		#VALUE!		52.19			69.37			
	12.2 By age												
	Under 30 years old												
	- Male	Person	3,688	9,020	1,424	4,637	1,821	4,083	n/a	2,087	46	4,731	1,552
	- Female		2,728	14,887	1,707	7,745	2,006	6,198	n/a	2,348	26	6,957	756
	The company		30,323		15,513		14,108			18,503			
	Percent by total number of voluntary turnover	%	#VALUE!		#VALUE!		37.34			49.67			
	30-50 years old												
	- Male	Person	1,458	2,474	1,002	1,569	1,185	1,220	n/a	1,417	12	1,315	22
	- Female		1,746	5,313	1,401	3,009	1,498	2,688	n/a	2,026	24	2,829	32
	The company		10,991		6,981		6,591			7,677			
	Percent by total number of voluntary turnover	%	#VALUE!		#VALUE!		17.45			20.61			
	Over 50 years old												
	- Male	Person	80	60	29	15	33	21	n/a	52	2	25	412
	- Female		81	74	55	30	35	33	n/a	53	1	34	308
	The company		295		129		122			887			
	Percent by total number of voluntary turnover	%	#VALUE!		#VALUE!		0.32			2.38			
	12.3 By race												
	Thailand												
	- Male	Person	5,217	11,554	2,452	6,221	3,034	5,322	0	3,549	0	n/a	n/a
	- Female		4,554	20,274	3,162	10,784	3,539	8,918	0	4,425	1	n/a	n/a
	The company		41,599		22,619		20,814			7,975			
	Percent by total number of voluntary turnover	Percent	99.98		99.98		0.00			99.90			

GRI Standard	Performance	Unit	2022		2023		2024			2025			
			Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER	Makro-TH	Makro-Inter	Lotus's-TH	Lotus's-INTER
	Cambodian												
	- Male	Person	0	0	0	0	0	1	0	0	41	n/a	n/a
	- Female		0	0	0	0	0	1	0	0	16	n/a	n/a
	The company		0		0		2			57			
	Percent by total number of voluntary turnover	Percent	0		0		0			0.71			
	Indian												
	- Male	Person	3	0	0	0	2	0	8	1	0	n/a	n/a
	- Female		0	0	1	0	0	0	9	1	0	n/a	n/a
	The company		3		1		19			2			
	Percent by total number of voluntary turnover	Percent	0.01		0.00		0.00			0.03			
	Chinese												
	- Male	Person	0	0	1	0	0	0	2	1	0	n/a	n/a
	- Female		0	0	0	0	0	0	2	0	0	n/a	n/a
	The company		0		1		4			1			
	Percent by total number of voluntary turnover	Percent	0		0		0			0.01			
	Myanmar												
	- Male	Person	0	0	0	0	0	1	0	0	28	n/a	n/a
	- Female		0	0	0	0	0	0	0	0	41	n/a	n/a
	The company		0		0		1			69			
	Percent by total number of voluntary turnover	Percent	0		0		0			0.86			
	Malaysian												
	- Male	Person	0	0	0	0	0	0	1,520	0	0	n/a	n/a
	- Female		0	0	0	0	0	0	905	0	0	n/a	n/a
	The company		0		0		2,425			0			
	Percent by total number of voluntary turnover	Percent	0		0		0.00			0.00			
	Australian												
	- Male	Person	0	0	0	0	0	0	0	0	0	n/a	n/a
	- Female		0	0	0	0	0	0	0	0	0	n/a	n/a
	The company		0		0		0			0			
	Percent by total number of voluntary turnover	Percent	0		0		0			0.00			
	Korean												
	- Male	Person	0	0	0	0	0	0	0	0	0	n/a	n/a
	- Female		0	0	0	0	0	0	0	0	0	n/a	n/a
	The company		0		0		0			0			
	Percent by total number of voluntary turnover	Percent	0		0		0			0.00			
	Other												
	- Male	Person	6	0	2	0	3	0	1	4	0	n/a	n/a
	- Female		1	0	0	0	0	0	1	1	0	n/a	n/a
	The company		7		2		5			5			
	Percent by total number of voluntary turnover	Percent	0.02		0.01		0.00			0.06			

GRI Standard	Performance	Unit	2022		2023		2024			2025			
			Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER	Makro-TH	Makro-Inter	Lotus's-TH	Lotus's-INTER
	13. Parental leave of employee												
	Number of employees taking parental leave in the reporting year												
	- Male	Person	0	571	0	398	0	350	n/a	0	4	273	170
	- Female		223	1,601	304	1,328	300	1,068	n/a	300	8	1,061	158
	by business unit		223	2,172	304	1,726	300	1,418	n/a	300	12	1,334	328
	The company		2,395		2,030			1,718			3,501		
	Percent by total employee	%	3.61		#VALUE!			6.80			13.67		
	Number of employees who returned to work after parental leave ended in the reporting year												
	- Male	Person	0.00	565	0	398	0	350	n/a	0	0	273	170
	- Female		223	1,478	304	1,246	300	1,024	n/a	300	0	1,007	157
	by business unit		223	2,043	304	1,644	300	1,374	n/a	300	0	1,280	327
	The company		2,266		1,948			1,674			3,371		
	Percent by total employee	%	94.61		95.96			97.44			13.16		
	Number of employees who returned to work after parental leave ended and were still employed up to 12 months or over after their return to work												
	- Male	Person	0	413	0	261	0	286	n/a		0	242	150
	- Female		223	1,041	304	795	300	837	n/a	300	0	856	130
	by business unit		223	1,454	304	1,056	300	1,123	n/a	300	0	1,098	280
	The company		1,677		1,360			1,423			2,964		
	Percent by total employee	%	70.02		67.00			82.83			11.57		
-	**14. Human capital ROI (published finance statement)**												
	Net profit												
	by business unit	millionon Baht	7,074	623	5,975	2,665							
	The company		7,697		8,640			10,837					
	ROI per training investment												
	by business unit	Ratio	86.64	2.23	147.12	95.97							
	The company		#VALUE!		#VALUE!			#VALUE!					
	ROI per O2O training investment												
	by business unit	Ratio	10.48	0.42	24.03	54.27							
	The company		5.45		39.15			60.00					
404-1	**15. Employee Training and Development**												
	Average hours of training for all employees												
	- Male	Hour/ person/ year	34.17	30.00	69.75	25.71	27.35	18.12	158.41	22.98	n/a	19.08	n/a
	- Female		32.66	32.00	64.36	29.38	22.57	22.47	216.44	22.86	n/a	22.24	n/a
	by business unit		33.42	31.00	67.06	27.55	24.71	20.75	182.93	22.91	n/a	21.01	n/a
	The company		32.21		47.30			76.13			21.96		
	15.1 By level												
	Top management												
	- Male	Hour/ person/ year	52.00	27.00	92.14	23.91	55.35	33.18	163.00	42.96	n/a	14.15	n/a
	- Female		59.00	35.00	112.71	23.90	63.07	36.52		44.83	n/a	14.35	n/a
	The company		43.25		63.17			70.23			29.07		

GRI Standard	Performance	Unit	2022		2023		2024			2025			
			Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER	Makro-TH	Makro-Inter	Lotus's-TH	Lotus's-INTER
	Middle management												
	- Male	Hour/ person/ year	40.00	25.00	38.36	23.76	47.05	26.24	n/a	37.17	n/a	55.79	n/a
	- Female		37.00	29.00	51.92	26.38	56.67	33.36	n/a	42.44	n/a	61.19	n/a
	The company		32.75		35.11		40.83			49.15			
	Junior Management												
	- Male	Hour/ person/ year	119.33	47.00	84.04	41.27	52.04	56.90	359.01	28.92	n/a	26.65	n/a
	- Female		119.12	49.00	58.69	48.91	45.30	71.60		30.31	n/a	27.34	n/a
	The company		83.61		58.23		116.97			28.31			
	Officer												
	- Male	Hour/ person/ year	23.00	80.00	69.75	24.48	26.13	14.96	n/a	21.94	n/a	16.43	n/a
	- Female		20.00	62.00	64.36	27.37	21.18	17.32	n/a	21.62	n/a	18.27	n/a
	The company		46.25		46.49		19.90			19.57			
	15.2 By age												
	Under 30 years old												
	- Male	Hour/ person/ year	43.63	32.00	83.95	27.09	24.31	16.13	n/a	20.59	n/a	16.06	n/a
	- Female		46.24	33.00	84.64	29.65	19.54	18.48	n/a	20.05	n/a	17.34	n/a
	The company		38.72		56.33		19.62			18.51			
	30-50 years old												
	- Male	Hour/ person/ year	28.00	24.00	59.03	24.41	29.36	21.49	n/a	23.90	n/a	21.48	n/a
	- Female		26.00	27.00	51.98	29.53	24.01	27.57	n/a	23.53	n/a	24.76	n/a
	The company		26.25		41.24		25.61			23.42			
	Over 50 years old												
	- Male	Hour/ person/ year	36.27	26.00	29.31	18.27	35.68	17.01	n/a	25.04	n/a	18.53	n/a
	- Female		34.36	28.00	28.65	1.01	30.02	22.48	n/a	24.80	n/a	21.92	n/a
	The company		31.16		19.31		26.30			22.57			
	15.3 By race												
	Thailand												
	- Male	Hour/ person/ year	34.22	30.12	69.71	26.78	26.30	n/a	0.00	n/a	n/a	n/a	n/a
	- Female		32.66	31.96	64.34	29.86	21.21	n/a	120.00	n/a	n/a	n/a	n/a
	The company		32.24		47.67		41.88			n/a			
	Cambodian												
	- Male	Hour/ person/ year	0.00	0.00	0.00	2.69	0.00	n/a	0.00	n/a	n/a	n/a	n/a
	- Female		0.00	0.00	0.00	2.39	0.00	n/a	0.00	n/a	n/a	n/a	n/a
	The company		0.00		2.54		0.00			n/a			
	Indian												
	- Male	Hour/ person/ year	4.13	0.00	2.73	0.00	0.05	n/a	0.00	n/a	n/a	n/a	n/a
	- Female		9.00	0.00	0.50	0.00	0.00	n/a	0.00	n/a	n/a	n/a	n/a
	The company		3.28		1.62		0.01			n/a			
	Chinese												
	- Male	Hour/ person/ year	0.00	0.00	13.50	0.00	0.23	n/a	0.00	n/a	n/a	n/a	n/a
	- Female		0.00	0.00	9.00	0.00	0.24	n/a	120.00	n/a	n/a	n/a	n/a
	The company		0.00		11.25		30.12			n/a			

GRI Standard	Performance	Unit	2022		2023		2024			2025			
			Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER	Makro-TH	Makro-Inter	Lotus's-TH	Lotus's-INTER
	Myanmar												
	- Male	Hour/ person/ year	0.00	0.00	3.00	0.94	0.09	n/a	0.00	n/a	n/a	n/a	n/a
	- Female		0.00	0.00	3.00	1.18	3.70	n/a	0.00	n/a	n/a	n/a	n/a
	The company		0.00		2.03		0.95			n/a			
	Malaysian												
	- Male	Hour/ person/ year	0.00	0.00	0.00	0.00	0.00	n/a	398.20	n/a	n/a	n/a	n/a
	- Female		0.00	0.00	0.00	0.00	0.00	n/a	775.00	n/a	n/a	n/a	n/a
	The company		0.00		0.00		293.30			n/a			
	Lao												
	- Male	Hour/ person/ year	0.00	0.00	96.04	0.00	5.16	n/a	0.00	n/a	n/a	n/a	n/a
	- Female		0.00	0.00	96.00	0.00	4.70	n/a	0.00	n/a	n/a	n/a	n/a
	The company		0.00		96.02		2.46			n/a			
	Australian												
	- Male	Hour/ person/ year	68.50	0.00	58.50	0.00	54.12	n/a	0.00	n/a	n/a	n/a	n/a
	- Female		3.50	0.00	3.00	0.00	0.00	n/a	0.00	n/a	n/a	n/a	n/a
	The company		18.00		30.75		13.53			n/a			
	Korean												
	- Male	Hour/ person/ year	9.00	0.00	9.00	0.00	4.24	n/a	0.00	n/a	n/a	n/a	n/a
	- Female		0.00	0.00	9.00	0.00	0.23	n/a	0.00	n/a	n/a	n/a	n/a
	The company		2.25		9.00		1.12			n/a			
	Other												
	- Male	Hour/ person/ year	21.35	53.00	80.31	49.33	269.78	n/a	0.00	n/a	n/a	n/a	n/a
	- Female		72.00	25.00	88.96	15.25	280.44	n/a	0.00	n/a	n/a	n/a	n/a
	The company		42.84		58.46		137.56			n/a			
	15.4 By Function												
	Operation												
	- Male	Hour/ person/ year	24.06	32.00	74.13	29.30	29.17	11.96	155.25	22.15	5.08	18.19	n/a
	- Female		22.04	34.00	69.11	32.29	23.40	14.16	158.72	21.97	2.97	21.01	n/a
	by business unit		23.05	33.00	71.62	30.80	26.00	13.36	156.62	22.05	4.16	19.90	n/a
	The company		28.03		51.21		65.40			20.98			
	Distribution and logistic												
	- Male	Hour/ person/ year	12.95	4.00	2.84	3.53	6.18	19.95	81.58	52.38	n/a	n/a	n/a
	- Female		11.15	3.00	3.33	2.57	7.93	24.09	182.89	39.01	n/a	n/a	n/a
	by business unit		12.05	3.50	3.09	3.05	7.07	22.45	104.80	44.71	n/a	n/a	n/a
	The company		7.78		3.07		50.77			44.71			
	Head office												
	- Male	Hour/ person/ year	188.23	15.00	19.90	16.04	17.03	3.41	389.51	19.63	n/a	16.38	n/a
	- Female		146.18	16.00	21.71	16.94	20.32	3.44	167.30	21.04	n/a	16.01	n/a
	by business unit		167.21	15.50	20.81	16.49	18.95	3.43	254.37	20.43	n/a	16.16	n/a
	The company		91.35		18.65		97.53			18.30			

GRI Standard	Performance	Unit	2022		2023		2024			2025			
			Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER	Makro-TH	Makro-Inter	Lotus's-TH	Lotus's-INTER
	15.5 By Type												
	Leadership training												
	- Male	Hour/ person/ year			0.72	0.40	0.41	0.74	n/a	n/a	n/a	n/a	n/a
	- Female				0.93	0.55	0.58	1.11	n/a	n/a	n/a	n/a	n/a
	by business unit				0.83	0.48	0.50	0.96	n/a	n/a	n/a	n/a	n/a
	The company				0.65			0.72					
	Compliance training												
	- Male	Hour/ person/ year			8.90	1.25	15.23	1.41	n/a	n/a	n/a	n/a	n/a
	- Female				6.54	1.27	10.80	1.56	n/a	n/a	n/a	n/a	n/a
	by business unit				7.72	1.26	12.80	1.50	n/a	n/a	n/a	n/a	n/a
	The company				4.49			7.22					
	IT Security & Cyber Security training												
	- Male	Hour/ person/ year			0.02	0.69	0.007	2.35	n/a	n/a	n/a	n/a	n/a
	- Female				0.02	0.72	0.008	1.77	n/a	n/a	n/a	n/a	n/a
	by business unit				0.02	0.71	0.007	2.00	n/a	n/a	n/a	n/a	n/a
	The company				0.36			1.02					
	Occupational Health and Safety												
	- Male	Hour/ person/ year			3.31	6.20	3.55	1.06	n/a	n/a	n/a	n/a	n/a
	- Female				1.45	4.74	2.35	1.67	n/a	n/a	n/a	n/a	n/a
	by business unit				2.38	5.47	2.89	1.42	n/a	n/a	n/a	n/a	n/a
	The company				3.93			2.16					
	Other												
	- Male	Hour/ person/ year			56.81	17.17	8.15	12.56	n/a	n/a	n/a	n/a	n/a
	- Female				55.43	22.10	8.83	16.37	n/a	n/a	n/a	n/a	n/a
	by business unit				56.12	19.64	8.52	14.83	n/a	n/a	n/a	n/a	n/a
	The company				37.88			11.54					
	16. Employee Training and Development Cost												
	Total training cost	Baht											
	Average training costs per employee equivalent												
	- Male	Baht per employee equivalent	3,466.36	4,407.00	1,589.03	610.05	1,351.59	234.21	n/a	1,837.07	n/a	n/a	n/a
	- Female		3,468.18	3,573.00	1,835.57	727.75	1,586.42	351.41	n/a	2,153.26	n/a	n/a	n/a
	by business unit		3,467.27	3,990.00	1,712.30	668.90	1,481.53	304.15	n/a	2,011.01	n/a	453.00	n/a
	The company		3,728.64		1,190.60			892.84		1,232.00			
	16.1 By level												
	Top management												
	- Male	Baht per employee equivalent	450787.00	225736.00	174484.85	53483.43	105701.56	215.71	n/a	n/a	n/a	n/a	n/a
	- Female		510875.00	314481.00	266066.72	20722.96	148266.16	6139.52	n/a	n/a	n/a	n/a	n/a
	The company		375469.75		128689.49			65080.74		n/a			
	Middle management												
	- Male	Baht per employee equivalent	26281.00	11078.00	26311.41	4710.38	15127.94	977.75	n/a	n/a	n/a	n/a	n/a
	- Female		19755.00	13651.00	39543.48	5458.64	16487.22	1984.18	n/a	n/a	n/a	n/a	n/a
	The company		17691.25		19005.98			8644.27		n/a			

GRI Standard	Performance	Unit	2022		2023		2024			2025			
			Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER	Makro-TH	Makro-Inter	Lotus's-TH	Lotus's-INTER
	Junior management												
	- Male	Baht per employee equivalent	17340.10	1312.00	5714.74	1825.06	5427.19	895.54	n/a	n/a	n/a	n/a	n/a
	- Female		17055.20	1108.00	8475.39	2108.15	6462.38	1170.00	n/a	n/a	n/a	n/a	n/a
	The company		9203.82		4530.84		3488.78			n/a			
	Officer												
	- Male	Baht per employee equivalent	1140.00	132507.00	789.34	662.97	767.29	154.35	n/a	n/a	n/a	n/a	n/a
	- Female		724.00	87297.00	590.60	1124.86	778.67	192.40	n/a	n/a	n/a	n/a	n/a
	The company		55417.00		791.94		473.18			n/a			
	16.2 By age												
	Under 30 years old												
	- Male	Baht per employee equivalent	5540.53	5883.00	678.00	338.71	773.41	147.31	n/a	n/a	n/a	n/a	n/a
	- Female		6237.99	5427.00	636.00	402.06	809.10	161.84	n/a	n/a	n/a	n/a	n/a
	The company		5772.13		513.69		472.92			n/a			
	30-50 years old												
	- Male	Baht per employee equivalent	3497.00	2768.00	2000.00	453.27	1618.92	360.72	n/a	n/a	n/a	n/a	n/a
	- Female		3200.00	3003.00	2238.00	444.23	1792.56	583.31	n/a	n/a	n/a	n/a	n/a
	The company		3117.00		1283.88		1088.88			n/a			
	Over 50 years old												
	- Male	Baht per employee equivalent	7419.81	2538.00	9330.00	1685.21	4468.58	429.70	n/a	n/a	n/a	n/a	n/a
	- Female		10962.51	2247.00	9636.00	1973.70	5654.60	501.32	n/a	n/a	n/a	n/a	n/a
	The company		5791.83		5656.23		2763.55			n/a			
	17.Employee training and development in Sustainability												
	Employee trained and developed in Sustainability												
	- Male	Person	6,816	16,196	7,214	32,954	43	45,922	n/a	n/a	n/a	n/a	n/a
	- Female		9,121	24,295	8,872		54		n/a	n/a	n/a	n/a	n/a
	by business unit		15,937	40,491	16,086	32,954	97	45,922		n/a	n/a	n/a	n/a
	The company		56,428		49,040		46,019			n/a			
	Percent by total employee	%	84.99		#VALUE!		#VALUE!			n/a			
	Employee engaged in corporate shared value program(s)												
	- Male	Person	5,100	0	8,700	4,909	8,700	7,493	2,675	n/a	n/a	n/a	n/a
	- Female								1,784	n/a	n/a	n/a	n/a
	by business unit		5,100	0	8,700	4909	8,700	7,493	4,459	n/a	n/a	n/a	n/a
	The company		5,100		13,609		20,652			n/a			
	Percent by total employee	%	7.68		#VALUE!		#VALUE!			n/a			
	Employee engaged in initiatives/ leadership development programs												
	- Male	Person	734	2,716	618	n/a	80	0	78	n/a	n/a	n/a	n/a
	- Female		1,112	2,223	927	n/a	161	0	52	n/a	n/a	n/a	n/a
	by business unit		1,846	4,939	1,545	0	241	0	130	n/a	n/a	n/a	n/a
	The company		6,785		1,545		742			n/a			
	Percent by total employee	%	10.04		#VALUE!		#VALUE!			n/a			

GRI Standard	Performance	Unit	2022		2023		2024			2025			
			Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER	Makro-TH	Makro-Inter	Lotus's-TH	Lotus's-INTER
	Employee trained the governance and other related topics												
	- Male	Person	7,348	n/a	9,877	n/a	10,937	n/a	n/a	n/a	n/a	n/a	n/a
	- Female		8,661	n/a	9,812	n/a	13,526	n/a	n/a	n/a	n/a	n/a	n/a
	by business unit		16,009	n/a	19,689	n/a	24,463	n/a	n/a	n/a	n/a	n/a	n/a
	The company		16,009		19,689		24,463			n/a			
	Percent by total employee	%	23.69		#VALUE!		#VALUE!			n/a			
	Number of hours volunteered by employees												
	- Male	Hour	5,080	0	74,081	17,384	34,407	38,432	n/a	n/a	n/a	n/a	n/a
	- Female								n/a	n/a	n/a	n/a	n/a
	by business unit		5,080	0	74,081	17,384	34,407	38,432	n/a	n/a	n/a	n/a	n/a
	The company		5,080		91,465		72,839			n/a			
-	**18. Employee Engagement Score**												
	Employee engagement result												
	- Male	%	84.00	91.00	82.00	90.00	83.00	91.00	n/a	n/a	n/a	n/a	n/a
	- Female		82.00	92.00	81.00	92.00	81.40	90.80	n/a	n/a	n/a	n/a	n/a
	by business unit		83.00	91.50	81.50	91.00	82.20	90.80	n/a	n/a	n/a	n/a	n/a
	The company		87.25		86.25		86.53			n/a			
	Employee engagement target		>80		>80		>80						
	Total number of employee engagement survey participants												
	- Male	Person	8,027	18,488	12,190	15,772	10,460	14,420	n/a	n/a	n/a	n/a	n/a
	- Female		10,054	29,823	13,920	25,418	12,983	22,386	n/a	n/a	n/a	n/a	n/a
	by business unit		18,081	48,311	26,110	41,190	23,443	36,806	n/a	n/a	n/a	n/a	n/a
	The company		66,392		67,300		60,249			n/a			
	Percent by total employee	%	100		100		100			n/a			
	Total number of disable employee engagement survey participants												
	- Male	Person	12	97	12	0	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	- Female		13	88	13	0	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	by business unit		25	185	25	0	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	The company		210		25		n/a			n/a			
	Percent by total employee	%	0.32		#VALUE!		n/a			n/a			
	18.1 Total number of employee survey participants by level												
	Top management												
	- Male	Person	16	58	99	40	20	30	n/a	n/a	n/a	n/a	n/a
	- Female		20	28	99	31	37	33	n/a	n/a	n/a	n/a	n/a
	Percent by total employee	%	0.18		#VALUE!		0.20			n/a	n/a	n/a	n/a
	Middle management												
	- Male	Person	429	812	494	590	112	103	n/a	n/a	n/a	n/a	n/a
	- Female		574	1,154	593	821	139	150	n/a	n/a	n/a	n/a	n/a
	Percent by total employee	%	4.47		#VALUE!		0.84			n/a	n/a	n/a	n/a

GRI Standard	Performance	Unit	2022		2023		2024			2025			
			Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER	Makro-TH	Makro-Inter	Lotus's-TH	Lotus's-INTER
	Junior management												
	- Male	Person	1,084	1382	2,781	1133	3040	2,139	n/a	n/a	n/a	n/a	n/a
	- Female		1,450	2,522	4,088	2,239	4,136	3,901	n/a	n/a	n/a	n/a	n/a
	Percent by total employee	%	9.70		#VALUE!			21.94		n/a	n/a	n/a	n/a
	Officer												
	- Male	Person	6,498	16,236	8,816	13,028	7,275	12,143	n/a	n/a	n/a	n/a	n/a
	- Female		8,010	26,119	9,140	20,268	8,671	18,298	n/a	n/a	n/a	n/a	n/a
	Percent by total employee	%	85.65		#VALUE!			76.99		n/a	n/a	n/a	n/a
	18.2 Total number of employee survey participants by age												
	Under 30 years old												
	- Male	Person	3,121	3,312	6,548	8,290	4,820	8,119	n/a	n/a	n/a	n/a	n/a
	- Female		10,888	16,757	6,391	12,076	5,196	11,593	n/a	n/a	n/a	n/a	n/a
	The company		34,078		33,305			29,728		n/a			
	Percent by total employee	%	51.33		#VALUE!			49.34		n/a			
	30-50 years old												
	- Male	Person	4,660	6,336	5,349	6,126	5,321	5,765	n/a	n/a	n/a	n/a	n/a
	- Female		7,172	12,520	7,095	10,930	7,297	10,084	n/a	n/a	n/a	n/a	n/a
	The company		30,688		29,500			28,467		n/a			
	Percent by total employee	%	46.22		#VALUE!			47.25		n/a			
	Over 50 years old												
	- Male	Person	246	406	293	414	319	536	n/a	n/a	n/a	n/a	n/a
	- Female		428	546	434	577	490	709	n/a	n/a	n/a	n/a	n/a
	The company		1,626		1,718			2,054		n/a			
	Percent by total employee	%	2.45		#VALUE!			3.41		n/a			
-	**19. Employee entering welfare committee**												
	- Male	Person	262	491	292	300	358	487	n/a	365	4	487	n/a
	- Female		483	736	522	916	655	724	n/a	668	2	724	n/a
	by business unit		745	1227	814	1216	1013	1,211	n/a	1033	6	1211	n/a
	The company		1972		2030			2,224		2,250			
	Percent by total employee	%	2.97		#VALUE!			3.36		3.38			
	20. Non-binary (LGBTQ+)												
	The company	Person	656	n/a	876	n/a	876	n/a	n/a	n/a	n/a	n/a	n/a
	Percent by total employee	%	3.63		3.72			3.46		n/a			

Remarks:

- n/a means not available
- Total employees covers permanent employee, contract and temporary under Siam Makro Public Company Limited and Lotus's Stores (Thaoland) Co.,Ltd, Thailand only.
- Scope of GRI 401-1, 404-1, and 405-1 cover only permanent employee.
- Makro mean Makro-Thailand Business
- Lotus's mean Lotus's Stores (Thailand) Co.,Ltd., and subsidiaries
- Lotus's Malaysia mean Lotus's Stores (Malaysia) Sdn.Bhd., and subsidiaries
- In 2021 included Lotus's
- In 2022 initial disclosure of the combined data Makro and Lotus's
- Blank = Undisclosure

Occupational Health and Safety Data during 2022-2025

GRI Standard	Performance	Unit	2022			2023			2024			2568/ 2025			
			makro	Lotus's (Thailand)	Lotus's (Malaysia)	makro	Lotus's (Thailand)	Lotus's (Malaysia)	makro	Lotus's (Thailand)	Lotus's (Malaysia)	makro	makro (Inter)	Lotus's (Thailand)	Lotus's (Malaysia)
-	**1. The number of hours worked**														
	Employees														
	-Male	Hours	17,789,032	43,800,589	7,884,119	21,535,828	54,570,375	7,326,138	25,886,981	59,692,739	7,919,166	28,490,173	252,067	63,583,321	8,313,501
	-Female		21,989,088	65,293,919	6,416,524	26,340,583	79,831,512	5,972,517	31,658,658	81,378,606	6,318,846	34,913,911	117,170	85,066,787	6,072,104
	by business		39,778,120	109,094,507	14,300,643	47,876,411	134,401,887	13,298,655	57,545,639	141,071,345	14,238,012	63,404,084	369,237	148,650,108	14,385,605
	The company		163,173,270			195,576,953			212,854,996			226,809,033			
	Contractors														
	-Male	Hours	32,228,522	15,338,534	2,222,328	38,684,724	11,911,736	1,652,192	43,208,054	14,414,192	1,734,446	46,394,083	75,506	50,938,256	2,278,075
	-Female		22,471,411	15,277,487	30,396	27,539,942	13,423,108	42,643	31,352,890	14,572,864	53,975	31,065,388	90,064	30,144,979	65,351
	by business		54,699,933	30,616,021	2,252,724	66,224,666	25,334,845	1,694,835	74,560,944	28,987,056	1,788,421	77,459,472	165,570	81,083,235	2,343,426
	The company		87,568,678			93,254,346			105,336,421			161,051,702			
403-9 (a) (2018)	**2. The number of fatalities as a result of work-related injuries**		**1**			**1**			**2**			**5**			
	Employees														
	-Male	Person	0	0	0	0	0	0	0	1	0	0	0	1	1
	-Female		0	0	0	0	0	0	0	0	0	1	0	0	0
	by business		0	0	0	0	0	0	0	1	0	1	0	1	1
	The company		0			0			1			3			
	Contractors														
	-Male	Person	1	0	0	1	0	0	1	0	0	1	0	1	0
	-Female		0	0	0	0	0	0	0	0	0	0	0	0	0
	by business		1	0	0	1	0	0	1	0	0	1	0	1	0
	The company		1			1			1			2			
	3. Rate of fatalities as a result of work-related injuries														
	Employees														
	-Male	Case/ million hours worked	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.02	0.00	0.00	0.00	0.02	0.12
	-Female		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.03	0.00	0.00	0.00
	by business		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.01	0.00	0.02	0.00	0.01	0.07
	The company		0.00			0.00			0.005			0.013			
	Contractors														
	-Male	Case/ million hours worked	0.03	0.00	0.00	0.03	0.00	0.00	0.02	0.00	0.00	0.02	0.00	0.02	0.00
	-Female		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	by business		0.02	0.00	0.00	0.02	0.00	0.00	0.00	0.00	0.00	0.01	0.00	0.01	0.00
	The company		0.01			0.01			0.01			0.012			

GRI Standard	Performance	Unit	2022			2023			2024			2568/ 2025			
			makro	Lotus's (Thailand)	Lotus's (Malaysia)	makro	Lotus's (Thailand)	Lotus's (Malaysia)	makro	Lotus's (Thailand)	Lotus's (Malaysia)	makro	makro (Inter)	Lotus's (Thailand)	Lotus's (Malaysia)
403-9 (a) (2018)	**4. Number of high-severity work-related injuries; including fatalities**														
	Employees														
	-Male	Person	0	0	1	0	0	0	0	1	0	0	0	2	1
	-Female		0	0	0	0	0	0	0	0	0	1	2	1	0
	by business		0	0	1	0	0	0	0	1	0	1	2	3	1
	The company		1			0			1			7			
	Contractors														
	-Male	Person	1	0	0	1	0	0	1	0	0	1	0	3	0
	-Female		0	0	0	0	0	0	0	0	0	0	0	0	0
	by business		1	0	0	1	0	0	1	0	0	1	0	3	0
	The company		1			1			1			4			
	5. Rate of high-severity work-related injuries; including fatalities														
	Employees														
	-Male	Case/ million hours worked	0.00	0.00	0.13	0.00	0.00	0.00	0.00	0.02	0.00	0.00	0.00	0.03	0.12
	-Female		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.03	17.07	0.01	0.00
	by business		0.00	0.00	0.07	0.00	0.00	0.00	0.00	0.01	0.00	0.02	5.42	0.02	0.07
	The company		0.01			0.00			0.00			0.03			
	Contractors														
	-Male	Case/ million hours worked	0.03	0.00	0.00	0.03	0.00	0.00	0.02	0.00	0.00	0.02	0.00	0.06	0.00
	-Female		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	by business		0.02	0.00	0.00	0.02	0.00	0.00	0.01	0.00	0.00	0.01	0.00	0.04	0.00
	The company		0.01			0.01			0.01			0.02			
	6. Number of recordable work-related injuries		**404**			**450**			**583**			**532**			
	Employees														
	-Male	Person	78	40	70	89	44	75	132	47	60	113	1	58	95
	-Female		37	43	21	70	25	24	99	35	22	85	2	34	23
	by business		115	83	91	159	69	99	231	82	82	198	3	92	118
	The company		289			327			395			411			
	Contractors														
	-Male	Person	44	17	3	51	7	6	83	20	1	54	0	18	0
	-Female		31	19	1	41	14	4	63	20	1	45	0	3	1
	by business		75	36	4	92	21	10	146	40	2	99	0	21	1
	The company		115			123			188			121			

GRI Standard	Performance	Unit	2022			2023			2024			2568/ 2025			
			makro	Lotus's (Thailand)	Lotus's (Malaysia)	makro	Lotus's (Thailand)	Lotus's (Malaysia)	makro	Lotus's (Thailand)	Lotus's (Malaysia)	makro	makro (Inter)	Lotus's (Thailand)	Lotus's (Malaysia)
403-9 (a) (2018)	**7. Total Recordable Injury Frequency Rate : TRIFR**														
	Employees														
	-Male	Case/ million hours worked	4.38	0.91	8.88	4.13	0.81	8.86	5.10	0.79	6.63	3.97	3.97	0.91	11.43
	-Female		1.68	1.27	3.27	2.66	0.31	3.83	3.13	0.43	3.28	2.43	17.07	0.40	3.79
	by business		2.89	0.76	6.36	3.32	0.51	6.73	4.01	0.58	5.21	3.12	8.12	0.62	8.20
	The company		1.77			1.66			1.84			1.81			
	Contractors														
	-Male	Case/ million hours worked	1.37	1.11	1.35	1.32	0.59	1.59	1.92	5.76	0.45	1.16	0.00	0.35	0.00
	-Female		1.38	1.24	32.90	1.49	1.04	7.76	2.01	4.32	11.60	1.45	0.00	0.10	15.30
	by business		1.37	1.18	1.78	1.39	0.83	2.34	1.96	1.38	0.86	1.28	0.00	0.26	0.43
	The company		1.31			1.28			1.78			0.75			
	8. Number of Lost Time Injuries		**300**			**361**			**441**			**444**			
	Employees														
	-Male	Person	67	17	69	72	31	75	103	30	60	83	0	52	94
	-Female		30	17	21	61	13	24	81	19	22	72	0	31	23
	by business		97	34	90	133	44	99	184	49	82	155	0	83	117
	The company		221			276			315			355			
	Contractors														
	-Male	Person	39	3	3	34	3	6	65	5	1	38	0	14	0
	-Female		28	5	1	33	5	4	50	4	1	33	0	3	1
	by business		67	8	4	67	8	10	115	9	2	71	0	17	1
	The company		79			85			126			89			
	9. Lost Time Injuries Frequency Rate: LTIFR														
	Employees														
	-Male	Case/million hours worked	3.77	0.39	8.75	3.34	0.57	8.86	3.98	0.50	6.63	2.91	0.00	0.82	11.31
	-Female		1.36	0.26	3.27	2.32	0.16	3.83	2.56	0.23	3.28	2.06	0.00	0.36	3.79
	by business		2.44	0.31	6.29	2.78	0.33	6.73	3.20	0.35	5.21	2.44	0.00	0.56	8.13
	The company		1.35			1.40			1.47			1.57			
	Contractors														
	-Male	Case/million hours worked	1.21	2.22	1.35	0.88	0.25	1.59	1.50	0.35	0.45	0.82	0.00	0.27	0.00
	-Female		1.25	2.16	32.90	1.20	0.37	7.76	1.59	0.27	11.60	1.06	0.00	0.10	15.30
	by business		1.22	2.19	1.78	1.01	0.32	2.34	1.54	0.31	0.86	0.92	0.00	0.21	0.43
	The company		0.90			0.89			1.19			0.55			

GRI Standard	Performance	Unit	2022			2023			2024			2568/ 2025			
			makro	Lotus's (Thailand)	Lotus's (Malaysia)	makro	Lotus's (Thailand)	Lotus's (Malaysia)	makro	Lotus's (Thailand)	Lotus's (Malaysia)	makro	makro (Inter)	Lotus's (Thailand)	Lotus's (Malaysia)
403-10 (a) (2018)	**10. The number of fatalities as a result of work-related ill health**														
	Employees														
	-Male	Person	0	0	0	0	0	0	0	0	0	0	0	0	0
	-Female		0	0	0	0	0	0	0	0	0	0	0	0	0
	by business		0	0	0	0	0	0	0	0	0	0	0	0	0
	The company		0			0			0			0			
	Contractors														
	-Male	Person	0	0	0	0	0	0	0	0	0	0	0	0	0
	-Female		0	0	0	0	0	0	0	0	0	0	0	0	0
	by business		0	0	0	0	0	0	0	0	0	0	0	0	0
	The company		0			0			0			0			
	11. Number of cases of recordable work-related ill health														
	Employees														
	-Male	Person	0	0	0	0	0	0	0	0	0	0	0	0	0
	-Female		0	0	0	0	0	0	0	0	0	0	0	0	0
	by business		0	0	0	0	0	0	0	0	0	0	0	0	0
	The company		0			0			0			0			
	Contractors														
	-Male	Person	0	0	0	0	0	0	0	0	0	0	0	0	0
	-Female		0	0	0	0	0	0	0	0	0	0	0	0	0
	by business		0	0	0	0	0	0	0	0	0	0	0	0	0
	The company		0			0			0			0			
	12. Occupational Illness Frequency Rate: OIFR														
	Employees														
	-Male	Case/million hours worked	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0	0	0	0
	-Female		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0	0	0	0
	by business		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0	0	0	0
	The company		0.00			0.00			0.00			0			
	Contractors														
	-Male	Case/million hours worked	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0	0	0	0
	-Female		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0	0	0	0
	by business		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0	0	0	0
	The company		0.00			0.00			0.00			0			

GRI Standard	Performance	Unit	2022			2023			2024			2568/ 2025			
			makro	Lotus's (Thailand)	Lotus's (Malaysia)	makro	Lotus's (Thailand)	Lotus's (Malaysia)	makro	Lotus's (Thailand)	Lotus's (Malaysia)	makro	makro (Inter)	Lotus's (Thailand)	Lotus's (Malaysia)
-	**13. Number of total driving mileage of the vehicle**														
	Employees														
	by business	Kilometers	0.00	5,793,234.07	8,752,750.00	0.00	31,173,322.60	3,485,156.00	0.00	28,117,836.24	1,663,623.22	0.00	15,734.57	36,185,205.00	2,210,293.00
	The company		14,545,984.07			34,658,478.60			29,781,459.46			38,411,232.57			
	Contractors														
	by business	Kilometers	141,437,472.53	151,684,622.13	4,403,898.00	160,122,590.76	134,599,776.37	4,378,492.00	219,196,359.38	153,053,987.00	0.00	178,000,589.39	0.00	169,094,074.52	7,206,696.00
	The company		297,525,992.65			299,100,859.13			372,250,346.38			354,301,359.91			
	14. Fleet safety accident rate														
	Employees														
	-Male	Case/million kilometers	0.00	3.28	0.11	0.00	0.51	0.52	0.00	2.70	8.70	0.00	0.00	1.05	0.45
	-Female														
	by business		0.00	3.28	0.11	0.00	0.51	0.52	0.00	2.70	8.70	0.00	0.00	1.55	0.45
	The company		1.37			0.51			2.32			1.48			
	Contractors														
	-Male	Case/million kilometers	0.71	0.00	0.00	0.61	0.19	0.91	0.78	0.48	0.00	0.33	0.00	0.42	0.00
	-Female														
	by business		0.71	0.00	0.00	0.61	0.19	0.91	0.78	0.48	0.00	0.33	0.00	0.43	0.00
	The company		0.69			0.42			0.68			0.37			
	15. Number of fatalities as a result of work-related fleet accident														
	Employees														
	-Male	Person	0	0	0	0	0	0	0	1	0	0	0	1	1
	-Female		0	0	0	0	0	0	0	0	0	0	0	0	0
	by business		0	0	0	0	0	0	0	1	0	0	0	1	1
	The company		0			0			1			2			
	Contractors														
	-Male	Person	1	0	0	1	0	0	1	0	0	0	0	0	0
	-Female		0	0	0	0	0	0	0	0	0	0	0	0	0
	by business		1	0	1	1	0	0	1	0	0	0	0	0	0
	The company		2			1			1			0			
	16. Worker covered by an occupational health and safety management system														
	Employee covered by an occupational health and safety management system														
	-Male	%	100	100	100	100	100	100	100	100	100	100	100	100	100
	-Female														
	by business														
	The company		100			100			100			100			

GRI Standard	Performance	Unit	2022			2023			2024			2568/ 2025			
			makro	Lotus's (Thailand)	Lotus's (Malaysia)	makro	Lotus's (Thailand)	Lotus's (Malaysia)	makro	Lotus's (Thailand)	Lotus's (Malaysia)	makro	makro (Inter)	Lotus's (Thailand)	Lotus's (Malaysia)
-	Employee covered by such a system that has been internally audited														
	-Male	%	100	100	100	100	100	100	100	100	100	100	100	100	100
	-Female														
	by business														
	The company		100			100			100			100			
	Employee covered by such a system that has been internally audited or certified by an external party														
	-Male	%	100	100	100	100	100	100	100	100	100	100	100	100	100
	-Female														
	by business														
	The company		100			100			100			100			
	17. Other worker covered by an occupational health and safety management system														
	Contractor covered by an occupational health and safety management system														
	-Male	%	100	100	100	100	100	100	100	100	100	100	100	100	100
	-Female														
	by business														
	The company		100			100			100			100			
	Contractor covered by such a system that has been internally audited														
	-Male	%	100	100	100	100	100	100	100	100	100	100	100	100	100
	-Female														
	by business														
	The company		100			100			100			100			
	Contractor covered by such a system that has been internally audited or certified by an external party														
	-Male	%	100	100	100	100	100	100	100	100	100	100	100	100	100
	-Female														
	by business														
	The company		100			100			100			100			
	18. Total costs of workplace accidents including property damage														
	Direct cost														
	-Male	Baht	0	5,000.00	0	1,936,438.93	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	-Female														
	by business		0	5,000.00	0	1,936,438.93	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	The company		5,000.00			1,936,438.93			n/a			n/a			
	Indirect cost														
	-Male	Baht	0	0	0	0	0	0	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	-Female														
	by business		0	0	0	0	0	0	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	The company		0			0						n/a			

GRI Standard	Performance	Unit	2022			2023			2024			2568/ 2025			
			makro	Lotus's (Thailand)	Lotus's (Malaysia)	makro	Lotus's (Thailand)	Lotus's (Malaysia)	makro	Lotus's (Thailand)	Lotus's (Malaysia)	makro	makro (Inter)	Lotus's (Thailand)	Lotus's (Malaysia)
-	**19.Number of near miss incident**														
	Employees														
	-Number of unsafe act	Case	n/a			12,934	1,642,666	n/a	21,073	712,280	n/a	20,582	0	575,595	1
	-Number of unsafe condition					5,950	1,321,750	n/a	34,212	1	n/a	32,527	0	0	0
	-Near Miss					11,875	663	n/a	6,138	593	n/a	5,695	0	498	6
	Contractors														
	-Number of unsafe act	Case	n/a			5,247	2,381	n/a	3,844	36,944	n/a	1,248	0	35,687	0
	-Number of unsafe condition					4,733	24,843	n/a	4,859	1	n/a	3,642	0	0	0
	-Near Miss					2	295	n/a	8	147	n/a	1,361	0	90	0

Remark

• n/a = Not Available

• 2022 Lotus Malaysia's safety and occupational health data began to be included and calculate backwards between 2022-2025.

• Contractor covers regular contractor, contractors entering the area, transportation suppliers, security officers and housewives.

• 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)

Environmental Performance 2022-2025

GRI	Performance	Unit	2022				2023				2024				2025			
			makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)	makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)	makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)	makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)
Energy																		
302-1 (E)	Total energy consumption within the organization	GJ	5,915,175.49				6,061,004.24				6,417,725.98				6,810,850.59			
			1,590,806.91	26,477.74	3,284,965.80	1,012,925.04	1,682,357.90	77,270.72	3,217,303.27	1,084,072.35	1,918,832.55	60,535.22	3,373,316.56	1,065,041.65	2,076,647.48	66,265.03	3,570,814.64	1,097,123.44
		MWh	1,643,105.62				1,683,613.64				1,782,703.09				1,891,904.46			
			441,891.16	7,354.93	912,491.23	281,368.29	467,322.01	21,464.11	893,696.07	301,131.45	533,009.47	16,815.35	937,033.13	295,845.14	576,846.98	18,406.97	991,893.75	304,756.75
302-1(A)	Total non-renewable energy	GJ	5,367,954.46				5,290,991.19				5,521,864.15				5,705,481.54			
			1,445,326.31	26,477.74	3,071,039.48	825,110.93	1,498,512.73	76,441.78	2,757,622.66	958,414.02	1,709,222.58	59,730.07	2,842,782.52	910,128.97	1,824,502.29	65,078.78	2,888,973.41	926,927.06
		MWh	1,491,099.65				1,469,720.95				1,533,852.38				1,584,857.25			
			401,479.85	7,354.93	853,067.21	229,197.66	416,253.87	21,233.85	766,006.91	266,226.33	474,784.43	16,591.70	789,662.44	252,813.81	506,806.60	18,077.45	802,493.26	257,479.94
	Totaal fuel consumption	Liters	6,547,607.58				9,608,951.02				9,426,533.85				9,526,488.12			
			1,204,359.89	242,501.01	4,355,852.80	744,893.89	1,551,495.03	373,294.14	3,436,312.70	4,247,849.15	1,668,398.16	368,814.09	3,072,463.42	4,316,858.18	1,940,943.32	511,194.60	2,999,023.42	4,075,326.79
		GJ	215,944.69				330,647.94				309,458.53				324,809.28			
			41,319.49	8,826.39	144,611.44	21,187.36	53,138.92	13,282.56	109,607.73	154,618.74	57,158.63	13,187.75	96,044.82	143,067.33	65,016.20	18,293.53	93,221.50	148,278.05
		MWh	59,984.68				91,846.72				85,960.77				90,224.87			
			11,477.65	2,451.78	40,169.88	5,885.38	14,760.82	3,689.60	30,446.62	42,949.68	15,877.41	3,663.27	26,679.14	39,740.96	18,060.07	5,081.54	25,894.88	41,188.38
	Stationary combusion	Liters	2,164,030.26				1,688,539.47				1,649,839.61				1,925,319.98			
			189,860.74	242,212.71	1,125,663.74	606,293.07	232,431.69	350,099.36	1,098,270.82	7,737.60	205,870.19	337,937.17	1,098,294.66	7,737.60	322,552.77	432,603.93	1,162,425.67	7,737.60
		GJ	65,442.91				52,120.35				50,731.35				58,798.65			
			6,595.47	8,815.89	33,892.03	16,139.52	7,844.68	12,542.07	31,451.80	281.80	7,171.25	12,063.21	31,215.08	281.80	10,065.85	15,507.41	32,943.59	281.80
		MWh	18,178.60				14,477.89				14,092.05				16,332.97			
			1,832.08	2,448.86	9,414.46	4,483.20	2,179.08	3,483.91	8,736.62	78.28	1,992.02	3,350.90	8,670.86	78.28	2,796.07	4,307.62	9,151.01	78.28
	- Diesel (B7)	Liters	798,905.61				728,823.38				695,165.07				770,050.06			
			157,282.89	241,100.71	400,522.02	0.00	169,116.70	326,657.71	225,311.37	7,737.60	172,549.53	312,992.62	201,885.32	7,737.60	150,968.62	407,280.43	204,063.40	7,737.60
		GJ	29,096.14				26,543.75				25,317.91				28,045.22			
			5,728.24	8,780.89	14,587.01	0.00	6,159.23	11,896.87	8,205.84	281.80	6,284.25	11,399.19	7,352.66	281.80	5,498.28	14,833.15	7,431.99	281.80
		MWh	8,082.27				7,373.27				7,032.76				7,790.35			
			1,591.18	2,439.14	4,051.95	0.00	1,710.90	3,304.69	2,279.40	78.28	1,745.63	3,166.44	2,042.41	78.28	1,527.30	4,120.32	2,064.44	78.28
	- Diesel (B10)	Liters	0.00				0.00				0.00				0.00			
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		GJ	0.00				0.00				0.00				0.00			
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		MWh	0.00				0.00				0.00				0.00			
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	- Diesel	Liters	0.00				0.00				0.00				0.00			
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		GJ	0.00				0.00				0.00				0.00			
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		MWh	0.00				0.00				0.00				0.00			
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	- Gasoline	Liters	1,472.00				5,958.00				0.00				30.00			
			0.00	1,112.00	360.00	0.00	0.00	4,358.00	1,600.00	0.00	0.00	0.00	0.00	0.00	0.00	30.00	0.00	0.00
		GJ	46.34				187.56				0.00				0.94			
			0.00	35.01	11.33	0.00	0.00	137.19	50.37	0.00	0.00	0.00	0.00	0.00	0.00	0.94	0.00	0.00
		MWh	12.87				52.10				0.00				0.26			
			0.00	9.72	3.15	0.00	0.00	38.11	13.99	0.00	0.00	0.00	0.00	0.00	0.00	0.26	0.00	0.00
	- LPG	Kg	1,363,652.64				953,758.10				954,674.55				1,155,239.92			
			32,577.85	0.00	724,781.72	606,293.07	63,315.00	19,083.65	871,359.45	0.00	33,320.66	24,944.55	896,409.34	0.00	171,584.15	25,293.50	958,362.27	0.00
		GJ	36,300.43				25,389.04				25,413.44				30,752.49			
			867.22	0.00	19,293.69	16,139.52	1,685.45	508.01	23,195.59	0.00	887.00	664.02	23,862.42	0.00	4,567.57	673.31	25,511.60	0.00
		MWh	10,083.46				7,052.52				7,059.29				8,542.36			
			240.90	0.00	5,359.36	4,483.20	468.18	141.11	6,443.22	0.00	246.39	184.45	6,628.45	0.00	1,268.77	187.03	7,086.56	0.00

GRI	Performance	Unit	2022				2023				2024				2025			
			makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)	makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)	makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)	makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)
302-1(A)	Mobile combustion	Liters	4,383,577.33				7,920,411.55				7,776,694.23				7,601,168.15			
			1,014,499.15	288.30	3,230,189.06	138,600.82	1,319,063.33	23,194.78	2,338,041.88	4,240,111.55	1,462,527.97	30,876.92	1,974,168.77	4,309,120.58	1,618,390.55	78,590.66	1,836,597.74	4,067,589.19
		GJ	150,501.77				278,527.59				258,727.18				266,010.63			
			34,724.03	10.50	110,719.40	5,047.84	45,294.24	740.49	78,155.93	154,336.93	49,987.38	1,124.54	64,829.74	142,785.53	54,950.36	2,786.12	60,277.90	147,996.25
		MWh	41,806.08				77,368.84				71,868.72				73,891.90			
			9,645.57	2.92	30,755.41	1,402.18	12,581.74	205.69	21,710.00	42,871.40	13,885.40	312.37	18,008.27	39,662.68	15,264.00	773.92	16,743.88	41,110.10
	- Diesel (B7)	Liters	2,607,925.90				5,501,954.79				5,335,043.07				5,425,579.83			
			640,484.29	288.30	1,828,552.49	138,600.82	840,827.93	2,087.85	921,937.99	3,737,101.02	898,989.20	30,876.92	543,098.06	3,862,078.89	903,744.78	63,175.27	498,341.34	3,960,318.44
		GJ	94,980.66				200,381.19				180,236.58				197,599.62			
			23,326.44	10.50	66,595.88	5,047.84	30,622.95	76.04	33,576.98	136,105.22	32,741.19	1,124.54	19,779.63	126,591.22	32,914.38	2,300.84	18,149.59	144,234.80
		MWh	26,383.54				55,661.49				50,065.76				54,888.83			
			6,479.57	2.92	18,498.87	1,402.18	8,506.38	21.12	9,326.95	37,807.04	9,094.78	312.37	5,494.35	35,164.26	9,142.89	639.12	5,041.56	40,065.25
	- Diesel (B10)	Liters	0.00				485,211.20				429,439.70				83,612.41			
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	485,211.20	0.00	0.00	0.00	429,439.70	0.00	0.00	0.00	83,612.41
		GJ	0.00				17,671.39				15,640.19				3,045.16			
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	17,671.39	0.00	0.00	0.00	15,640.19	0.00	0.00	0.00	3,045.16
		MWh	0.00				4,908.72				4,344.50				845.88			
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	4,908.72	0.00	0.00	0.00	4,344.50	0.00	0.00	0.00	845.88
	- Gasoline	Liters	1,698,203.43				1,854,323.56				1,910,564.45				1,991,244.90			
			296,566.86	0.00	1,401,636.57	0.00	399,313.41	21,106.93	1,416,103.89	17,799.33	461,891.76	0.00	1,431,070.71	17,601.99	619,773.77	15,415.39	1,338,256.41	17,799.33
		GJ	53,459.44				58,374.11				60,144.57				62,684.39			
			9,335.92	0.00	44,123.52	0.00	12,570.39	664.45	44,578.95	560.32	14,540.35	0.00	45,050.11	554.11	19,510.48	485.28	42,128.31	560.32
		MWh	14,849.86				16,215.04				16,706.84				17,412.34			
			2,593.31	0.00	12,256.54	0.00	3,491.78	184.57	12,383.05	155.65	4,038.99	0.00	12,513.93	153.92	5,419.58	134.80	11,702.32	155.65
	- LPG	Liters	77,448.00				78,922.00				101,647.00				100,731.00			
			77,448.00	0.00	0.00	0.00	78,922.00	0.00	0.00	0.00	101,647.00	0.00	0.00	0.00	94,872.00	0.00	0.00	5,859.00
		GJ	2,061.67				2,100.90				2,705.84				2,681.46			
			2,061.67	0.00	0.00	0.00	2,100.90	0.00	0.00	0.00	2,705.84	0.00	0.00	0.00	2,525.49	0.00	0.00	155.97
		MWh	572.69				583.58				751.62				744.85			
			572.69	0.00	0.00	0.00	583.58	0.00	0.00	0.00	751.62	0.00	0.00	0.00	701.53	0.00	0.00	43.32
302-1(C)	Total electricity purchased from grid	GJ	5,152,009.77				4,960,343.25				5,212,405.62				5,380,672.25			
			1,404,006.82	17,651.34	2,926,428.05	803,923.56	1,445,373.81	63,159.23	2,648,014.93	803,795.28	1,652,063.95	46,542.32	2,746,737.70	767,061.64	1,759,486.08	46,785.25	2,795,751.92	778,649.00
		MWh	1,431,113.83				1,377,873.45				1,447,890.45				1,494,631.18			
			390,001.89	4,903.15	812,896.68	223,312.10	401,493.05	17,544.23	735,559.70	223,276.47	458,906.65	12,928.42	762,982.70	213,072.68	488,746.13	12,995.90	776,597.75	216,291.39
302-1(B)	Total renewable energy	GJ	547,829.69				770,013.05				895,861.83				1,105,369.06			
			145,480.60	608.66	213,926.31	187,814.12	183,845.17	828.93	459,680.62	125,658.33	209,609.97	805.15	530,534.04	154,912.67	252,145.20	1,186.26	681,841.22	170,196.38
		MWh	152,174.92				213,892.56				248,850.56				307,046.97			
			40,411.28	169.07	59,423.98	52,170.59	51,068.14	230.26	127,689.06	34,905.09	58,225.04	223.65	147,370.57	43,031.30	70,040.33	329.52	189,400.34	47,276.78
		Percent renewable energy	9.26%				12.70%				13.96%				16.23%			
			9.15%	2.30%	6.51%	18.54%	10.93%	1.07%	14.29%	11.59%	10.92%	1.33%	15.73%	14.55%	12.14%	1.79%	19.09%	15.51%
	Total purchased renewable energy	GJ	515,747.07				722,225.88				845,356.71				1,048,754.66			
			145,196.78	608.66	182,127.51	187,814.12	183,547.16	828.93	412,191.45	125,658.33	206,534.69	805.15	483,104.19	154,912.67	249,917.80	1,186.26	627,454.23	170,196.38
		MWh	143,263.08				200,618.35				234,821.36				291,320.75			
			40,332.44	169.07	50,590.98	52,170.59	50,985.36	230.26	114,497.63	34,905.09	57,370.79	223.65	134,195.61	43,031.30	69,421.61	329.52	174,292.84	47,276.78
	- Biogenic	Liters	500,259.45				796,051.48				763,000.94				1,182,416.47			
			106,366.64	18,169.06	365,291.43	10,432.32	129,614.97	24,744.29	288,110.96	353,581.26	140,339.09	24,034.30	259,635.51	338,992.03	161,753.89	35,410.64	238,592.31	746,659.63
		GJ	13,735.18				23,280.59				22,296.27				36,390.72			
			2,988.92	608.66	9,788.12	349.48	3,677.49	828.93	7,149.91	11,624.26	3,961.26	805.15	6,173.63	11,356.23	4,501.49	1,186.26	5,689.88	25,013.10
		MWh	3,815.33				6,466.84				6,193.41				10,108.54			
			830.26	169.07	2,718.92	97.08	1,021.53	230.26	1,986.09	3,228.96	1,100.35	223.65	1,714.90	3,154.51	1,250.42	329.52	1,580.52	6,948.09

GRI	Performance	Unit	2022				2023				2024				2025			
			makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)	makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)	makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)	makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)
302-1(B)	- Biodiesel	Liters	256,428.18				522,895.66				499,753.81				922,720.43			
			60,046.99	18,169.06	167,779.80	10,432.32	76,017.34	24,744.29	86,352.10	335,781.93	80,653.45	24,034.30	56,074.02	338,992.03	87,780.99	35,410.64	52,869.17	746,659.63
		GJ	8,590.34				17,517.00				16,741.75				30,911.13			
			2,011.57	608.66	5,620.62	349.48	2,546.58	828.93	2,892.80	11,248.69	2,701.89	805.15	1,878.48	11,356.23	2,940.66	1,186.26	1,771.12	25,013.10
		MWh	2,386.21				4,865.84				4,650.49				8,586.43			
			558.77	169.07	1,561.29	97.08	707.38	230.26	803.55	3,124.64	750.53	223.65	521.80	3,154.51	816.85	329.52	491.98	6,948.09
	- Ethanol	Liters	243,831.27				273,155.82				263,247.13				259,696.04			
			46,319.65	0.00	197,511.62	0.00	53,597.63	0.00	201,758.86	17,799.33	59,685.64	0.00	203,561.50	0.00	73,972.91	0.00	185,723.14	0.00
		GJ	5,144.84				5,763.59				5,554.51				5,479.59			
			977.34	0.00	4,167.50	0.00	1,130.91	0.00	4,257.11	375.57	1,259.37	0.00	4,295.15	0.00	1,560.83	0.00	3,918.76	0.00
		MWh	1,429.12				1,601.00				1,542.92				1,522.11			
			271.48	0.00	1,157.64	0.00	314.14	0.00	1,182.53	104.32	349.82	0.00	1,193.10	0.00	433.56	0.00	1,088.54	0.00
	-Total electricity purchased from solar cell	GJ	502,011.88				698,945.29				823,060.44				1,012,363.94			
			142,207.86	0.00	172,339.39	187,464.63	179,869.67	0.00	405,041.55	114,034.07	202,573.43	0.00	476,930.57	143,556.44	245,416.31	0.00	621,764.35	145,183.28
		MWh	139,447.75				194,151.51				228,627.94				281,212.21			
			39,502.18	0.00	47,872.05	52,073.51	49,963.84	0.00	112,511.54	31,676.13	56,270.44	0.00	132,480.71	39,876.79	68,171.20	0.00	172,712.32	40,328.69
	Total self-generate renewable energy	GJ	32,082.62				47,787.17				50,505.12				56,614.39			
			283.82	0.00	31,798.80	0.00	298.01	0.00	47,489.16	0.00	3,075.28	0.00	47,429.84	0.00	2,227.40	0.00	54,387.00	0.00
		MWh	8,911.84				13,274.21				14,029.20				15,726.22			
			78.84	0.00	8,833.00	0.00	82.78	0.00	13,191.43	0.00	854.24	0.00	13,174.96	0.00	618.72	0.00	15,107.50	0.00
	- Solar cell	GJ	31,798.80				47,503.35				50,221.30				56,329.79			
			0.00	0.00	31,798.80	0.00	14.19	0.00	47,489.16	0.00	2,791.46	0.00	47,429.84	0.00	1,942.79	0.00	54,387.00	0.00
		MWh	8,833.00				13,195.38				13,950.36				15,647.16			
			0.00	0.00	8,833.00	0.00	3.94	0.00	13,191.43	0.00	775.41	0.00	13,174.96	0.00	539.66	0.00	15,107.50	0.00
	- Solar thermal	GJ	283.82				283.82				283.82				284.60			
			283.82	0.00	0.00	0.00	283.82	0.00	0.00	0.00	283.82	0.00	0.00	0.00	284.60	0.00	0.00	0.00
		MWh	78.84				78.84				78.84				79.06			
			78.84	0.00	0.00	0.00	78.84	0.00	0.00	0.00	78.84	0.00	0.00	0.00	79.06	0.00	0.00	0.00
	Total Spent for Fuel	million THB	88.58				98.78				190.52				190.45			
			43.81	8.85	19.44	16.48	55.05	16.22	27.51	n/a	60.09	18.60	26.68	85.15	66.53	28.32	95.60	0.00
	Total Spent for Energy	million THB	5,286.38				5,618.05				5,568.63				5,603.16			
			1,746.32	22.88	3,457.51	59.66	1,837.17	13.19	3,714.74	52.95	2,003.96	24.71	3,492.58	47.38	2,023.98	31.98	3,547.20	0.00
302-3	Energy intensity	GJ per million THB of revenue	12.61				12.37				12.53				13.08			
			6.55		19.63		6.64		19.43		7.11		19.28		7.89	8.84	18.75	25.86
302-2	Total Energy consumption outside of the organization	Liters	41,344,401.89				50,291,298.34				871,187,112.11				903,150,423.36			
			20,712,042.90	0.00	20,632,359.00	n/a	25,929,075.06	0.00	24,362,223.28	n/a	373,783,026.32	0.00	497,404,085.79	n/a	399,974,300.85	0.00	501,981,760.56	1,194,361.95
		GJ	1,612,299.30				1,820,001.31				24,715,022.96				25,906,020.57			
			860,868.79	0.00	751,430.51	n/a	939,439.18	0.00	880,562.13	n/a	12,983,045.68	0.00	11,731,977.27	n/a	13,792,970.61	0.00	11,781,282.48	331,767.47
		MWh	447,861.28				505,556.32				6,865,289.65				7,196,122.58			
			239,130.41	0.00	208,730.87	n/a	260,955.54	0.00	244,600.79	n/a	3,606,404.46	0.00	3,258,885.18	n/a	3,831,383.79	0.00	3,272,581.09	92,157.70
	-Upstream transportation and distribution	Liters	41,344,401.89				50,291,298.34				78,474,854.21				72,490,603.69			
			20,712,042.90	0.00	20,632,359.00	n/a	25,929,075.06	0.00	24,362,223.28	n/a	44,378,937.02	0.00	34,095,917.19	n/a	41,213,361.99	0.00	30,082,879.75	1,194,361.95
		GJ	1,612,299.30				1,820,001.31				2,842,510.51				2,914,261.54			
			860,868.79	0.00	751,430.51	n/a	939,439.18	0.00	880,562.13	n/a	1,607,706.41	0.00	1,234,804.10	n/a	1,493,024.53	0.00	1,089,469.54	331,767.47
		MWh	447,861.28				505,556.32				789,586.89				809,517.74			
			239,130.41	0.00	208,730.87	n/a	260,955.54	0.00	244,600.79	n/a	446,585.47	0.00	343,001.41	n/a	414,729.37	0.00	302,630.67	92,157.70
	-Downstream Transportation and distribution	Liters	n/a				n/a				792,712,257.90				830,659,819.67			
											329,404,089.29	n/a	463,308,168.60	n/a	358,760,938.86	0.00	471,898,880.81	n/a
		GJ									21,872,512.44				22,991,759.03			
											11,375,339.27	n/a	10,497,173.18	n/a	12,299,946.08	0.00	10,691,812.94	n/a
		MWh									6,075,702.76				6,386,604.84			
											3,159,818.99	n/a	2,915,883.77	n/a	3,416,654.42	0.00	2,969,950.42	n/a

Remarks:

• n/a means not available

• Energy consumption (Joules) is calculated by multiplying the volume of fuel with a conversion factor, based on the type of fuel used (reference from The Department of Alternative Energy Development and Efficiency).

1. Total energy consumption within the organization covers total non-renewable energy consumption, total renewable energy anf total electricity purchased.

2.In 2020, scope covers distribution center

3.2019-2020 Benzence 91&95 did not Separately telling

4.2022 Disclosed the Consolidate Makro-TH and Lotus's-TH and Readjust to 2020 Baseline

5.2024 Disclosed the Lotus's Malaysia and Readjust to 2020 Baseline

6. 2025 Disclosed the makro international (Myanmar and Cambodia) and Readjust to 2020 Baseline

7. Revenue for intensity calculation during 2020-2025 (million THB) for FY2020 = 429,867 (Wholesale Bussiness 218,760 Retail Bussiness 211,107) FY2021 = 433,705 (Wholesale Bussiness 226,258 Retail Bussiness 207,467) FY2022 = (Wholesale Bussiness 247,121 Retail Bussiness 218,961) FY2023 = 489,949 (Wholesale Bussiness 265,134 Retail Bussiness 221,338) FY2024 = 512,042 (Wholesale Bussiness 278,532 Retail Bussiness 230,214) FY2025 = 520,706335 (Wholesale Bussiness Thailand 263,045.31 Wholesale Bussiness International 7,493.18 Retail BussinessThailand 190,412.25 Retail Bussiness Malaysia 42,422.83)

GRI	Performance	Unit	2022				2023				2024				2025			
			makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)	makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)	makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)	makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)
Refrigerant																		
-	R141B	kg	1,491.58				9.30				13.00				6.20			
			1,491.58	0.00	0.00	0.00	9.30	0.00	0.00	0.00	4.00	0.00	9.00	0.00	1.20	0.00	5.00	0.00
	R22		8,925.63				12,121.34				6,541.84				12,310.61			
			8,227.43	0.00	510.20	188.00	10,792.30	0.00	1,329.04	0.00	5,776.00	0.00	765.84	0.00	11,464.61	0.00	422.40	423.60
	R290		544.15				604.84				378.12				164.82			
			204.65	0.00	169.50	170.00	195.04	0.00	409.80	0.00	231.81	4.00	142.31	0.00	71.21	6.36	87.01	0.24
	R32		308.00				1,128.20				1,216.39				1,861.20			
			283.00	0.00	23.00	2.00	207.00	0.00	921.20	0.00	238.00	0.00	978.39	0.00	387.50	0.00	1,322.10	151.60
	R134, 134A		2,514.74				2,352.09				1,516.05				4,210.36			
			2,344.94	0.00	84.90	84.90	1,670.38	0.00	681.71	0.00	607.29	166.20	742.56	0.00	1,814.70	4.00	1,487.36	904.30
	R404A		28,641.43				15,630.60				12,683.98				8,816.67			
			4,674.21	0.00	11,984.61	11,982.61	2,908.70	197.00	11,118.80	1,406.10	4,665.62	557.15	7,404.71	56.50	4,038.04	598.22	2,836.67	1,343.74
	R407		0.00				0.00				0.00				434.50			
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	434.50
	R407A		0.00				0.00				0.00				60.80			
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	60.80
	R407C		235.40				625.20				1,317.55				1,556.04			
			235.40	0.00	0.00	0.00	625.20	0.00	0.00	0.00	653.15	0.00	412.30	252.10	90.00	0.00	1,356.54	109.50
	R407F		19,593.68				15,328.49				11,261.61				14,876.28			
			3,973.84	0.00	7,809.84	7,810.00	5,704.59	0.00	8,765.10	858.80	1,898.14	0.00	9,363.47	0.00	7,723.38	0.00	6,482.90	670.00
	R410A		392.80				1,134.80				576.16				1,146.10			
			342.50	0.00	43.30	7.00	427.90	0.00	706.90	0.00	388.10	0.00	188.06	0.00	949.90	0.00	0.00	196.20
	R410		0.00				0.00				0.00				910.19			
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	532.56	377.63
	R717 (ammonia)		4,800.00				5,200.00				1,200.00				5,400.00			
			0.00	0.00	4,800.00	0.00	5,200.00	0.00	0.00	0.00	0.00	0.00	1,200.00	0.00	5,400.00	0.00	0.00	0.00
	CO_2		2,238.70				229.46				541.00				242.60			
			2,238.70	0.00	0.00	0.00	229.46	0.00	0.00	0.00	541.00	0.00	0.00	0.00	205.80	36.80	0.00	0.00
	R507		0.00				4.00				0.00				3,022.84			
			0.00	0.00	0.00	0.00	0.00	0.00	4.00	0.00	0.00	0.00	0.00	0.00	2,974.90	0.00	0.94	47.00
	R448A		40,624.08				11,182.94				9,141.48				7,062.79			
			0.00	0.00	20,312.04	20,312.04	0.00	0.00	11,182.94	0.00	0.00	0.00	9,141.48	0.00	0.00	0.00	7,062.79	0.00
	HCFC-123		0.00				0.00				0.00				8,933.80			
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	8,933.80
	R-123		0.00				0.00				0.00				2,014.25			
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,014.25
	Total weight		110,310.19				65,551.26				46,387.18				73,030.05			
			24,016.25	0.00	45,737.39	40,556.55	27,969.87	197.00	35,119.49	2,264.90	15,003.11	727.35	30,348.12	308.60	35,121.24	645.38	21,596.27	15,667.16

GRI	Performance	Unit	2022				2023				2024				2025			
			makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)	makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)	makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)	makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)
-	R141B	tons of CO2eq.	1,063.50				6.63				9.27				4.42			
			1,063.50	0.00	0.00	0.00	6.63	0.00	0.00	0.00	2.85	0.00	6.42	0.00	0.86	0.00	3.57	0.00
	R22		15,709.11				21,333.56				11,513.64				21,666.67			
			14,480.28	0.00	897.95	330.88	18,994.45	0.00	2,339.11	0.00	10,165.76	0.00	1,347.88	0.00	20,177.71	0.00	743.42	745.54
	R290		10.88				12.10				7.56				3.30			
			4.09	0.00	3.39	3.40	3.90	0.00	8.20	0.00	4.64	0.08	2.85	0.00	1.42	0.13	1.74	0.00
	R32		208.52				763.79				823.50				1,260.03			
			191.59	0.00	15.57	1.35	140.14	0.00	623.65	0.00	161.13	0.00	662.37	0.00	262.34	0.00	895.06	102.63
	R134, 'R134A		3,269.16				3,057.72				1,970.87				5,473.47			
			3,048.42	0.00	110.37	110.37	2,171.49	0.00	886.22	0.00	789.48	216.06	965.33	0.00	2,359.11	5.20	1,933.57	1,175.59
	R404A		112,331.69				61,303.21				49,746.57				34,578.96			
			18,332.25	0.00	47,003.64	46,995.80	11,407.92	772.63	43,607.93	5,514.72	18,298.56	2,185.14	29,041.27	221.59	15,837.19	2,346.20	11,125.42	5,270.15
	R407		0.00				0.00				0.00				770.80			
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	770.80
	R407A		0.00				0.00				0.00				128.11			
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	128.11
	R407C		417.60				1,109.10				2,337.33				2,760.41			
			417.60	0.00	0.00	0.00	1,109.10	0.00	0.00	0.00	1,158.69	0.00	731.42	447.23	159.66	0.00	2,406.50	194.25
	R407F		35,738.87				27,959.17				20,541.18				27,134.33			
			7,248.28	0.00	14,245.15	14,245.44	10,405.17	0.00	15,987.54	1,566.45	3,462.21	0.00	17,078.97	0.00	14,087.45	0.00	11,824.81	1,222.08
	R410A		820.17				2,369.46				1,203.02				2,393.06			
			715.14	0.00	90.41	14.62	893.46	0.00	1,476.01	0.00	810.35	0.00	392.67	0.00	1,983.39	0.00	0.00	409.67
	R410		0.00				0.00				0.00				1,900.48			
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,111.99	788.49
	R717 (ammonia)		0.00				0.00				0.00				0.00			
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	CO_2		2.24				0.23				0.54				0.24			
			2.24	0.00	0.00	0.00	0.23	0.00	0.00	0.00	0.54	0.00	0.00	0.00	0.21	0.04	0.00	0.00
	R507		0.00				15.94				0.00				12,046.02			
			0.00	0.00	0.00	0.00	0.00	0.00	15.94	0.00	0.00	0.00	0.00	0.00	11,854.98	0.00	3.75	187.30
	R448A	tons of CO2eq.	51,714.45				14,235.88				11,637.10				8,990.93			
			0.00	0.00	25,857.23	25,857.23	0.00	0.00	14,235.88	0.00	0.00	0.00	11,637.10	0.00	0.00	0.00	8,990.93	0.00
	HCFC-123		0.00				0.00				0.00				687.90			
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	687.90
	R-123		0.00				0.00				0.00				155.10			
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	155.10
	Total GHG emission from regrigerant		221,286.19				132,166.79				99,790.58				119,954.23			
			45,503.39	0.00	88,223.71	87,559.08	45,132.50	772.63	79,180.49	7,081.18	34,854.20	2,401.28	61,866.28	668.82	66,724.31	2,351.56	39,040.75	11,837.61

Remark:

• n/a means not available

• Emission Factor coefficient is 0 such as R717 (ammonia) or no refrigerant added.

1.2022 Disclosed the Consoridate Makro-TH and Lotus's-TH and Readjust to 2020 Baseline

2.2024 Disclosed the Lotus's Malaysia and Readjust to 2020 Baseline

3.2025 Disclosed the makro international (Myanmar and Cambodia) and Readjust to 2020 Baseline

GRI	Performance	Unit	2022				2023				2024				2025			
			makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)	makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)	makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)	makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)
Greenhouse Gas Emissions																		
305(A)	Total GHG emissions (Scope 1 + Scope 2) Market based	tons of CO2eq.	977,319.54				871,977.51				864,829.73				909,830.30			
			231,192.26	4,214.79	480,358.95	261,553.53	237,114.24	13,820.52	432,639.66	188,403.08	253,973.71	13,520.60	427,171.82	170,163.59	300,546.72	15,651.10	410,586.14	183,046.33
	Total GHG emissions (Scope 1 + Scope 2) Location based	tons of CO2eq.	1,058,272.68				972,122.34				982,711.84				1,052,455.19			
			249,687.19	4,214.79	502,772.65	301,598.06	260,507.31	13,820.52	485,317.57	212,476.94	280,319.54	13,520.60	489,199.29	199,672.41	332,464.48	15,651.10	491,450.05	212,889.56
305-1 (A)	- Direct (scope 1) GHG emissions	tons of CO2eq.	238,836.70				157,878.57				124,957.83				145,430.91			
			48,593.38	656.08	99,760.73	89,826.52	49,135.20	1,779.79	88,250.61	18,712.97	39,113.62	3,411.08	69,943.32	12,489.81	71,715.78	3,741.35	46,983.07	22,990.70
	- Scope 1: Refrigerant	tons of CO2eq.	221,286.19				132,166.79				99,790.58				119,954.23			
			45,503.39	0.00	88,223.71	87,559.08	45,132.50	772.63	79,180.49	7,081.18	34,854.20	2,401.28	61,866.28	668.82	66,724.31	2,351.56	39,040.75	11,837.61
	- Scope 1: Feul	tons of CO2eq.	17,550.52				25,711.77				25,167.25				25,476.67			
			3,089.98	656.08	11,537.02	2,267.44	4,002.70	1,007.15	9,070.12	11,631.79	4,259.42	1,009.80	8,077.05	11,820.99	4,991.47	1,389.79	7,942.32	11,153.09
	- Scope 1: Feul Stationary combustion	tons of CO2eq.	6,412.10				4,955.98				4,854.65				5,681.93			
			527.32	655.29	3,341.86	1,887.63	655.06	953.48	3,326.49	20.95	570.97	925.18	3,337.55	20.95	943.00	1,181.65	3,536.33	20.95
	- Diesel	tons of CO2eq.	2,163.28				1,973.51				1,882.37				2,085.14			
			425.89	652.85	1,084.53	0.00	457.93	884.52	610.10	20.95	467.23	847.52	546.67	20.95	408.79	1,102.83	552.56	20.95
	- Gasoline	tons of CO2eq.	3.22				13.04				0.00				0.07			
			0.00	2.43	0.79	0.00	0.00	9.54	3.50	0.00	0.00	0.00	0.00	0.00	0.00	0.07	0.00	0.00
	- LPG	tons of CO2eq.	4,245.60				2,969.43				2,972.28				3,596.72			
			101.43	0.00	2,256.54	1,887.63	197.12	59.42	2,712.89	0.00	103.74	77.66	2,790.88	0.00	534.21	78.75	2,983.77	0.00
	- Scope 1: Feul Mobile combustion	tons of CO2eq.	11,138.42				20,755.79				20,312.60				19,794.74			
			2,562.67	0.79	8,195.16	379.81	3,347.64	53.67	5,743.63	11,610.84	3,688.45	84.61	4,739.50	11,800.04	4,048.47	208.14	4,405.99	11,132.14
	- Diesel	tons of CO2eq.	7,146.50				16,406.63				15,796.41				15,096.84			
			1,755.12	0.79	5,010.78	379.81	2,304.12	5.72	2,526.39	11,570.40	2,463.50	84.61	1,488.25	11,760.05	2,476.53	173.12	1,365.60	11,081.58
	- Gasoline	tons of CO2eq.	3,858.15				4,212.84				4,340.61				4,523.91			
			673.77	0.00	3,184.38	0.00	907.20	47.95	3,217.25	40.44	1,049.37	0.00	3,251.25	39.99	1,408.06	35.02	3,040.38	40.44
	- LPG	tons of CO2eq.	133.78				136.32				175.57				173.99			
			133.78	0.00	0.00	0.00	136.32	0.00	0.00	0.00	175.57	0.00	0.00	0.00	163.87	0.00	0.00	10.12
	- Biogennic	tons of CO2eq.	770.11				1,481.61				1,416.90				2,526.42			
			176.07	47.72	518.93	27.40	220.89	64.99	306.74	888.98	235.48	63.13	227.93	890.36	259.86	93.01	212.44	1,961.10
	- Biodiesel	tons of CO2eq.	673.51				1,373.39				1,312.60				2,423.53			
			157.71	47.72	440.67	27.40	199.66	64.99	226.80	881.93	211.84	63.13	147.28	890.36	230.56	93.01	138.86	1,961.10
	- Ethanol	tons of CO2eq.	96.61				108.22				104.30				102.89			
			18.35	0.00	78.25	0.00	21.24	0.00	79.94	7.05	23.65	0.00	80.65	0.00	29.31	0.00	73.58	0.00
305-2 (A)	- Iindirect GHG emissions (scope 2: (Market based)	tons of CO2eq.	738,482.83				714,098.94				739,871.90				764,399.39			
			182,598.89	3,558.71	380,598.23	171,727.01	187,979.04	12,040.73	344,389.05	169,690.12	214,860.10	10,109.52	357,228.50	157,673.78	228,830.94	11,909.75	363,603.07	160,055.63
	- Indirect GHG emissions (scope 2 : Location Based)	tons of CO2eq.	819,435.98				814,243.78				857,754.01				907,024.28			
			201,093.81	3,558.71	403,011.92	211,771.53	211,372.11	12,040.73	397,066.96	193,763.98	241,205.92	10,109.52	419,255.97	187,182.61	260,748.69	11,909.75	444,466.98	189,898.86
	Data Coverage (Scope 1 & 2)	(% by revenue)	100.00				100.00				100.00				97.00			

GRI	Performance	Unit	2022				2023				2024				2025			
			makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)	makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)	makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)	makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)
	Other indirect (scope 3) GHG emissions	tons of CO2eq.	7,066,583.83				7,946,386.87				24,139,476.37				22,954,703.44			
			3,656,611.79	n/a	3,434,909.07	n/a	3,363,649.16	2,301.70	4,522,173.01	58,262.99	11,738,407.68	131,183.42	10,690,047.57	1,579,837.70	10,180,549.36	178,463.73	10,835,870.18	1,759,820.17
	- Purchases of goods and services		6,731,804.00				7,261,018.37				11,791,759.95				10,597,100.52			
			3,528,509.08	n/a	3,203,294.93	n/a	3,162,088.82	n/a	4,098,929.55	n/a	6,974,959.11	92,545.26	3,605,201.86	1,119,053.72	5,494,427.14	119,979.23	3,695,322.89	1,287,371.26
	-Purchases of goods and services (FLAG)		n/a				n/a				6,094,417.24				5,311,817.63			
											4,022,400.76	47,287.43	1,492,987.62	531,741.44	3,039,167.99	60,711.98	1,629,035.65	582,902.01
	-Purchases of goods and services (Non-FLAG)		n/a				n/a				5,697,342.71				5,285,282.89			
											2,952,558.35	45,257.83	2,112,214.25	587,312.28	2,455,259.15	59,267.25	2,066,287.24	704,469.25
	- Capital goods		0.00				4,158.00				37,960.88				54,348.42			
			n/a	n/a	n/a	n/a	540.00	n/a	3,618.00	n/a	12,700.80	n/a	20,891.10	4,368.98	10,123.84	n/a	37,150.67	7,073.91
	- Fuel- and energy related activities not included in scope 1 or scope 2		n/a				149,744.86				181,871.33				191,770.03			
							42,926.51	2,060.65	78,734.78	26,022.92	63,706.52	2,380.87	79,552.50	36,231.44	68,194.16	2,480.58	80,873.94	40,221.35
	- Upstream transportation and distribution		105,365.34				128,127.13				264,790.28				244,890.96			
			52,784.21	n/a	52,581.13	n/a	66,040.52	n/a	62,086.61	n/a	147,685.91	n/a	117,104.37	n/a	137,151.46	n/a	107,739.50	n/a
305-3 (A)	- Waste Generated in Operations		n/a				24,679.35				32,407.76				21,423.01			
							12,982.34	241.05	6,453.16	5,002.80	14,900.12	199.50	8,555.94	8,752.20	5,838.41	399.58	7,764.83	7,420.19
	- Downstream transportation and distribution	tons of CO2eq.	n/a				n/a				1,242,585.84				1,282,266.97			
			n/a				n/a				284,659.14	n/a	957,926.70	n/a	320,387.73	n/a	961,879.24	n/a
	- Business travel (by airplane)		1,755.11				724.11				2,076.26				2,321.21			
			1,288.11	n/a	467.00	n/a	359.63	0.00	364.48	n/a	1,212.72	0.00	678.66	184.88	1,003.29	0.00	1,142.78	175.15
	- Employee commuting		227,659.38				233,125.13				236,169.89				264,547.35			
			74,030.40	n/a	153,628.98	n/a	75,029.87	n/a	130,857.99	27,237.26	80,520.64	2,818.64	130,243.30	22,587.31	81,568.47	2,818.64	155,974.11	24,186.13
	- Downstream leased assets		n/a				217,432.92				214,017.97				191,614.09			
			n/a	n/a	n/a	n/a	2,315.90	n/a	215,117.02	n/a	21,376.61	n/a	192,641.36	n/a	1,574.97	n/a	190,039.12	n/a
	- Processing of Sold Product		n/a				n/a				1,020.24				864.32			
											787.54	15.91	37.58	179.21	792.24	12.52	34.52	25.04
	- Use of sold products		n/a				n/a				10,123,583.52				10,098,151.12			
											4,135,868.31	33,222.56	5,566,381.87	388,110.78	4,059,458.42	52,772.95	5,593,067.07	392,852.68
	- End-of-Life Treatment of Sold Products		n/a				6,111.77				11,232.45				5,405.44			
							1,365.57	n/a	4,746.20	n/a	30.26	0.68	10,832.33	369.18	29.24	0.23	4,881.51	494.46
305-4 (A)	GHG emissions intensity	tons of CO2e million THB of revenue	2.08				1.78				1.69				1.75			
			0.95		3.39		0.95		2.81		0.96		2.59		1.14	2.09	2.16	4.31

Remarks:

• n/a means not available

• Scope 1 is direct greenhouse gas emissions.

• Scope 2 is indirect greenhouse gas emissions from energy consumption.

• Scope 3 is indirect greenhouse gas emissions from others.

• Scope 3 covers greenhouse gas emissions from product transportation and distribution (upstream level) and business travel.

• The greenhouse gas emissions above include CO2, CH4, N2O, CFCs, HFCs and PFCs — calculated and converted to the equivalent amount of carbon dioxide with similar global warming potentials (GWP) as defined by the IPCC (Intergovernmental Panel on Climate Change). The Emission Factor is based on data from Thailand Greenhouse Gas Management Organisation (Public Organisation) and the Energy Policy and Planning Office, the Ministry of Energy.

1.2022 Disclosed the Consoridate Makro-TH and Lotus's-TH and Readjust to 2022 Baseline

2.2024 Disclosed the Lotus's Malaysia and Readjust to 2022 Baseline

3. 2025 Disclosed the makro international (Myanmar and Cambodia) and Readjust to 2022 Baseline

4. Revenue for intensity calculation during 2020-2025 (million THB) for FY2020 = 429,867 (Wholesale Bussiness 218,760 Retail Bussiness 211,107) FY2021 = 433,705 (Wholesale Bussiness 226,258 Retail Bussiness 207,467) FY2022 = (Wholesale Bussiness 247,121 Retail Bussiness 218,961) FY2023 = 489,949 (Wholesale Bussiness 265,134 Retail Bussiness 221,338) FY2024 = 512,042 (Wholesale Bussiness 278,532 Retail Bussiness 230,214) FY2025 = 520,706335 (Wholesale Bussiness Thailand 263,045.31 Wholesale Bussiness International 7,493.18 Retail BussinessThailand 190,412.25 Retail Bussiness Malaysia 42,422.83)

GRI	Performance	Unit	2022				2023				2024				2025			
			makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)	makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)	makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)	makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)
Water																		
303-3 (A)	Total water consumption[1]	m^3	5,477,704.83				5,162,587.47				5,665,342.67				5,732,300.35			
			959,896.96	14,148.77	3,281,175.01	1,222,484.10	882,065.51	18,402.77	3,533,903.64	728,215.55	1,828,354.83	18,576.71	3,343,289.33	475,121.80	1,153,342.73	20,913.86	3,466,409.35	1,091,634.41
	Total water withdrawal	m^3	14,096,238.49				15,164,231.33				15,505,427.77				16,485,945.63			
			2,769,407.60	70,743.83	8,707,431.06	2,548,656.00	3,007,452.00	92,013.83	9,565,520.50	2,499,245.00	3,408,954.18	92,883.56	9,627,981.03	2,375,609.00	3,720,434.90	86,661.31	9,488,196.01	3,190,653.41
	- Surface water	m^3	0				0				0				0			
			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	- Rain water	m^3	0				0				8,640.00				8,640.00			
			0	0	0	0	0	0	0	0	0	0	8,640.00	0	0	0	8,640.00	0
	- Ground water	m^3	130,451.53				147,122.73				169,183.90				76,843.31			
			93,009.00	35,362.83	2,079.70	0.00	110,123.00	35,682.83	1,316.90	0.00	126,501.00	38,947.20	3,735.70	0.00	41,093.00	24,243.31	11,507.00	0.00
	- Sea Water	m^3	0				0				0				0			
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	- Produced Water	m^3	0				0				0				0			
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	- Municipal water supplies	m^3	13,965,786.96				15,017,108.60				15,327,603.87				16,400,462.32			
			2,676,398.60	35,381.00	8,705,351.36	2,548,656.00	2,897,329.00	56,331.00	9,564,203.60	2,499,245.00	3,282,453.18	53,936.36	9,615,605.33	2,375,609.00	3,679,341.90	62,418.00	9,468,049.01	3,190,653.41
	Total Spent for water	million THB	333.15				356.97				370.37				354.80			
			77.27		255.03	0.85	73.83	0.54	281.77	0.83	84.28		278.96	7.13	93.82	15.12	238.74	7.12
303-3 (C)	Total water withdrawal from water stress area[2]	m^3	4,897,186.53				6,483,102.60				8,831,433.05				7,505,240.63			
			1,091,461.00	0.00	3,587,849.53	217,876.00	2,310,127.00	0.00	3,955,099.60	217,876.00	2,638,788.18	0.00	5,974,768.87	217,876.00	2,807,734.90	0.00	4,479,277.73	218,228.00
	- Surface water	m^3	0				0				1,616,776.74				0			
			0	0	0	0	0	0	0	0	0	0	1,616,776.74	0	0	0	0	0
	- Rain water	m^3	0				0				0				0			
			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	- Ground water	m^3	61,464.70				70,414.90				91,031.70				13,383.40			
			59,385.00	0	2,079.70	0	69,098.00	0	1,316.90	0	87,296.00	0	3,735.70	0	1,876.00	0	11,507.40	0
	- Sea Water	m^3	0				0				0				0			
			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	- Produced Water	m^3	0				0				0				0			
			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	- Municipal water supplies	m^3	4,835,721.83				6,412,687.70				7,123,624.61				7,491,857.23			
			1,032,076.00	0	3,585,769.83	217,876.00	2,241,029.00	0	3,953,782.70	217,876.00	2,551,492.18	0	4,354,256.43	217,876.00	2,805,858.90	0	4,467,770.33	218,228.00
	- Surface water	m^3	1,032,076.00	0	3,585,769.83	217,876.00	2,241,029.00	0	3,953,782.70	217,876.00	2,551,492.18	0	4,354,256.43	217,876.00	2,805,858.90	0	4,467,770.33	218,228.00
	- Rain water	m^3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	- Ground water	m^3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	- Sea Water	m^3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	- Produced Water	m^3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
303-3 (C)	Freshwater with Total Dissolved Solids below 1,000 mg/L	m^3	14,096,238.49				14,916,394.03				15,505,427.77				16,485,945.63			
			2,769,407.60	70,743.83	8,707,431.06	2,548,656.00	2,759,614.70	92,013.83	9,565,520.50	2,499,245.00	3,408,954.18	92,883.56	9,627,981.03	2,375,609.00	3,720,434.90	86,661.31	9,488,196.01	3,190,653.41
	Freshwater with Total Dissolved Solids More Than 1,000 mg/L	m^3	0				0				0				0			
			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Water consumption intensity	m^3 per million THB of revenue	11.65				10.54				11.06				11.01			
			3.88		20.57		3.33		19.26		6.56		16.59		4.38	2.79	18.20	25.73

Remarks:

• n/a means not available

1. Total water consumption is the difference of total water withdrawal and water discharge

2. Data refers to Aqueduct Water Risk Atlas that was aligned with GRI standard

3.2022 Disclosed the Consoridate Makro-TH and Lotus's-TH and Readjust to 2020 Baseline

4.2024 Disclosed the Lotus's Malaysia and Readjust to 2020 Baseline

5. 2025 Disclosed the makro international (Myanmar and Cambodia) and Readjust to 2020 Baseline

6. Revenue for intensity calculation during 2020-2025 (million THB) for FY2020 = 429,867 (Wholesale Bussiness 218,760 Retail Bussiness 211,107) FY2021 = 433,705 (Wholesale Bussiness 226,258 Retail Bussiness 207,467) FY2022 = (Wholesale Bussiness 247,121 Retail Bussiness 218,961) FY2023 = 489,949 (Wholesale Bussiness 265,134 Retail Bussiness 221,338) FY2024 = 512,042 (Wholesale Bussiness 278,532 Retail Bussiness 230,214) FY2025 = 520,706335 (Wholesale Bussiness Thailand 263,045.31 Wholesale Bussiness International 7,493.18 Retail BussinessThailand 190,412.25 Retail Bussiness Malaysia 42,422.83)

GRI	Performance	Unit	2022				2023				2024				2025			
			makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)	makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)	makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)	makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)
Water discharge																		
303-4 A	Total water discharge[2]	m^3	8,618,533.66				10,001,643.87				9,840,085.10				10,753,645.27			
			1,809,510.64	56,595.06	5,426,256.05	1,326,171.90	2,125,386.49	73,611.06	6,031,616.86	1,771,029.45	1,580,599.35	74,306.85	6,284,691.70	1,900,487.20	2,567,092.17	65,747.45	6,021,786.66	2,099,019.00
	- Discharge with Total Dissolved Solids below 1,000 mg/L	m^3	8,550,370.59				9,916,487.80				7,846,101.25				7,802,221.50			
			1,797,942.64	0.00	5,426,256.05	1,326,171.90	2,113,841.49	0.00	6,031,616.86	1,771,029.45	1,561,409.55	0.00	6,284,691.70	0.00	1,802,533.34	0.00	5,999,688.16	0.00
	- Discharge with Total Dissolved Solids More Than 1,000 mg/L	m^3	68,163.06				85,156.06				1,993,983.85				2,951,423.78			
			11,568.00	56,595.06	0.00	0.00	11,545.00	73,611.06	0.00	0.00	19,189.80	74,306.85	0.00	1,900,487.20	764,558.83	65,747.45	22,098.50	2,099,019.00
	- Surface water	m^3	7,173,301.76				8,107,703.42				7,506,130.10				8,196,511.63			
			1,690,450.64	56,595.06	5,426,256.05	0.00	2,002,475.49	73,611.06	6,031,616.86	0.00	1,435,200.55	74,306.85	5,996,622.70	0.00	2,423,644.57	65,747.45	5,707,119.61	0.00
	- Discharge with Total Dissolved Solids below 1,000 mg/L	m^3	7,116,706.69				8,034,092.35				7,431,823.25				7,475,052.55			
			1,690,450.64	0.00	5,426,256.05	0.00	2,002,475.49	0.00	6,031,616.86	0.00	1,435,200.55	0.00	5,996,622.70	0.00	1,771,235.34	0.00	5,703,817.21	0.00
	- Discharge with Total Dissolved Solids More Than 1,000 mg/L	m^3	56,595.06				73,611.06				74,306.85				721,459.08			
			0.00	56,595.06	0.00	0.00	0.00	73,611.06	0.00	0.00	0.00	74,306.85	0.00	0.00	652,409.23	65,747.45	3,302.40	0.00
	- Ground water	m^3	0.00				0.00				0.00				0.00			
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	- Sea Water	m^3	0.00				0.00				0.00				0.00			
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	- Water Discharge to Third party	m^3	1,445,231.90				1,893,940.45				2,333,955.00				2,557,133.64			
			119,060.00	0.00	n/a	1,326,171.90	122,911.00	0.00	n/a	1,771,029.45	145,398.80	0.00	288,069.00	1,900,487.20	143,447.60	0.00	314,667.04	2,099,019.00
	- Discharge with Total Dissolved Solids below 1,000 mg/L	m^3	1,433,663.90				1,882,395.45				414,278.00				327,168.94			
			107,492.00	0.00	n/a	1,326,171.90	111,366.00	0.00	n/a	1,771,029.45	126,209.00	0.00	288,069.00	0.00	31,298.00	0.00	295,870.94	0.00
	- Discharge with Total Dissolved Solids More Than 1,000 mg/L	m^3	11,568.00				11,545.00				1,919,677.00				2,229,964.70			
			11,568.00	0.00	0.00	0.00	11,545.00	0.00	0.00	0.00	19,189.80	0.00	0.00	1,900,487.20	112,149.60	0.00	18,796.10	2,099,019.00

Remarks:

1. Water dischatge was calculated from 80% of total water withdrawal.
2. 2022 Disclosed the Consoridate Makro-TH and Lotus's-TH and Readjust to 2020 Baseline
3. 2025 Disclosed the makro international (Myanmar and Cambodia) and Readjust to 2020 Baseline

GRI	Performance	Unit	2022				2023				2024				2025			
			makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)	makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)	makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)	makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)
Waste																		
GRI 306 (2020)	Total weight of waste generated[1]	ton	175,705.96				176,572.59				172,295.59				182,121.93			
			85,102.35	199.24	45,449.40	44,954.97	110,651.03	471.19	47,594.95	17,855.42	95,481.93	383.40	52,235.40	24,194.86	103,587.43	1,145.94	54,779.41	22,609.15
	Total weight of hazardous waste generated[2]	ton	238.83				341.82				648.14				238.42			
			169.09	0.00	67.40	2.34	208.07	0.00	131.30	2.46	627.31	0.00	19.91	0.92	106.55	34.64	97.23	0.00
	- Reuse	ton	40.97				0.00				0.00				0.00			
			0.00	0.00	40.97	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	- Recycling	ton	25.34				133.38				20.51				98.25			
			0.00	0.00	23.15	2.19	0.00	0.00	131.17	2.22	0.00	0.00	19.86	0.64	0.00	1.07	97.19	0.00
	-Energy recovery	ton	1.90				0.00				0.28				0.00			
			0.00	0.00	1.88	0.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.28	0.00	0.00	0.00	0.00
	- Incineration – without enery recovery	ton	6.79				1.08				1.02				5.40			
			6.05	0.00	0.74	0.00	1.07	0.00	0.01	0.00	1.01	0.00	0.01	0.00	5.35	0.00	0.05	0.00
	- Secure Landfilling	ton	163.17				207.36				626.33				134.77			
			163.03	0.00	0.00	0.14	207.00	0.00	0.12	0.24	626.30	0.00	0.03	0.00	101.20	33.57	0.00	0.00
	- Other disposal operations	ton	0.66				0.00				0.00				0.00			
			0.00	0.00	0.66	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Total weight of non-hazardous waste generated	ton	175,467.13				176,230.76				171,647.45				181,883.51			
			84,933.26	199.24	45,382.00	44,952.63	110,442.96	471.19	47,463.65	17,852.96	94,854.62	383.40	52,215.49	24,193.94	103,480.88	1,111.30	54,682.18	22,609.15
	- Reuse	ton	91,081.41				116,816.68				66,736.54				72,915.62			
			58,145.28	0.00	32,936.13	0.00	83,976.13	32.91	32,807.64	0.00	66,736.54	0.00	0.00	0.00	72,432.73	482.89	0.00	0.00
	- Glass	ton	0.00				0.00				0.00				0.00			
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	- Wood	ton	0.00				0.00				0.00				1.00			
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00
	- Paper	ton	91,081.41				116,816.68				66,736.54				72,913.22			
			58,145.28	0.00	32,936.13	0.00	83,976.13	32.91	32,807.64	0.00	66,736.54	0.00	0.00	0.00	72,430.33	482.89	0.00	0.00
	- Metal	ton	0.00				0.00				0.00				0.00			
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	- Plastic	ton	0.00				0.00				0.00				1.40			
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.40	0.00	0.00	0.00
	- Other packaging reusable	ton	0.00				0.00				0.00				0.00			
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	- Recycling	ton	12,398.52				12,964.07				51,187.60				59,963.36			
			719.10	32.91	1,719.88	9,926.63	920.93	0.00	2,955.61	9,087.53	2,626.29	0.00	39,124.96	9,436.35	10,336.98	0.38	39,329.74	10,296.25
	- Glass	ton	0.00				0.00				0.00				0.00			
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	- Wood	ton	116.95				115.93				114.91				226.15			
			116.95	0.00	0.00	0.00	115.93	0.00	0.00	0.00	114.91	0.00	0.00	0.00	226.15	0.00	0.00	0.00
	- Paper	ton	242.66				1,845.57				36,927.79				58,008.60			
			209.75	32.91	0.00	0.00	551.50	0.00	1,294.08	0.00	2,043.39	0.00	34,884.40	0.00	9,070.31	0.00	38,832.93	10,105.36
	- Metal	ton	0.00				0.00				1,819.94				0.00			
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,819.94	0.00	0.00	0.00	0.00	0.00
	- Plastic	ton	649.11				556.54				881.63				1,576.35			
			392.41	0.00	256.70	0.00	189.08	0.00	367.46	0.00	423.02	0.00	458.61	0.00	888.26	0.38	496.81	190.89
	- Other packaging recycle	ton	0.00				64.42				11,443.34				152.26			
			0.00	0.00	0.00	0.00	64.42	0.00	0.00	0.00	44.97	0.00	1,962.02	9,436.35	152.26	0.00	0.00	0.00

GRI	Performance	Unit	2022				2023				2024				2025			
			makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)	makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)	makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)	makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)
GRI 306 (2020)	Animal feed	ton	796.21				1,428.32				1,797.62				13,327.33			
			796.21	0.00	0.00	0.00	1,356.07	0.00	72.25	0.00	1,797.62	0.00	0.00	0.00	11,675.14	0.00	1,416.11	236.08
	Composting	ton	1,312.99				925.12				2,787.62				2,683.13			
			1,312.99	0.00	0.00	0.00	913.13	0.00	11.99	0.00	2,194.08	0.00	593.53	0.00	422.95	0.00	2,260.18	0.00
	Feed material	ton	0.00				0.00				0.00				0.00			
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Energy recovery	ton	1,452.00				0.00				0.68				5.32			
			0.00	0.00	1,452.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.68	0.00	0.00	0.00	5.32	0.00
	Incineration – mass burn	ton	0.00				0.00				0.00				0.00			
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Landfilling	ton	68,259.47				44,096.56				49,137.39				32,988.74			
			23,959.68		9,273.79	35,026.00	23,276.69	438.28	11,616.15	8,765.43	21,500.09	383.40	12,496.32	14,757.58	8,613.07	628.03	11,670.82	12,076.82
	- Open Landfilling	ton	68,425.80				44,096.56				49,137.39				32,988.74			
			23,959.68	166.33	9,273.79	35,026.00	23,276.69	438.28	11,616.15	8,765.43	21,500.09	383.40	12,496.32	14,757.58	8,613.07	628.03	11,670.82	12,076.82
	- Secure Landfilling	ton	0.00				0.00				0.00				0.00			
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Other disposal operations	ton	0.00				0.00				0.00				0.00			
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Unknow disposal method	ton	0.00				0.00				0.00				0.00			
			0.00	0.00	0.00	0.00	0.00	0.00	1,294.08	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Total waste that has been utilized	ton	107,109.54				132,267.58				120,710.90				148,993.02			
			60,973.58	32.91	36,174.21	9,928.84	87,166.26	32.91	35,978.67	9,089.75	73,354.53	0.00	37,919.10	9,437.28	94,867.81	484.34	43,108.54	10,532.33
	Ratio of waste that has been utilized per total waste from operation	%	60.96				74.91				70.81				81.81			
			71.65	16.52	75.59	22.09	78.78	6.98	75.59	50.91	76.83	0.00	75.21	39.01	91.58	42.27	78.69	46.58
	Total waste disposed	ton	69,882.29				43,866.72				49,381.34				33,128.91			
			24,128.77	0.00	10,727.39	35,026.13	23,484.76	438.28	11,616.28	8,765.68	22,127.40	383.40	12,496.36	14,757.58	8,719.62	661.60	11,670.87	12,076.82
	Waste intensity	tonne per million THB of revenue	0.15				0.09				0.10				0.08			
			0.10		0.21		0.09		0.09		0.08		0.12		0.03	0.09	0.06	0.28

GRI	Performance	Unit	2022				2023				2024				2025			
			makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)	makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)	makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)	makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)
	Waste Generated (Exclude foodwaste)[1]	ton	150,419.92				151,264.04				146,918.46				144,167.81			
			59,983.30	32.91	45,448.74	44,954.97	85,865.01	32.91	47,510.70	17,855.42	71,081.74	0.00	51,641.86	24,194.86	84,247.81	743.43	42,841.90	16,334.66
	Total waste recycled/reused	ton	103,546.24				129,914.14				117,944.65				132,977.23			
			58,864.38	32.91	34,720.13	9,928.82	84,897.06	32.91	35,894.42	9,089.75	69,362.83	0.00	39,144.82	9,437.00	82,769.72	484.34	39,426.93	10,296.25
	- Reuse	ton	91,122.38				116,816.68				66,736.54				72,915.62			
			58,145.28	0.00	32,977.11	0.00	83,976.13	32.91	32,807.64	0.00	66,736.54	0.00	0.00	0.00	72,432.73	482.89	0.00	0.00
	- Recycle	ton	12,423.86				13,097.45				51,208.11				60,061.61			
			719.10	32.91	1,743.02	9,928.82	920.93	0.00	3,086.77	9,089.75	2,626.29	0.00	39,144.82	9,437.00	10,336.98	1.45	39,426.93	10,296.25
	Total waste disposed	ton	46,873.68				21,349.91				28,973.81				11,190.57			
			1,118.92	0.00	10,728.61	35,026.15	967.95	0.00	11,616.28	8,765.68	1,718.91	0.00	12,497.04	14,757.86	1,478.10	259.09	3,414.98	6,038.41
	- Waste incinerated with energy recovery	ton	1,454.10				0.00				0.95				5.32			
			0.00	0.00	1,454.08	0.02	0.00	0.00	0.00	0.00	0.00	0.00	0.68	0.28	0.00	0.00	5.32	0.00
	- Waste incinerated without energy recovery	ton	6.79				1.08				1.02				5.40			
			6.05	0.00	0.74	0.00	1.07	0.00	0.01	0.00	1.01	0.00	0.01	0.00	5.35	0.00	0.05	0.00
	- Waste landfilled	ton	45,412.79				21,348.83				28,971.83				11,179.86			
			1,112.87	0.00	9,273.79	35,026.13	966.88	0.00	11,616.27	8,765.68	1,717.90	0.00	12,496.35	14,757.58	1,472.75	259.09	3,409.61	6,038.41
	- Waste landfilled	ton	45,249.62				21,141.47				28,345.50				11,045.09			
			949.83	0.00	9,273.79	35,026.00	759.88	0.00	11,616.15	8,765.43	1,091.60	0.00	12,496.32	14,757.58	1,371.55	225.52	3,409.61	6,038.41
	- Waste secure landfilled	ton	163.17				207.36				626.33				134.77			
			163.03	0.00	0.00	0.14	207.00	0.00	0.12	0.24	626.30	0.00	0.03	0.00	101.20	33.57	0.00	0.00
	- Waste otherwise disposed, please specify:.....	ton	0.00				0.00				0.00				0.00			
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	- Waste with unknown disposal method	ton	0.00				0.00				0.00				0.00			
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Remarks:

• n/a means not available

1. In 2021, scope of waste data was expanded to Distribution Center

2. In 2021, scope of waste data covers hazardous waste generated.

3.2022 Disclosed the Consoridate Makro-TH and Lotus's-TH and Readjust to 2020 Baseline

4.2024 Disclosed the Lotus's Malaysia and Readjust to 2020 Baseline

5. 2025 Disclosed the makro international (Myanmar and Cambodia) and Readjust to 2020 Baseline

6. Revenue for intensity calculation during 2020-2025 (million THB) for FY2020 = 429,867 (Wholesale Bussiness 218,760 Retail Bussiness 211,107) FY2021 = 433,705 (Wholesale Bussiness 226,258 Retail Bussiness 207,467) FY2022 = (Wholesale Bussiness 247,121 Retail Bussiness 218,961) FY2023 = 489,949 (Wholesale Bussiness 265,134 Retail Bussiness 221,338)
FY2024 = 512,042 (Wholesale Bussiness 278,532 Retail Bussiness 230,214) FY2025 = 520,706335 (Wholesale Bussiness Thailand 263,045.31 Wholesale Bussiness International 7,493.18 Retail BussinessThailand 190,412.25 Retail Bussiness Malaysia 42,422.83)

GRI	Performance	Unit	2022				2023				2024				2025			
			makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)	makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)	makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)	makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)
Food waste																		
GRI 306-2 A	Discount product to prevent food waste generation	ton	17,911.15				24,361.76				38,301.87				87,032.27			
			17,911.15	0.00	n/a	n/a	24,007.11	354.65	n/a	n/a	37,989.02	312.85	n/a	n/a	32,817.88	385.96	53,323.47	504.96
	Ratio discount product to prevent food waste generation per Total food waste	%	55%				58%				90%				229%			
			71%	0%	n/a		97%	81%	n/a	n/a	156%	82%	n/a	n/a	1.70	0.96	4.47	0.08
GRI 306 (2020)	Total food waste	ton	32,917.72				42,065.24				42,447.87				37,954.12			
			25,119.05	166.33	7,632.34	n/a	24,786.01	438.28	10,701.46	6,139.48	24,400.19	383.40	11,621.43	6,042.85	19,339.62	402.51	11,937.51	6,274.49
	Foodwaste	ton	32,700.92				41,783.49				42,243.64				37,488.93			
	Foodloss	ton	216.80				281.75				204.23				465.19			
	Food waste management by destination																	
	Recycle	ton	908.49				3,014.92				3,236.64				13,327.33			
			796.21	0.00	112.28	0.00	1,356.07	0.00	786.71	872.14	1,797.62	0.00	1,035.13	403.88	11,675.14	0.00	1,416.11	236.08
	- Imperfect / Surplus Food	ton	27.32				1,091.88				526.75				236.08			
			0.00	0.00	27.32	0.00	0.00	0.00	219.74	872.14	0.00	0.00	122.87	403.88	0.00	0.00	0.00	236.08
	- Animal feed	ton	881.17				1,923.04				2,709.88				13,091.26			
			796.21	0.00	84.96	0.00	1,356.07	0.00	566.97	0.00	1,797.62	0.00	912.26	0.00	11,675.14	0.00	1,416.11	0.00
	- Bio-based materials/biochemical processing	ton	0.00				0.00				0.00				0.00			
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Compositing	ton	1,321.16				925.12				2,796.28				2,683.13			
			1,312.99	0.00	8.18	0.00	913.13	0.00	11.99	0.00	2,194.08	0.00	593.53	8.66	422.95	0.00	2,260.18	0.00
	- Composting/aerobic processes	ton	1,321.16				949.12				2,796.28				2,683.13			
			1,312.99	0.00	8.18	0.00	913.13	0.00	11.99	24.00	2,194.08	0.00	593.53	8.66	422.95	0.00	2,260.18	0.00
	Energy Recovery	ton	0.00				0.00				0.00				0.00			
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	- Codigestion/anaerobic digestion	ton	0.00				0.00				0.00				0.00			
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	- Controlled combustion	ton	0.00				0.00				0.00				0.00			
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Total Landfill	ton	30,688.06				38,125.20				36,414.96				21,943.65			
			23,009.85	166.33	7,511.88	0.00	22,516.81	438.28	9,902.76	5,267.34	20,408.49	383.40	9,992.77	5,630.31	7,241.52	402.51	8,261.21	6,038.41
	- Open Landfill	ton	30,521.73				37,686.91				36,031.56				21,943.65			
			23,009.85	166.33	7,511.88	0.00	22,516.81	438.28	9,902.76	5,267.34	20,408.49	383.40	9,992.77	5,630.31	7,241.52	402.51	8,261.21	6,038.41
	- Secure Landfill	ton	0.00				0.00				0.00				0.00			
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Others	ton	0.00				0.00				0.00				0.00			
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Ratio of food waste that has been utilized per total food waste from operation	%	6.77				9.37				14.21				42.18			
			8.40	0.00	1.58	0.00	9.16	0.00	7.46	14.21	16.36	0.00	14.01	0.00	62.56	0.00	30.80	3.76
	Foodwaste intensity	tonne per million THB of revenue	0.07				0.08				0.07				0.04			
			0.09		0.03		0.08		0.07		0.07		0.07		0.03	0.05	0.04	0.14
	Food waste management by category																	
	Fruit and Vegetable	ton	26,279.72				31,454.51				27,179.71				22,577.96			
			17,800.87	84.87	3,503.26	4,890.72	16,778.31	298.34	5,726.12	8,651.75	17,600.13	253.19	4,100.67	5,225.73	12,497.80	265.26	5,013.97	4,800.93
	Meat	ton	4,603.80				213,056.83				7,721.46				6,289.57			
			3,548.23	69.47	986.11	0.00	3,562.97	96.91	1,386.91	208,010.04	3,989.38	79.45	2,167.75	1,484.87	2,545.18	69.72	3,347.17	327.50
	Beef	ton	389.82				1,766.22				2,602.80				24.46			
			323.66	3.23	0.00	62.92	319.94	5.94	1,386.91	53.42	412.59	3.17	2,167.75	19.29	0.00	2.95	0.00	21.51
	Pork	ton	873.78				1,207.93				334.52				17.51			
			846.08	27.62	0.00	0.08	1,173.75	33.91	0.00	0.27	301.49	26.51	0.00	6.52	0.00	17.51	0.00	0.00
	Poultry	ton	869.18				2,195.27				1,950.60				119.07			
			639.23	31.21	0.00	198.74	1,095.18	36.49	0.00	1,063.60	1,196.20	33.20	0.00	721.20	0.00	29.46	0.00	89.61
	Sheep	ton	1.98				0.74				75.45				0.55			
			1.98	0.00	0.00	0.00	0.68	0.06	0.00	0.00	74.80	0.65	0.00	0.00	0.00	0.55	0.00	0.00
	Fish	ton	1,039.95				1,696.22				1,486.10				196.81			
			815.01	5.69	0.00	219.25	900.82	16.17	0.00	779.23	962.48	14.68	0.00	508.94	12.47	16.63	0.00	167.72

GRI	Performance	Unit	2022				2023				2024				2025			
			makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)	makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)	makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)	makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)
GRI 306 (2020)	Other seafood	ton	1,022.95				206,187.81				1,271.82				48.66			
			922.27	1.26	0.00	99.42	72.59	1.70	0.00	206,113.52	1,041.83	1.07	0.00	228.93	0.00	0.00	0.00	48.66
	Other Meat	ton	986.57				2.65				0.18				0.00			
			0.00	0.46	986.11	0.00	0.00	2.65	0.00	0.00	0.00	0.18	0.00	0.00	0.00	0.00	0.00	0.00
	Bakery	ton	2,049.45				2,522.60				2,248.95				1,231.96			
			951.29	4.06	445.53	648.57	928.20	10.33	755.24	828.83	1,067.15	24.02	617.69	540.09	363.42	0.00	609.43	259.11
	Frozen and DAIRY	ton	3,845.57				3,552.39				2,529.64				3,396.74			
			2,818.66	7.93	824.39	194.59	2,596.91	27.50	84.60	843.39	1,573.91	23.70	895.34	36.69	2,338.70	0.00	1,016.77	41.27
	Ready to Eat	ton	441.70				599.39				650.48				581.01			
			0.00	0.00	441.70	0.00	0.00	0.00	599.39	0.00	167.91	0.00	482.56	0.00	0.00	0.00	581.01	0.00
	Other	ton	1,556.97				36.77				1,532.72				1,469.37			
			0.00	0.00	1,431.35	125.62	0.00	5.20	0.00	31.57	1.72	3.04	1,527.96	0.00	64.92	0.00	1,369.17	35.29

Remarks:

• n/a means not available

1.2022 Disclosed the Consoridate Makro-TH and Lotus's-TH and Readjust to 2020 Baseline

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4. Revenue for intensity calculation during 2020-2025 (million THB) for FY2020 = 429,867 (Wholesale Bussiness 218,760 Retail Bussiness 211,107) FY2021 = 433,705 (Wholesale Bussiness 226,258 Retail Bussiness 207,467) FY2022 = (Wholesale Bussiness 247,121 Retail Bussiness 218,961) FY2023 = 489,949 (Wholesale Bussiness 265,134 Retail Bussiness 221,338)
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GRI	Performance	Unit	2022				2023				2024				2025			
			makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)	makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)	makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)	makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)
Plastic packaging usage																		
GRI 301-1	Plastics Packaging Usage	ton	18,530.60				19,454.32				18,460.66				13,772.82			
			4,049.97	n/a	12,499.73	1,980.90	3,969.72	n/a	13,797.48	1,687.12	3,459.88	n/a	13,243.25	1,757.53	3,839.61	123.88	8,083.21	1,726.13
	PET: Polyethylene Terephthalate Ethylene	ton	2,672.88				2,466.22				1,794.60				1,796.45			
			69.02	n/a	2,603.86	0.00	296.25	n/a	2,169.97	0.00	45.77	n/a	1,748.83	0.00	164.21	0.98	1,159.20	472.06
	HDPE: High Density Polyethylene	ton	2,398.88				2,710.40				2,858.82				3,711.28			
			2,198.44	n/a	200.44	0.00	2,539.91	n/a	170.49	0.00	2714.42	n/a	144.40	0.00	3,121.74	102.40	173.65	313.49
	PVC: Vinyl or Polyvinyl Chloride	ton	772.19				483.73				171.95				241.50			
			762.34	n/a	9.85	0.00	460.26	n/a	23.47	0.00	158.95	n/a	13.00	0.00	164.06	0.91	70.77	5.76
	LDPE: Low Density Polyethylene	ton	990.19				695.35				821.52				598.72			
			745.91	n/a	244.28	0.00	451.33	n/a	244.02	0.00	338.24	n/a	483.28	0.00	160.87	19.58	90.42	327.85
	PP: Polypropylene	ton	8,478.35				9,207.69				8,193.13				5,118.51			
			22.37	n/a	8,455.98	0.00	58.34	n/a	9,149.35	0.00	16.18	n/a	8,176.95	0.00	44.98	0.00	4,897.81	175.72
	PS: Polystyrene	ton	4.33				16.01				5.60				14.34			
			0.00	n/a	4.33	0.00	0.00	n/a	16.01	0.00	0.00	n/a	5.60	0.00	0.00	0.00	1.92	12.42
	PE: Polyethylene	ton	229.48				763.38				1,054.48				866.48			
			229.48	n/a	0.00	0.00	137.74	n/a	625.64	0.00	156.17	n/a	898.31	0.00	147.10	0.00	653.86	65.52
	PC: Polycarbonate	ton	909.43				0.00				0.00				0.00			
			0.00	n/a	909.43	0.00	0.00	n/a	0.00	0.00	0.00	n/a	0.00	0.00	0.00	0.00	0.00	0.00
	PA: Polyamide	ton	93.97				68.50				1,803.03				104.94			
			22.41	n/a	71.56	0.00	25.89	n/a	42.61	0.00	30.15	n/a	1,772.88	0.00	36.65	0.00	36.29	32.00
	Others (Cable ties)	ton	n/a				n/a				n/a				1,320.59			
			n/a	n/a	n/a	n/a	n/a	n/a	1355.92	n/a	n/a	n/a	n/a	n/a	0.00	0.00	999.29	321.30
	Packaging intesity	ton per million THB of revenue	0.04				0.04				0.04				0.03			
			0.02		0.07		0.01		0.06		0.01		0.07		0.01	0.02	0.04	0.04
	Percent of recycleable plastic	%	n/a				97.00				99.00				99.95			
	Percentage of compostable plastic packaging	%	n/a				24.33				26.69				26.69			
	Percent recycled content within own plastic packaging	%	n/a				13.26				47.12				15.66			
	R&D resources to sustainable packaging	%	n/a				143.95				n/a				n/a			
	Reduced Single-use Plastic	%	n/a				143.95				n/a				n/a			

GRI	Performance	Unit	2022				2023				2024				2025			
			makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)	makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)	makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)	makro (Thailand)	makro (International)	Lotus's (Thailand)	Lotus's (Malaysia)
Packaging material																		
G4-EN1	**Packaging material**	**ton**	31,031.98				33,251.80				179,280.41				178,293.94			
			18,532.25	n/a	12,499.73	0.00	19,454.32	n/a	13,797.48	0.00	138,989.12	n/a	38,533.76	1,757.53	157,780.90	606.76	17,220.35	2,685.94
	Glass	ton	0.00				0.00				247.64				261.78			
			0.00	n/a	0.00	0.00	0.00	n/a	0.00	0.00	0.00	n/a	247.64	0.00	0.00	0.00	196.54	65.24
	Wood	ton	0.00				0.00				0.65				0.77			
			0.00	n/a	0.00	0.00	0.00	n/a	0.00	0.00	0.00	n/a	0.65	0.00	0.00	0.00	0.75	0.02
	Paper	ton	0.00				0.00				93,834.93				91,342.86			
			0.00	n/a	0.00	0.00	0.00	n/a	0.00	0.00	68,792.71	n/a	25,042.22	0.00	81,508.47	0.00	8,939.85	894.55
	- Paper	ton	0.00				0.00				25,055.00				9,842.22			
			0.00	n/a	0.00	0.00	0.00	n/a	0.00	0.00	12.78	n/a	25,042.22	0.00	7.83	0.00	8,939.85	894.55
	- Paper made from recycled materials	ton	0.00				0.00				68,779.93				81,500.64			
			0.00	n/a	0.00	0.00	0.00	n/a	0.00	0.00	68,779.93	n/a	0.00	0.00	81,500.64	0.00	0.00	0.00
	Metal	ton	0.00				0.00				0.00				356.48			
			0.00	n/a	0.00	0.00	0.00	n/a	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	133.07	223.41
	Plastic	ton	31,031.98				33,251.80				18,460.65				13,772.91			
			18,532.25	n/a	12,499.73	0.00	19,454.32	n/a	13,797.48	0.00	3,459.87	n/a	13,243.25	1,757.53	3,839.70	123.88	8,083.21	1,726.13
	Other packaging reusable	ton	0.00				0.00				66,736.54				72,915.62			
			0.00	n/a	0.00	0.00	0.00	n/a	0.00	0.00	66,736.54	0.00	0.00	0.00	72,432.73	482.89	0.00	0.00

Remarks:

• n/a means not available

1.2022 Disclosed the Consoridate Makro-TH and Lotus's-TH and Readjust to 2020 Baseline

2.2024 Disclosed the Lotus's Malaysia and Readjust to 2020 Baseline

3. 2025 Disclosed the makro international (Myanmar and Cambodia) and Readjust to 2020 Baseline

4. Revenue for intensity calculation during 2020-2025 (million THB) for FY2020 = 429,867 (Wholesale Bussiness 218,760 Retail Bussiness 211,107) FY2021 = 433,705 (Wholesale Bussiness 226,258 Retail Bussiness 207,467) FY2022 = (Wholesale Bussiness 247,121 Retail Bussiness 218,961) FY2023 = 489,949 (Wholesale Bussiness 265,134 Retail Bussiness 221,338) FY2024 = 512,042 (Wholesale Bussiness 278,532 Retail Bussiness 230,214) FY2025 = 520,706335 (Wholesale Bussiness Thailand 263,045.31 Wholesale Bussiness International 7,493.18 Retail BussinessThailand 190,412.25 Retail Bussiness Malaysia 42,422.83)

ผลการดำเนินงานตามยุทธศาสตร์ความยั่งยืนปี 2573 ด้านสังคมและอื่นๆ Performance of Social and Related KPIs as 2030 Sustainability Strategy

ข้อมูล Data	หน่วย Unit	2565/ 2022 แม็คโคร/Makro	2565/ 2022 โลตัสส์/Lotus's	2566/ 2023 แม็คโคร/Makro	2566/ 2023 โลตัสส์/Lotus's	2567/ 2024 แม็คโคร/Makro	2567/ 2024 โลตัสส์/Lotus's	2568/ 2025 แม็คโคร/Makro	2568/ 2025 โลตัสส์/Lotus's
จ้างงาน / รับซื้อสินค้าโดยตรง Direct supporting (Hiring or Procument)									23,376
SME		727		18,775		17,143		18,469	
	รายpeoples	651	76	578	18,197	525	16,618	885	17,584
เกษตรกร		5,329		884		1,287		799	
Farmers	คน peoples	4,453	876	105	779	95	1,192	104	695
การจ้างงานในห่วงโซ่อุปทาน									
Jobs support in value chain		13,271		46		67		147	
- ผู้รับเหมา Vendors	รายpeoples	28	13,243	46	n/a	57	10	92	55
		3,992		2,117		472		3,437	
- คู่ค้า Supplier		1,982	2,010	2,117	n/a		472		
กลุ่มเปราะบาง		710		2,984		691		524	
Number of disability	คน peoples	93	617	400	2,584	238	453	86	438
สร้างอาชีพรูปแบบต่าง ๆ (ครัวชุมชน ให้พื้นที่ขายสินค้าหน้าสาขา ขายอาหารในศูนย์ ฯลฯ)		82,520				0			
Other support earning (Community kitchen, food selling at food court etc)	รายpeoples	74,700	7,820	30,619	n/a			0	0
สนับสนุนรายได้ทางอ้อม Indirect supported								159,725	
ลูกจ้างของ SME และลูกไร่เกษตรกร		19,575		84,168		53,962		57,446	
SME's worker & subsidiary farmers)	คน peoples	n/a	19,575	0	84,168		53,962	4,633	52,813
ลูกจ้างของผู้รับเหมา		20,000		75,336		79,121		102,279	
Number of vendor's worker	คน peoples	20,000	n/a	75,336	0	75,366	3,755	22,183	80,096
การสนับสนุนทางสังคม Social corporate responsibility									
- กิจกรรมเชิงพาณิชย์		26,295,135		44,739,832		1,576,315		1,576,315	
Commercial Activities	บาท Baht	19,989,125	6,306,010	42,945,710	1,794,122		1,576,315		1,576,315
- การร่วมลงทุนทางสังคม		389,826		12,692,338		670,260		656,552	
Social investment	บาท Baht	129,296	260,530	70,000	12,622,338		670,260		656,552
- การบริจาคเพื่อการกุศล		35,164,117		23,111,228		29,217,202		11,120,017	
Charity Donations	บาท Baht	29,208,719	5,955,398	16,367,985	6,743,243	14,561,699	14,655,503	11,120,017	
จำนวนชั่วโมงจิตอาสาของพนักงาน		124,662		74,081		72,839		78,588	
Employee Volunteer Hours	ชั่วโมง Hours	5,080	119,582	9,125	64,956	34,407	38,432		
ค่าใช้จ่ายจากการเข้าร่วมกิจกรรมของพนักงาน		497,792		2,763,055		340,655		223,113	
Expense of CSR event	บาท Baht	33,540	464,252	8,519	2,754,536		340,655		223,113
ความมั่นคงทางอาหารและการเข้าถึงโภชนาการ FOOD SECURITY & ACCESS TO NUTRITION								**281,708**	
บริจาค และส่งมอบอาหาร (เช่น ระหว่างภัยพิบัติ หรือขอการสนับสนุน)		33,378		215,600		20,850		74,414	
Food donation and surplus (both normal and during the crisis)	รายpeoples	25,123	8,255	12,771	202,829	12,850	8,000		
โครงการอาหารดีพี่ให้น้อง และ S.O.S		74,700		54,001		87,156		207,294	
Member of Community Kitchen (Food supply model)	รายpeoples	74,700	n/a	54,001	n/a	48,601	38,555		

Section 3: GRI Content Index

GRI STANDARD	Location (Topic or URL)	3rd party assurance
GRI 2: General Disclosure 2021		
2-1 Organizational details	1.1.5 Company information	
2-2 Entities included in the organization's sustainability reporting	1.3.1 Shareholding structure of the group of companies	
2-3 Reporting period, frequency and contact point	Appendix#9: Section1 About this report	
2-5 External assurance	Appendix#9: Section 4 Assurance letter	
2-6 Activities, value chain and other business relationships	1.2.2 Information on products and services	
2-7 Employees	Appendix#9: GRI workforce data	
2-8 Workers who are not employees	Appendix#9: GRI workforce data	
2-9 Governance structure and composition	7. Corporate governance structure and significant information related to theboard of directors, subcommittees, executives, employees, and others	
2-10 Nomination and selection of the highest governance body	8.1.1 Selection, development and evaluation of duty performance of the board of directors > Remuneration of the board of directors	
2-11 Chair of the highest governance body	7.2 Information on the board of director	
2-12 Role of the highest governance body in overseeing the management of impacts	7.2.3 Information on the roles and duties of the board of directors	
2-15 Conflicts of interest	1.3.2 Shareholding by a person with a potential conflict of interest	
2-17 Collective knowledge of the highest governance body	8.1 Summary of duty performance of the board of directors over the past year	
2-18 Evaluation of the performance of the highest governance body	8.1 Summary of duty performance of the board of directors over the past year	
2-19 Remuneration policies	8.1.1 Selection, development and evaluation of duty performance of the board of directors > Remuneration of the board of directors	
2-20 Process to determine remuneration	8.1 Summary of duty performance of the board of directors over the past year	
2-21 Annual total compensation ratio	8.1 Summary of duty performance of the board of directors over the past year	
2-22 Statement on sustainable development strategy	3.1 Policy and goals of sustainable management	
2-27 Compliance with laws and regulations		
2-28 Membership associations		
2-29 Approach to stakeholder engagement		
2-30 Collective bargaining agreements		
GRI 3: Materiality Topic 2021		
3-1 Process to determine material topics	3.2.2 Analysis of stakeholder in the business value chain	Yes
3-2 List of material topics	3.2.2 Analysis of stakeholder in the business value chain	Yes

GRI STANDARD	Location (Topic or URL)	3rd party assurance
3-3 Management of material topics	3.2.2 Analysis of stakeholder in the business value chain	
GRI 201: Economic Perfomance Topic 2021		
201-1 Direct economic value generated and distributed	4.2 Potential factors or incidents that may materially affect the financialcondition or the operating results	
201-2 Financial implications and other risks and opportunities due to climate change	2.2.1 Risk that might affect the company's business, including environmental, social and corporate governance issues	
201-3 Defined benefit plan obligations and other retirement plans		
201-4 Financial assistance received from government		
GRI 202: Market Presence 2016		
202-1 Ratios of standard entry level wage by gender compared to local minimum wage	3.4.2 Social operating results >Information on employees and labor > Performance and outcomes for employee and labor management	
202-2 Proportion of senior management hired from the local community	Appendix#9: GRI workforce	
GRI 202: Procurement Practices 2016		
204-1 Proportion of spending on local suppliers	3.4 Social sustainability management > Information on community and society	
GRI 205: Anticorruption 2016		
205-1 Operations assessed for risks related to corruption	6.2 Business code of conduct	
205-2 Communication and training about anti-corruption policies and procedures	6.2 Business code of conduct	
205-3 Confirmed incidents of corruption and actions taken	6.2 Business code of conduct	
206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices		
GRI 207: Tax 2016		
207-1 Approach to tax		
207-2 Tax governance, control, and risk management		
207-3 Stakeholder engagement and management of concerns related to tax		
207-4 Country-by-country reporting		

GRI STANDARD	Location (Topic or URL)	3rd party assurance
GRI 301: Materials 2016		
301-1 Materials used by weight or volume	Attachment#9 : GRI Environment>Packaging	
301-2 Recycled input materials used	Attachment#9 : GRI Environment>Packaging	
301-3 Reclaimed products and their packaging materials	Attachment#9 : GRI Environment>Packaging	
GRI 302: Energy 2016		
302-1 Energy consumption within the organization	Attachment#9 : GRI Environment>Energy	Yes
302-3 Energy intensity	Attachment#9 : GRI Environment>Energy	Yes
302-4 Reduction of energy consumption	Attachment#9 : GRI Environment>Energy	
302-5 Reductions in energy requirements of products and services	Attachment#9 : GRI Environment>Energy	
GRI 303: Water and Effluents 2018		
303-1 Interactions with water as a shared resource	3.3.2 Environmental operating results > Information on water management	
303-2 Management of water discharge-related impacts	3.3.2 Environmental operating results > Information on water management	
303-3 Water withdrawal	Attachment#9 : GRI Environment>Water	Yes
303-4 Water discharge	Attachment#9 : GRI Environment>Water	Yes
303-5 Water consumption	Attachment#9 : GRI Environment>Water	Yes
GRI 305: Emission 2016		
305-1 Direct (Scope 1) GHG emissions	Attachment#9 : GRI Environment>Green House Gas Emission	Yes
305-2 Energy indirect (Scope 2) GHG emissions	Attachment#9 : GRI Environment>Green House Gas Emission	Yes
305-3 Other indirect (Scope 3) GHG emissions	Attachment#9 : GRI Environment>Green House Gas Emission	Yes
305-4 GHG emissions intensity	Attachment#9 : GRI Environment>Green House Gas Emission	Yes
305-5 Reduction of GHG emissions	Attachment#9 : GRI Environment>Green House Gas Emission	
305-6 Emissions of ozone-depleting substances (ODS)	Attachment#9 : GRI Environment>Green House Gas Emission	Yes
GRI 306: Waste 2020		
306-1 Waste generation and significant waste-related impacts	3.3.2 Environmental operating results >Information on waste management	
306-2 Management of significant waste-related impacts	3.3.2 Environmental operating results >Information on waste management	
306-3 Waste generated	Attachment#9 : GRI Environment>Waste	Yes
306-4 Waste diverted from disposal	Attachment#9 : GRI Environment>Waste	Yes
306-5 Waste directed to disposal	Attachment#9 : GRI Environment>Waste	Yes
GRI 308: Supplier Environmental Assessment 2016		
308-1 New suppliers that were screened using environmental criteria	3.4.2 Social operaing result >Information on other social management >Responsible Supply chain management	Yes
308-2 Negative environmental impacts in the supply chain and actions taken	3.4.2 Social operaing result >Information on other social management >Responsible Supply chain management	Yes

GRI STANDARD	Location (Topic or URL)	3rd party assurance
GRI 401: Employment 2016		
401-1 New employee hires and employee turnover	Attachment#9 : GRI Workforce >7.new hires and 10. turnover	
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees		
401-3 Parental leave	3.4.2 Social operating results > Information on employees and labor > Employees and labor management plan > Employee supporting program	
GRI 402: Labor/Management Relation 2016		
402-1 Minimum notice periods regarding operational changes		

GRI STANDARD	Location (Topic or URL)	3rd party assurance
GRI 403: Occupational health and safety 2018		
403-1 Occupational health and safety management system	3.4.2 Social operating results > Information on employees and labor > Safety and occupational health at work	
403-2 Hazard identification, risk assessment, and incident investigation	3.4.2 Social operating results > Information on employees and labor > Safety and occupational health at work	
403-3 Occupational health services	3.4.2 Social operating results > Information on employees and labor > Safety and occupational health at work	
403-4 Worker participation, consultation, and communication on occupational health and safety	3.4.2 Social operating results > Information on employees and labor > Safety and occupational health at work	
403-5 Worker training on occupational health and safety	3.4.2 Social operating results > Information on employees and labor > Safety and occupational health at work	
403-6 Promotion of worker health	3.4.2 Social operating results > Information on employees and labor > Safety and occupational health at work	
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	3.4.2 Social operating results > Information on employees and labor > Safety and occupational health at work	
403-8 Workers covered by an occupational health and safety management system	3.4.2 Social operating results > Information on employees and labor > Safety and occupational health at work	
403-9 Work-related injuries	Attachment#9: Occupational health and safety	Yes
403-10 Work-related ill health	Attachment#9: Occupational health and safety	Yes
GRI 404: Training and Education 2016		
404-1 Average hours of training per year per employee	Attachment#9: GRI Workforce>15. Employee training and development	
404-2 Programs for upgrading employee skills and transition assistance programs	3.4.2 Social operation result > Information on employee and labor	
404-3 Percentage of employees receiving regular performance and career development reviews	3.4.2 Social operation result > Information on employee and labor	
GRI 405:Diversity and Equal Opportunity 2016		
405-1 Diversity of governance bodies and employees		
405-2 Ratio of basic salary and remuneration of women to men	3.4.2 Social operation result > Information on employee and labor > Gender pay indicator	Yes
GRI 406: Non-discrimination 2016		
406-1 Incidents of discrimination and corrective actions taken	3.4.2 Social operation result > Information on incident related to human rights violation	
GRI 407: Freedom of Association and Collective Bargaining 2016		

GRI STANDARD	Location (Topic or URL)	3rd party assurance
407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk		
GRI 408: Child Labor 2016		
408-1 Operations and suppliers at significant risk for incidents of child labor	3.4.2 Social operation result > Information on incident related to human rights violation	
GRI 409: Forced or Compulsary Labor 2016		
409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	3.4.2 Social operation result > Information on incident related to human rights violation	
GRI 410: Security Practice 2016		
410-1 Security personnel trained in human rights policies or procedures		
GRI 411: Rights of indigenous peoples 2016		
411-1 Incidents of violations involving rights of indigenous peoples	3.4.2 Social operation result > Information on incident related to human rights violation	
GRI 413: Local Communities 2016		
413-1 Operations with local community engagement, impact assessments, and development programs	3.4.2 Social operation result > Information on communication and society	
413-2 Operations with significant actual and potential negative impacts on local communities	3.4.2 Social operation result > Information on communication and society	
GRI 414: Supplier Social Assessment 2016		
414-1 New suppliers that were screened using social criteria	3.4.2 Social operation result > Information on other social management > Reponsible supply chain management	Yes
414-2 Negative social impacts in the supply chain and actions taken	3.4.2 Social operation result > Information on other social management > Reponsible supply chain management	Yes
GRI 415: Public Policy 2016		
415-1 Political contributions		
GRI 416: Customer Health and Safety 2016		
416-1 Assessment of the health and safety impacts of product and service categories	3.4.2 Social operating result >information about customers	
416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	3.4.2 Social operating result >information about customers	
GRI 417: Marketing and Labelling 2016		
417-1 Requirements for product and service information and labeling		
417-2 Incidents of non-compliance concerning product and service information and labeling	3.4.2 Social operating result >information about customers	
417-3 Incidents of non-compliance concerning marketing communications		
GRI 418: Customer Privacy 2016		

GRI STANDARD	Location (Topic or URL)	3rd party assurance
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	3.4.2 Social operating result >information on incident related to legal or social and human rights violation	

LRQA Independent Assurance Statement

Relating to CP Axtra Public Company Limited's Sustainability Report for the calendar year 2025

This Assurance Statement has been prepared for CP Axtra Public Company Limited (CP Axtra) in accordance with our contract but is intended for the readers of this Report.

Terms of Engagement

LRQA (Thailand) Limited (LRQA) was commissioned by CP Axtra Public Company Limited (CP Axtra) to provide independent assurance on its Sustainability Report 2025 "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 v3, where the scope was a Type 2 engagement.

Our assurance engagement covered CP Axtra's subsidiaries in Cambodia, Malaysia, Myanmar and Thailand, and specifically the following requirements:

- Evaluating CP Axtra's adherence to AA1000 AccountAbility Principles (2018) of Inclusivity, Materiality, Responsiveness and Impact.
- Confirming that the report is in accordance with GRI Standards[1] (2021).
- Reviewing the double materiality assessment process, Codes of conduct compliance system and integrity of CP Axtra's supplier screening, assessment and development process.
- Evaluating the reliability of data and information for only the selected indicators listed below:
  - *Environmental*:
    GRI 302-1 Energy consumption within the organization, GRI 302-3 Energy intensity, GRI 303-3 to 5 Water withdrawal, discharge and consumption, 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 (Purchased goods & services, Capital goods, Fuel and energy related activities, Upstream transport and distribution, Waste generated in operations, Business travel, Employee commuting, Downstream leased, Downstream transport and distribution, processing of sold product and used of sold products only), GRI 305-4 GHG emissions intensity, (GRI 306- 3 to 5) Waste generated/diverted form disposal and direct to disposal and food loss & waste and GRI 308-2 Negative environmental impacts in the supply chain and actions taken.
    Social:
    GRI 403-9 to 10 Work-related injuries and ill health, GRI 405-2 Ratio of basic salary and remuneration of women to men and GRI 414-2 Negative social impacts in the supply chain and actions taken.
    Non-GRI : Board Performance review

Our assurance engagement excluded the data and information of CP Axtra's operations and activities outside of Cambodia, Malaysia, Myanmar and Thailand and suppliers and any third-parties mentioned in the report.

LRQA's responsibility is only to CP Axtra. LRQA disclaims any liability or responsibility to others as explained in the end footnote. CP Axtra'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 Axtra.

LRQA's Opinion

Based on LRQA's approach nothing has come to our attention that would cause us to believe that CP Axtra has not, in all material respects:

- Met the requirements above.
- Disclosed reliable performance data and information for the selected indicators 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 level of assurance engagement is less than for a high level of 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 high assurance engagement been performed.

[1] https://www.globalreporting.org

LRQA's approach

LRQA's assurance engagements are carried out in accordance with AA1000AS v3. The following tasks though were undertaken as part of the evidence gathering process for this assurance engagement:

- Assessing CP Axtra's approach to stakeholder engagement to confirm that issues raised by stakeholders were captured correctly. We did this by interviewing CP Axtra's management who engage directly with stakeholder groups as well as reviewing documents and associated records.
- Reviewing CP Axtra's process for identifying and determining double material issues to confirm that the right issues were included in their report. We also tested the filters used in determining material issues to evaluate whether CP Axtra makes informed business decisions that may create opportunities which contribute towards sustainable development.
- Auditing CP Axtra's data management systems to confirm that there were no significant errors, omissions or mis-statements in the report. We did this by reviewing the effectiveness of data handling process, and systems, including those for internal verification. We also spoke with key people in various departments responsible for compiling the data and drafting the report.
- Visiting CP Axtra's operations in Malaysia and Thailand as business representative to sampling performance data and information for only the selected indicators to confirm its reliability.

Observations

Further observations and findings, made during the assurance engagement, are:

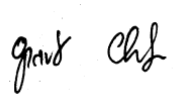
- Stakeholder inclusivity: We are not aware of any key stakeholder groups that have been excluded from CP Axtra's stakeholder engagement process. Stakeholders have the opportunity to express their concerns about how CP Axtra's operations may impact on them.
- Materiality: We are not aware of any material issues concerning CP Axtra's sustainability performance that have been excluded from the report. CP Axtra has processes for identifying and determining material issues from either ESG impact or financial materiality accordingly.
- Responsiveness: CP Axtra has addressed and response the concerns of stakeholders in relation to GHG emissions reduction and OH&S statistics.
- Impact: CP Axtra has processes to evaluate negative ESG impacts from its operations for example, input materials and food loss/waste.
- Reliability: Data management systems are considered to be well defined, but the implementation of these systems varies across CP Axtra's business unit. CP Axtra should consider interim verification to further improve the reliability and of its disclosed data and information.

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 Axtra and as such does not compromise our independence or impartiality.

Dated: 20 February 2026



Opart Charuratana
LRQA Lead Verifier
On behalf of LRQA (Thailand) Limited
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LRQA reference: BGK00001274

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