

About the Report

TOPIC 3: Business Sustainability Development

SECTION 1: Business Operation and Operating Results

CP Aextra Public Company Limited annual sustainability performance is disclosed in the company's annual report, the sustainability report and the official website: www.cpaxtra.com, under Sustainability. which covers environmental, social and governance performances, is disclosed on a yearly basis in Topic 3: Business Sustainability Development, Section 1: Business Operation and Operating Results, as well as the company's website.

Reporting Scope As presented in Topic 3: Business Sustainability Development, Section 1: Business Operation and Operating Results, covers sustainability performance between January 1 to December 31, 2024, for CP Aextra Public Company Limited and its subsidiaries including wholesale business and retail business with the target and progress covers all company's business operation. The relevant domestic and international reporting guidelines have been applied to determine the materiality and the presentation of content, as follows:

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

For any suggestion, question or inquiry, please contact the company

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Sustainability Performance Report (GRI)

Workforce Data during 2020-2024

GRI Standard	Performance	Unit	2020	2021		2022		2023		2024		
			Makro	Makro	Lotus's	Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER
102-8	1. Workforce data											
	1.1 By Gender											
	Total Employee (Full-time employee)											
	- Male	Person	7,242	7,579	19,275	11,129	18,488	10,560	15,882	11,293	16,116	4,095
	- Female		8,866	9,341	31,901	12,151	29,823	12,998	25,205	13,989	24,778	2,997
	by business unit		16,108	16,920	51,176	23,280	48,311	23,558	41,087	25,282	40,894	7,092
	The company		16,108	68,096		71,591		64,645		73,268		
	Ratio Male:Female	%	45:55	39:61		41:59		41:59		43:57		
	Contract Workers/Temporary/Part-Time											
	- Male	Person	215	288	n/a	2,467	n/a	3,393	3,725	3,857	4,158	619
	- Female		167	245	n/a	1,361	n/a	2,266	4,327	2,667	5,229	344
	by business unit		382	533	n/a	3,828	n/a	5,659	8,052	6,524	9,387	963
	The company		382	533		3,828		13,711		16,874		
	1.2 Employee by domicile											
	Thailand											
	- Male	Person	n/a	7,272	19,275	11,072	18,488	10,480	15,882	11,262	16,116	0
	- Female		n/a	9,094	31,901	12,145	29,823	12,961	25,205	13,983	24,778	0
	by business unit		n/a	16,366	51,176	23,217	48,311	23,441	41,087	25,245	40,894	0
	The company		n/a	67,542		71,528		64,528		66,139		
	Other											
	- Male	Person	n/a	19	n/a	57	n/a	34	n/a	31	0	4,095
	- Female		n/a	2	n/a	6	n/a	5	n/a	6	0	2,997
	by business unit		n/a	21	n/a	63	n/a	39	n/a	37	0	7,092
	The company		n/a	21		63		39		7,129		
405-1	2. Employee diversity											
	2.1 By level											
	Top management											
	- Male	Person	10	26	57	16	58	37	60	33	16	1
	- Female		18	36	33	20	28	45	47	44	13	3
	The company		28	152		122		189		110		
	Ratio Male:Female	%	36:64	55:45		61:39		51:49		49:51		
	Middle management											
	- Male	Person	93	90	821	429	812	114	798	107	581	76
	- Female		117	108	1,115.00	574	1,154	127	1,110	144	832	35
	The company		210	2,134		2,969		2,149		1,775		
	Ratio Male:Female	%	44:56	43:57		42:58		42:58		44:56		

GRI Standard	Performance	Unit	2020	2021		2022		2023		2024		
			Makro	Makro	Lotus's	Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER
	Junior Management											
	- Male	Person	571	597	1,348	1,084	1,382	883	1,259	436	1,532	405
	- Female		781	853	2,400.0	1,450	2,522	1,191	2,460	552	2,804	348
	The company		1,352	5,198		6,438		11,870		6,077		
	Ratio Male:Female	%	42:58	37:63		38:62		37:63		38:62		
	Officer											
	- Male	Person	6,353	6,578	17,049	6,498	16,236	9,526	14,476	10,717	13,987	3,613
	- Female		7,783	8,099	28,353	8,010	26,119	11,635	22,030	13,249	21,129	2,611
	The company		14,136	60,079		56,863		122,973		65,306		
	Ratio Male:Female	%	45:55	39:61		40:60		42:58		44:56		
	2.2 By race											
	Thailand											
	- Male	Person	n/a	7,272	19,271	8,003	18,485	10,526	15,879	11,262	16,116	0
	- Female		n/a	9,094	31,901.00	10,052	29,823	12,993	25,204	13,983	24,778	0
	The company		n/a	67,538		66,363		64,602		66,139		
	Percent by total employee	%	n/a	99.96		99.96		99.93		90.27		
	Percent by total management workforce									88.84		
	Cambodia											
	- Male	Person	n/a	0	0	0	0	0	361	2	366	0
	- Female		n/a	0	0	0	0	0	250	0	245	0
	The company		n/a	0		0		611		613		
	Percent by total employee	%	n/a	0		0		0.95		0.84		
	Percent by total management workforce									0.00		
	Indian											
	- Male	Person	n/a	0	0	8	0	10	0	11	0	549
	- Female		n/a	0	0	1	0	1	0	0	0	635
	The company		n/a	0		9		11		1,195		
	Percent by total employee	%	n/a	0		0.01		0.02		1.63		
	Percent by total management workforce									0.14		
	Chinese											
	- Male	Person	n/a	0	0	0	0	2	0	1	0	119
	- Female		n/a	0	0	0	0	1	0	2	0	153
	The company		n/a	0		0		3		275		
	Percent by total employee	%	n/a	0		0.00		0.00		0.38		
	Percent by total management workforce									0.04		
	Myanmar											
	- Male	Person	n/a	0	0	0	0	0	350	0	355	0
	- Female		n/a	0	0	0	0	0	192	0	188	0
	The company		n/a	0		0		542		543		
	Percent by total employee	%	n/a	0		0		0.84		0.74		
	Percent by total management workforce									0.00		

GRI Standard	Performance	Unit	2020	2021		2022		2023		2024		
			Makro	Makro	Lotus's	Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER
	Malaysia											
	- Male	Person	n/a	0	0	0	0	1	0	0	0	3,345
	- Female		n/a	0	0	0	0	0	0	0	2,139	
	The company		n/a	0		0		1		5,484		
	Percent by total employee	%	n/a	0		0		0.00		7.48		
	Percent by total management workforce								10.90			
	Australiam											
	- Male	Person	n/a	0	0	2	0	2	0	2	0	0
	- Female		n/a	0	0	1	0	1	0	0	0	0
	The company		n/a	0		3		3		2		
	Percent by total employee	%	n/a	0		0.00		0.00		0.00		
	Percent by total management workforce								0.03			
	Korean											
	- Male	Person	n/a	0	0	1	0	1	0	2	0	0
	- Female		n/a	0	0	0	0	1	0	2	0	0
	The company		n/a	0		1		2		4		
	Percent by total employee	%	n/a	0.00		0.00		0.00		0.01		
	Percent by total management workforce								0.05			
	Other											
	- Male	Person	n/a	19	4	16	3	18	3	13	0	82
	- Female		n/a	2	0.00	1	0	1	1	2	0	70
	The company		n/a	25		20		23		167		
	Percent by total employee	%	n/a	0.04		0.03		0.04		0.23		
	Percent by total management workforce									0.00		
	2.3 By age											
	Under 30 years old											
	- Male	Person	2,670	2,734	11,651	4,703	10,888	4,597	9,211	4,869	8,947	2,329
- Female	2,912		2,875	18,725.00	4,381	16,757	4,871	13,126	5,086	12,285	1,324	
The company	5,582		35,985		36,729		31,805		34,840			
Percent by total employee	%	35.50	53.26		51.30		49.20		47.55			
30-50 years old												
- Male	Person	4,152	4,331	7,246	6,087	7,172	5,656	6,169	6,088	6,624	1,582	
- Female		5,484	5,854	12,717.00	7,301	12,520	7,673	11,438	8,391	11,773	1,479	
The company		9,636	30,148		33,080		30,936		35,937			
Percent by total employee	%	61.27	44.62		46.21		47.86		49.05			
Over 50 years old												
- Male	Person	205	226	378	339	428	307	499	336	545	184	
- Female		303	367	459.00	469	546	454	641	512	720	194	
The company		508	1,430		1,782		1,901		2,491			
Percent by total employee	%	3.23	2.12		2.49		2.94		3.40			

GRI Standard	Performance	Unit	2020	2021		2022		2023		2024		
			Makro	Makro	Lotus's	Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER
	2.4 By Religion											
	Buddhist											
	- Male	Person	n/a	n/a	n/a	7,554	n/a	9,921	n/a	10,609	15,149	99
	- Female		n/a	n/a	n/a	9,537	n/a	12,321	n/a	13,262	23,489	136
	The company		n/a	n/a	n/a	17,091		22,242		62,744		
	Percent by total employee	%	n/a	n/a	n/a	25.74		34.41		85.64		
	Christian											
	- Male	Person	n/a	n/a	n/a	60	n/a	58	n/a	66	97	98
	- Female		n/a	n/a	n/a	58	n/a	85	n/a	84	149	90
	The company		n/a	n/a	n/a	118		143		584		
	Percent by total employee	%	n/a	n/a	n/a	0.18		0.22		0.80		
	Islamic											
	- Male	Person	n/a	n/a	n/a	338	n/a	443	n/a	490	744	3,393
	- Female		n/a	n/a	n/a	378	n/a	474	n/a	516	914	2,188
	The company		n/a	n/a	n/a	716		917		8,245		
	Percent by total employee	%	n/a	n/a	n/a	1.08		1.42				
	Hinduism											
	- Male	Person	n/a	n/a	n/a	6	n/a	6	n/a	3	0	488
	- Female		n/a	n/a	n/a	3	n/a	3	n/a	4	0	574
	The company		n/a	n/a	n/a	9		9		1,069		
	Percent by total employee	%	n/a	n/a	n/a	0.01		0.01		1.46		
	Other											
	- Male	Person	n/a	n/a	n/a	2	n/a	12	n/a	3	0	17
	- Female		n/a	n/a	n/a	0	n/a	3	n/a	1	0	9
	The company		n/a	n/a	n/a	2		15		30		
	Percent by total employee	%	n/a	n/a	n/a	0.00		0.02		0.04		
	Undisclosed											
	- Male	Person	n/a	n/a	19,275	67	18,488	120	15,882.00	122	126	0
	- Female		n/a	n/a	31,901	78	29,823	112	25,205.00	122	226	0
	The company		n/a	51,176		48,456		41,319		596		
	Percent by total employee	%	n/a	75.75		72.98		63.92		0.81		
	2.5 By physical characteristics and etc.											
	Number of local middle management or above											
	- Male	Person	n/a	0	n/a	11	n/a	11	n/a	n/a	n/a	n/a
	- Female		n/a	0	n/a	14	n/a	14	n/a	n/a	n/a	n/a
	The company		n/a	0	n/a	25	n/a	25	n/a	0		
Percent by total employee	%	n/a	0.00		0.04		0.00		0.00			
Employee with disability												
- Male	Person	n/a	13	104	12	133	13	94	18	90	n/a	
- Female		n/a	13	94	13	112	14	82	13	77	n/a	
The company		22.00	26	198	25	245	27	176	198			
Percent by total employee	%	0.14	0.33		0.41		0.31		0.27			

GRI Standard	Performance	Unit	2020	2021		2022		2023		2024		
			Makro	Makro	Lotus's	Makro	Lotus's	Makro	Lotus's	Makro-TH	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	n/a	n/a
	- Female		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
	The company		n/a	n/a	n/a	n/a	n/a	n/a	n/a			
	Percent by total employee	%	n/a	n/a		n/a		n/a		n/a		
	3. Revenue Generating Functions Workforce											
	3.1 Number of employees											
	- Male	Person	n/a	6,212	19,079	6,972	18,287	8,805	16,356	7,826	19,617	n/a
	- Female		n/a	6,093	31,596	7,405	29,508	10,901	25,302	6,755	29,160	n/a
	The company		n/a	62,980		62,172		61,364		63,358		
	Percent by female	%	n/a	59.84		59.37		59.00		56.69		
	3.2 By level											
	Top management											
	- Male	Person	n/a	1	53	2	53	13	56	6	38	n/a
	- Female		n/a	1	27	5	22	16	41	16	40	n/a
	The company		n/a	82		82		126		100		
	Percent by female	%	n/a	34.15		32.93		45.24		56.00		
	Middle management											
	- Male	Person	n/a	187	694	280	693	64	669	17	339	n/a
	- Female		n/a	198	975	389	1,009	85	958	28	641	n/a
	The company		n/a	2,054		2,371		1,776		1,025		
	Percent by female	%	n/a	57.11		58.96		58.73		65.27		
	Junior Management											
	- Male	Person	n/a	713	1,348	779	1,382	517	1,259	211	1,277	n/a
	- Female		n/a	550	2,400	722	2,522	786	2,460	294	2,493	n/a
	The company		n/a	5,011		5,405		5,022		4,275		
	Percent by female	%	n/a	58.87		60.02		64.64		65.19		
	Officer											
	- Male	Person	n/a	5,311	16,984	5,911	16,159	8,211	325	7,592	17,963	n/a
	- Female		n/a	5,344	28,194	6,289	25,955	10,014	745	6,417	25,986	n/a
	The company		n/a	55,833		54,314		19,295		57,958		
	Percent by female	%	n/a	60.07		59.37		55.76		55.91		
	3.3 By age											
	Under 30 years old											
	- Male	Person	n/a	2,372	11,618	2,691	10,846	3,907	9,156	3,599	12,135	n/a
	- Female		n/a	1,941	18,659	2,385	16,693	4,078	13,049	2,520	16,187	n/a
	The company		n/a	34,590		32,615		30,190		34,441		
	Percent by female	%	n/a	59.55		58.49		56.73		54.32		
	30-50 years old											
	- Male	Person	n/a	3,658	7,096	4,076	7,032	4,659	6,722	4,051	6,928	n/a
	- Female		n/a	3,911	12,497.00	4,731	12,292	6,442	11,644	4,015	12,213	n/a
	The company		n/a	27,162		28,131		29,467		27,207		
	Percent by female	%	n/a	60.41		60.51		61.38		59.65		

GRI Standard	Performance	Unit	2020	2021		2022		2023		2024		
			Makro	Makro	Lotus's	Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER
	Over 50 years old											
	- Male	Person	n/a	182	365	205	409	239	478	176	554	n/a
	- Female		n/a	241	440.00	289	523	381	609	220	760	n/a
	The company		n/a	1,228		1,426		1,707		1,710		
	Percent by female	%	n/a	55.46		56.94		58.00		57.31		
405-2	4. Nuber of employee in STEM position											
	Under 30 years old											
	- Male	Person	n/a	261	30	566	55	740	54	908	18	n/a
	- Female		n/a	604	65	780	85	818	62	1,154	8	n/a
	The company		n/a	960		1,486		1,674		2,088		
	Percent by female	%	n/a	69.69		58.21		52.57		55.65		
	30-50 years old											
	- Male	Person	n/a	686	120	1,095	117	1,259	72	1,275	28	n/a
	- Female		n/a	1,488	139.00	1,931	140	1,531	31	1,817	18	n/a
	The company		n/a	2,433		3,283		2,893		3,138		
	Percent by female	%	n/a	66.87		63.08		53.99		58.48		
	Over 50 years old											
	- Male	Person	n/a	33	8	54	11	50	2	55	1	n/a
	- Female		n/a	87	9	122	6	85	0	96	0	n/a
	The company		n/a	137		193		137		152		
	Percent by female	%	n/a	70.07		66.32		62.04		63.16		
	5. Ratio of average salary and remuneration of female to male											
	Payment Ratio by gender (Female:Male)	Ratio	n/a	n/a		n/a		1.01:1.00		0.97:1.00		
	CEO per employee compensation		n/a	n/a		n/a		52		30		
	5.1 By level											
	Executive level (Average based salary)											
	- Male	Baht	n/a	642,982	486,141	1,099,069	466,649	1,215,952	356,148			
	- Female		n/a	735,367	516,255	775,390	507,688	816,950	299,815			
	The company		n/a	571,033	525,351	596,030	675,348	432,017	601,571			
	Payment Ratio by gender (Female:Male)	Ratio	n/a	1.14:1.00	1.06:1.00	0.71:1.00	1.09:1.00	0.67:1.00	0.84:1.00	0.72:1.00	0.84:1.00	n/a
			n/a	1.09:1.00		0.88:1.00		0.72:1.00		0.77:1.00		
Executive level (Average based salary + other cash incentives)												
- Male	Baht	n/a	921,735	657,932	1,437,541	573,095	1,812,461	451,267				
- Female		n/a	1,215,842	644,773	1,169,390	596,224	1,305,944	378,291				
by business unit		n/a	787,541	723,883	785,369	858,362	644,154	860,069				
Payment Ratio by gender (Female:Male)	Ratio	n/a	1.32:1.00	1.02:1.00	0.81:1.00	0.96:1.00	0.72:1.00	0.84:1.00	0.62:1.00	0.80:1.00	n/a	
		n/a	1.09:1.00		0.91:1.00		0.75:1.00		0.69:1.00			

GRI Standard	Performance	Unit	2020	2021		2022		2023		2024		
			Makro	Makro	Lotus's	Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER
	Management level (Average based salary)											
	- Male	Baht	n/a	53,922	55,101	55,016	54,757	57,712	52,992			
	- Female		n/a	59,611	49,254	55,780	48,879	57,045	46,581			
	by business unit		n/a	51,843	54,806	51,156	54,842	41,963	45,153			
	Ratio Female:Male	Ratio	n/a	1.11:1.00	1.12:1.00	1.01:1.00	1.12:1.00	0.99:100	0.88:1.00	1.00:1.00	0.86:1.00	n/a
	n/a		0.95:1.00		0.93:1.00		0.93:1.00		0.90:1.00			
	Management level (Average based salary + other cash incentives)											
	- Male	Baht	n/a	73,712	69,962	70,135	69,612	77,454	64,751			
	- Female		n/a	82,627	62,267	72,026	61,754	77,314	56,588			
	by business unit		n/a	67,357	70,899	65,144	69,784	53,864	57,669			
	Payment Ratio by gender (Female:Male)	Ratio	n/a	1.12:1.00	1.12:1.00	1.03:1.00	1.13:1.00	1.00:1.00	0.87:1.00	1.00:1.00	0.86:1.00	n/a
	n/a		0.95:1.00		0.93:1.00		0.93:1.00		0.89:1.00			
	Non-management level (Average based salary)											
	- Male	Baht	n/a	14,243	12,200	14,064	11,759	14,180	10,388			
	- Female		n/a	15,380	12,324	14,709	11,772	14,851	10,687			
	by business unit		n/a	13,088	12,711	12,741	12,520	10,262	9,883			
	Ratio Female:Male	Ratio	n/a	1.08:1.00	0.99:1.00	1.05:1.00	1.00:1.00	1.05:1.00	1.03:1.00	1.04:1.00	1.03:1.00	n/a
	n/a		1.03:1.00		1.02:1.00		1.04:1.00		1.02:1.00			
Non-management level (Average based salary + other cash incentives)												
- Male	Baht	n/a	18,206	15,834	17,430	16,014	19,227	12,939				
- Female		n/a	19,812	15,802	18,320	15,959	20,248	12,964				
by business unit		n/a	16,805	16,427	16,738	16,481	13,253	12,874				
Payment Ratio by gender (Female:Male)	Ratio	n/a	1.09:1.00	1.00:1.00	1.05:1.00	1.00:1.00	1.05:1.00	1.00:1.00	1.04:1.00	0.99:1.00	n/a	
n/a		1.02:1.00		1.02:1.00		1.05:1.00		1.00:1.00				
- Mean gender pay gap	%	n/a	-5.6	7.0	-3.4	6.3	-1.3	0.034	-0.300	1.300	n/a	
			3.84		3.13		-0.45		1.30			
- Medium gender pay gap	%	n/a	-5.9	1.4	-6.0	1.9	-7.1	0.002	-5.800	-0.100	n/a	
			-0.46		-0.11		-3.55		-2.90			
- Mean bonus gap	%	n/a	-10.5	3.9	-9.2	2.9	-5.4	0.068	-4.600	8.200	n/a	
			0.32		-0.16		-1.90		-1.30			
- Medium bonus gap	%	n/a	-7.9	-1.8	-5.7	-7.2	-6.3	0.004	-4.100	4.900	n/a	
			-3.33		-6.83		-3.15		-3.30			
6. Employee entering provident fund												
- Male	Person	13,389	13,850	12,715	6,017	12,083	8,662	10,493	9,434	12,659	n/a	
- Female				21,142	7,537	20,216	6,723	17,365	11,865	20,292	n/a	
The company			13,389	47,707		45,853		43,243		54,250		
Percent by total employee	%	85.14	70.61		69.06		66.89		74.04			

GRI Standard	Performance	Unit	2020	2021		2022		2023		2024		
			Makro	Makro	Lotus's	Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER
401-1	7. New hires											
	7.1 By Gender											
	New hires											
	- Male	Person	1,652	2,171	17,303	4,529	13,660	5,119	9,082	5,647	22,219	3,920
	- Female		1,618	2,364	30,632	4,621	22,640	6,096	14,990	5,145	31,605	1,839
	The company		3,270	4,535	47,935	9,150	36,300	11,215	24,072	10,792	53,824	5,759
	Percent by total employee		3,270	52,470		45,450		35,287		70,375		
	Rate of new hires											
	- Male	%	10.50	13.25	33.81	25.05	28.28	21.73	22.10	22.34	54.33	67.68
	- Female		10.29	14.43	59.86	25.56	46.86	25.88	36.48	20.35	77.29	32.32
	by business unit		20.79	27.67	93.67	50.61	75.14	47.61	58.59	42.69	131.62	81.20
	The company		20.79	77.66		68.46		54.59		96.05		
7.2 By level												
Top management												
- Male	Person	5	8	4	5	3	6	3	6	1	1	
- Female			2	4	2	2	8	5	5	1	1	
The company		5	18		12		22		15			
Percent by total employee	%	0.15	0.03		0.03		0.06		0.02			
Middle management												
- Male	Person	10	12	131	97	140	15	85	5	97	44	
- Female			8	153	111	193	9	98	7	115	30	
The company		10	304		541		207		298			
Percent by total employee	%	0.31	0.58		1.19		0.59		0.42			
Junior Management												
- Male	Person	215	66	48	212	74	220	40	74	104	16	
- Female			88	196	292	116	197	68	70	158	4	
The company		215	398		694		525		426			
Percent by total employee	%	6.57	0.76		1.53		1.49		0.61			
Officer												
- Male	Person	3,040	2085	17,120	4,215	13,443	4,878	8,750	2,611	22,017	3,859	
- Female			2266	30,279.00	3,856	22,329	5,882	14,819	3,059	31,331	1,804	
The company		3,040	51,750		43,843		34,329		64,681			
Percent by total employee	%	92.97	98.63		96.46		97.29		91.91			
7.3 By age												
Under 30 years old												
- Male	Person	1,070	1,522	13,496	3,273	11,236	3,329	7,428	4,155	18,884	3,046	
- Female		990	1,493	22,068	2,735	17,391	3,736	11,370	3,327	25,184	1,363	
The company		2,060	38,579		14,509		10,757		55,959			
Percent by total employee	%	63.00	73.53		31.92		30.48		79.52			

GRI Standard	Performance	Unit	2020	2021		2022		2023		2024		
			Makro	Makro	Lotus's	Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER
	30-50 years old											
	- Male	Person	579	641	3,766	1,214	2,391	1,775	1,642	1,481	3,280	840
	- Female		624	867	8,446.00	1,489	5,209	2,348	3,601	1,805	6,337	440
	The company		1,203	13,720		10,303		9,366		14,183		
	Percent by total employee	%	36.79	26.15		22.67		26.54		20.15		
	Over 50 years old											
	- Male	Person	3	8	41	42	33	15	12	11	55	34
	- Female		4	4	118	37	40	12	19	13	84	36
	The company		7	171		152		58		233		
	Percent by total employee	%	0.21	0.33		0.33		0.16		0.33		
	7.4 By race											
	Thailand											
	- Male	Person	3,268	2,160	17,302	4,485	13,660	5,106	8,761	5,339	n/a	0
	- Female			2,364	30,632	4,256	22,640	6,094	14,780	5,027	n/a	0
	The company		3,268	52,458		45,041		34,741		10,366		
	Percent by total employee	%	99.94	99.98		99.10		98.45		14.73		
	Cambodia											
	- Male	Person	n/a	n/a	n/a	0	0	0	171	0	n/a	0
	- Female		n/a	n/a	n/a	0	0	0	107	0	n/a	0
	The company		n/a	n/a	n/a	0		278		0		
	Percent by total employee	%	n/a	n/a	n/a	0		0.79				
	Indian											
	- Male	Person	n/a	n/a	n/a	30	0	3	0	18	n/a	1
	- Female		n/a	n/a	n/a	3	0	0	0	0	n/a	0
	The company		n/a	n/a	n/a	33		3		19		
	Percent by total employee	%	n/a	n/a	n/a	0.08		0.01		0.03		
	Chinese											
	- Male	Person	n/a	n/a	n/a	0	0	2	0	0	n/a	0
	- Female		n/a	n/a	n/a	0	0	1	0	1	n/a	0
	The company		n/a	n/a	n/a	0		3		1		
	Percent by total employee	%	n/a	n/a	n/a	0		0.01		0.00		
	Myanmar											
	- Male	Person	n/a	n/a	n/a	0	0	0	150	157	n/a	0
	- Female		n/a	n/a	n/a	0	0	0	103	87	n/a	0
	The company		n/a	n/a	n/a	0		253		244		
	Percent by total employee	%	n/a	n/a	n/a	0		0.72		0.35		
	Malaysian											
	- Male	Person	n/a	n/a	n/a	0	0	0	0	0	n/a	1,629
	- Female		n/a	n/a	n/a	0	0	0	0	0	n/a	837
	The company		n/a	n/a	n/a	0		0		2,466		
	Percent by total employee	%	n/a	n/a	n/a	0		0		4		

GRI Standard	Performance	Unit	2020	2021		2022		2023		2024		
			Makro	Makro	Lotus's	Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER
	Other											
	- Male	Person	n/a	11	1	14	0	8	0	133	n/a	125
	- Female		n/a	0	0	2	0	1	0	30	n/a	1
	The company		n/a	12		16		9		289		
	Percent by total employee	%	n/a	0.02		0.04		0.03		0.41		
	7.5 By physical characteristics											
	Total nuber of employee with disability											
	- Male	Person	11	13	104	12	133	1	0	5	0	0
	- Female		11	13	94	13	112	3	0	1	0	0
	The company		22	224		270		4		6		
	Percent by total employee	%	0.14	0.33		0.41		0.01		0.01		
	8. Average hiring cost											
	- Male	Baht per employee equivalent	1,680.00	2,681.00	868.66	4,095.00	1,310.07	2,570.26	783.34	2,506.00	584.40	3,377.56
	- Female											
	The company		1,680.00	2,681.00	868.66	4,095.00	1,310.07	2,570.26	783.34	2,506.00	584.40	3,377.56
	Percent by total employee		1,680.00	1,774.83		2,702.53		1,676.80		2,155.99		
401-1	9. Filled by internal hires											
	Total number of open job positions filled by internal candidates											
	- Male	Person	993	1,095	9,594	1,820	10,320	2,548	8,888	2,218	13,063	n/a
	- Female			1,393	17,019	2,143	17,851	3,342	15,215	2,807	22,566	n/a
	by business unit		993	2,488	26,613	3,963	28,171	5,890	24,103	5,025	35,629	n/a
	The company		993	29,101		32,134		29,993		40,654		
	Percent by total open positions	%	6.31	43.07		48.40		46.40		55.49		
	Total number of total open job positions (both internal and external candidates)											
	by business unit	Position	n/a	7,153	74,548	12,753	64,471	17,000	50,446	15,817	89,742	n/a
	The company		n/a	81,701		77,224		67,446		105,559		
	9.1 By level											
	Top management											
	- Male	Person	n/a	4	29	8	6	4	47	6	5	n/a
	- Female		n/a	3	12	15	3	8	39	9	6	n/a
	The company		n/a	48		32		98		26		
	Percent by total open positions	%	n/a	0.06		0.04		0.15		0.02		
Middle management												
- Male	Person	n/a	11	223	149	162	30	281	17	144	n/a	
- Female		n/a	17	333	187	239	38	441	49	248	n/a	
The company		n/a	584		737		790		458			
Percent by total open positions	%	n/a	0.71		0.95		1.17		0.43			
Junior Management												
- Male	Person	n/a	83	923	331	1,057	260	1,112	97	839	n/a	
- Female		n/a	113	1,841	483	2,099	355	2,315	131	1,941	n/a	
The company		n/a	2,960		3,970		4,042		3,008			
Percent by total open positions	%	n/a	3.62		5.14		5.99		2.85			

GRI Standard	Performance	Unit	2020	2021		2022		2023		2024		
			Makro	Makro	Lotus's	Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER
	Officer											
	- Male	Person	n/a	997	8,419	1,332	9,095	2,254	7,448	2,098	12,075	n/a
	- Female		n/a	1260	14,833	1,458	15,510	2,941	12,420	2,618	20,371	n/a
	The company		n/a	25,509		27,395		25,063		37,162		
	Percent by total open positions	%	n/a	31.22		35.47		37.16		35.20		
	9.2 By age											
	Under 30 years old											
	- Male	Person	n/a	480	5,731	755	7,110	1,053	5,516	1,005	9,412	n/a
	- Female		n/a	590	9,204	830	11,040	1,355	8,425	1,126	14,065	n/a
	The company		n/a	16,005		19,735		16,349		25,608		
	Percent by total open positions	%	n/a	19.59		25.56		24.24		24.26		
	30-50 years old											
	- Male	Person	n/a	599	3,724	1,019	3,148	1,451	3,244	1,164	3,529	n/a
	- Female		n/a	774	7,604.00	1,263	6,677	1,911	6,580	1,616	8,285	n/a
	The company		n/a	12,701		12,107		13,186		14,594		
	Percent by total open positions	%	n/a	15.55		15.68		19.55		13.83		
	Over 50 years old											
	- Male	Person	n/a	16	139	46	62	44	128	49	122	n/a
	- Female		n/a	29	211	50	134	76	210	65	216	n/a
	The company		n/a	395		292		458		452		
	Percent by total open positions	%	n/a	0.48		0.38		0.68		0.43		
	9.3 By race											
	Thailand											
	- Male	Person	n/a	1,067	9,594	1,815	10,320	2,543	8,882	2,203	n/a	n/a
	- Female		n/a	1,330	17,019	2,143	17,851	3,338	15,211	2,804	n/a	n/a
	The company		n/a	29,010		32,129		29,974		5,007		
	Percent by total open positions	%	n/a	35.51		41.60		44.44		4.74		
	Cambodia											
	- Male	Person	n/a	0	0	0	0	0	2	0	n/a	n/a
	- Female		n/a	0	0	0	0	0	0	0	n/a	n/a
	The company		n/a	0		0		2		0		
	Percent by total open positions	%	n/a	0.00		0.00		0.00		0.00		
	Indian											
	- Male	Person	n/a	0	0	3	0	1	0	2	n/a	n/a
	- Female		n/a	0	0	0	0	2	0	0	n/a	n/a
	The company		n/a	0		3		3		2		
	Percent by total open positions	%	n/a	0.00		0.00		0.00		0.00		
	Chinese											
	- Male	Person	n/a	0	0	0	0	1	0	1	n/a	n/a
	- Female		n/a	0	0	0	0	1	0	0	n/a	n/a
	The company		n/a	0		0		2		1		
	Percent by total open positions	%	n/a	0.00		0.00		0.00		0.00		

GRI Standard	Performance	Unit	2020	2021		2022		2023		2024		
			Makro	Makro	Lotus's	Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER
	Myanmar											
	- Male	Person	n/a	0	0	0	0	0	4	0	n/a	n/a
	- Female		n/a	0	0	0	0	0	4	0	n/a	n/a
	The company		n/a	0		0		8		0		
	Percent by total open positions	%	n/a	0.00		0.00		0.01		0.00		
	Malaysian											
	- Male	Person	n/a	0	0	0	0	0	0	0	n/a	n/a
	- Female		n/a	0	0	0	0	0	0	0	n/a	n/a
	The company		n/a	0		0		0		0		
	Percent by total open positions	%	n/a	0.00		0.00		0.00		0.00		
	Other											
	- Male	Person	n/a	0	0	2	0	3	0	2	n/a	n/a
	- Female		n/a	0	0	0	0	1	0	12	n/a	n/a
	The company		n/a	0		2		4		14		
	Percent by total open positions	%	n/a	0.00		0.01		0.01		0.01		
	10. Turnover											
	Total number of turnover (Both voluntary and involuntary turnover)											
	- Male	Person	1334	1,315	14,960	7,407	15,658	2,702	8,888	3,452	10,880	1,531
	- Female		1297	1,357	25,799	6,202	26,547	3,412	15,215	3,902	17,098	917
	by business unit		2,631	2,672	40,759	13,609	42,205	6,114	24,103	7,354	27,978	2,448
	The company		2,631	43,431		55,814		30,217		37,780		
	Rate of turnover											
	- Male	%	8.48	8.02	22.62	24.14	24.48	20.44	34.77	23.41%	22%	32.60%
	- Female		8.25	8.28	33.52	21.04	35.46	20.83	37.66	21.81%	34%	28.62%
	by business unit		16.73	16.31	56.14	45.17	59.96	20.66%	36.97%	22.53%	40.62%	25.66%
	The company		16.73	38.94%		43.81%		31.88%		34.02%		
	10.1 By level											
	Top management											
	- Male	Person	n/a	1	3	8	8	0	9	1	6	3
	- Female		n/a	2	1	7	9	0	7	2	6	0
	The company		n/a	7		32		16		18		
	Percent by total number of turnover	%	7.84	0.01%		0.04%		0.02%		0.05		
	Middle management											
	- Male	Person	n/a	11	120	84	173	13	159	33	151	35
	- Female		n/a	7	160.00	120	222	16	206	15	185	46
	The company		n/a	298		599		394		465		
	Percent by total number of turnover	%	5.88	0.44%		0.83%		0.61%		1.23		
	Junior Management											
	- Male	Person	n/a	63	205	189	399	139	358	133	311	33
	- Female		n/a	52	425	193	735	161	636	120	636	25
	The company		n/a	745		1,516		1,294		1,258		
	Percent by total number of turnover	%	12.56	1.08%		2.07%		1.96%		3.33		

GRI Standard	Performance	Unit	2020	2021		2022		2023		2024		
			Makro	Makro	Lotus's	Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER
	Officer											
	- Male	Person	n/a	1240	14,632	7,126	15,078	2,550	12,481	3,285	10,412	1,460
	- Female		n/a	1296	25,213	5,882	25,581	3,235	20,397	3,765	16,271	846
	The company		n/a	42,381		53,667		38,663		36,039		
	Percent by total number of turnover	%	17.30	38.36%		42.85%		37.42%		95.39		
	10.2 By age											
	Under 30 years old											
	- Male	Person	745	739	11,992	5,281	12,250	1,553	9,850	2,044	8,575	1,258
	- Female		671	715	19,622	3,803	19,509	1,852	15,159	2,167	12,316	660
	The company		1,416	33,068		40,843		28,414		27,020		
	Percent by total number of turnover	%	8.08%	32.69%		36.33%		30.53%		71.52		
	30-50 years old											
	- Male	Person	569	555	2,913	2,026	3,337	1,120	3,087	1,356	2,217	249
	- Female		609	626	6,084	2,302	6,950	1,505	5,991	1,669	4,676	228
	The company		1,178	10,178		14,615		11,703		10,395		
	Percent by total number of turnover	%	6.81%	13.00%		16.95%		15.33%		27.51		
	Over 50 years old											
	- Male	Person	20	21	55	100	71	29	70	52	88	24
	- Female		17	16	93	97	88	55	96	66	106	29
	The company		37	185		356		250		365		
	Percent by total number of turnover	%	0.23%	0.27%		0.49%		0.39%		0.97		
	10.3 By race											
	Thailand											
	- Male	Person	n/a	1,314	14,960	7,398	15,658	2,699	12,747	3,447	10,878	0
	- Female		n/a	1,357	25,799	6,201	26,547	3,411	21,089	3,902	17,097	0
	The company		n/a	43,430		55,804		39,946		35,325		
	Percent by total number of turnover	%	14.96	100.00		99.98		132.20		93.50		
	Cambodia											
	- Male	Person	n/a	0	0	0	0	0	103	0	1	0
	- Female		n/a	0	0	0	0	0	73	0	1	0
	The company		n/a	0		0		176		2		
	Percent by total number of turnover	Percent	n/a	0		0		0.58		0.00		
	Indian											
	- Male	Person	n/a	0	0	3	0	0	0	2	0	8
	- Female		n/a	0	0	0	0	1	0	0	0	9
	The company		n/a	0		3		1		19		
	Percent by total number of turnover	Percent	n/a	0		0.01		0.00		0.05		
	Chinese											
	- Male	Person	n/a	0	0	0	0	1	0	0	0	2
	- Female		n/a	0	0	0	0	0	0	0	0	2
	The company		n/a	0		0		1		4		
	Percent by total number of turnover	Percent	n/a	0		0		0		0.01		

GRI Standard	Performance	Unit	2020	2021		2022		2023		2024		
			Makro	Makro	Lotus's	Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER
	Myanmar											
	- Male	Person	n/a	0	0	0	0	0	156	0	1	0
	- Female		n/a	0	0	0	0	0	84	0	0	0
	The company		n/a	0		0		240		1		
	Percent by total number of turnover	Percent	n/a	0		0		0.79		0.00		
	Malaysian											
	- Male	Person	n/a	0	0	0	0	0	0	0	0	1,520
	- Female		n/a	0	0	0	0	0	0	0	0	905
	The company		n/a	0		0		0		2,425		
	Percent by total number of turnover	Percent	n/a	0		0		0		6.42		
	Australian											
	- Male	Person	n/a	0	0	0	0	0	0	0	0	0
	- Female		n/a	0	0	0	0	0	0	0	0	0
	The company		n/a	0		0		0		0		
	Percent by total number of turnover	Percent	n/a	0		0		0		0		
	Korean											
	- Male	Person	n/a	0	0	0	0	0	0	0	0	0
	- Female		n/a	0	0	0	0	0	0	0	0	0
	The company		n/a	0		0		0		0		
	Percent by total number of turnover	Percent	n/a	0		0		0		0		
	Other											
	- Male	Person	n/a	1	0	6	0	2	1	3	0	1
	- Female		n/a	0	0	1	0	0	1	0	0	1
	The company		n/a	1		7		4		5		
	Percent by total number of turnover	Percent	9.09	0.00		0.01		0.01		0.01		
11. Employees with a new job after leaving the Company												
Employees with a new job less than 1 year after leaving company												
- Male	Person	n/a	1,214	12,689	5,226	11,554	2,663	n/a	n/a	n/a	n/a	
- Female		n/a	1,283	22,109	4,555	20,274	3,363	n/a	n/a	n/a	n/a	
by business unit		n/a	2,497	34,798	9,781	31,828	6,026	n/a	n/a	n/a	n/a	
The company		n/a	37,295		41,609		6,026		n/a			
Percent by total number of turnover	%	n/a	85.87		74.55		n/a		n/a			
12. Voluntary Turnover												
Number of cumulative voluntary turnover												
- Male	Person	n/a	1,214	12,689	5,226	11,554	2,455	6,221	3,039	5,324	1,531	
- Female		n/a	1,283	22,109	4,555	20,274	3,163	10,784	3,539	8,919	917	
by business unit		n/a	2,497	34,798	9,781.00	31,828.00	5,618	17,005	6,578	16,691	2,448	
The company		n/a	37,295		41,609		22,623		25,717			
Voluntary turnover rate	%	14.96	35.39%		36.76%		25.92%		25.98%			

GRI Standard	Performance	Unit	2020	2021		2022		2023		2024			
			Makro	Makro	Lotus's	Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER	
	12.1 By level												
	Top management												
	- Male	Person	n/a	0	3	6	6	0	5	1	1	n/a	
	- Female		n/a	2	1	7	9	0	4	2	1	n/a	
	The company		n/a	6		28		9		5			
	Percent by total number of voluntary turnover	%	3.92	0.01		0.05		0.03		0.01			
	Middle management												
	- Male	Person	n/a	9	111	77	160	13	99	28	82	n/a	
	- Female		n/a	6	156	103	212	16	139	12	105	n/a	
	The company		n/a	282		552		267		227			
	Percent by total number of voluntary turnover	%	5.88	0.41%		0.77%		0.41%		0.60			
	Junior Management												
	- Male	Person	n/a	57	184	181	334	136	238	123	214	n/a	
	- Female		n/a	50	371	186	626	160	421	108	425	n/a	
	The company		n/a	662		1,327		955		870			
	Percent by total number of voluntary turnover	%	12.06	0.96%		1.82%		1.46%		2.30			
	Officer												
	- Male	Person	n/a	1,148	12,391	4,962	11,054	2,306	5,879	2,887	5,027	n/a	
	- Female		n/a	1,225	21,518	4,259	19,427	2,987	10,220	3,417	8,388	n/a	
	The company		n/a	36,282		39,702		21,392		19,719			
	Percent by total number of voluntary turnover	%	15.39	34.76%		35.67%		24.86%		52.19			
		12.2 By age											
		Under 30 years old											
		- Male	Person	n/a	694	10,165	3,688	9,020	1,424	4,637	1,821	4,083	n/a
		- Female		n/a	682	16,843	2,728	14,887	1,707	7,745	2,006	6,198	n/a
		The company		n/a	28,384		30,323		15,513		14,108		
Percent by total number of voluntary turnover		%	22.72	29.42%		29.75%		19.35%		37.34			
30-50 years old													
- Male		Person	n/a	511	2,481	1,458	2,474	1,002	1,569	1,185	1,220	n/a	
- Female			n/a	595	5,181	1,746	5,313	1,401	3,009	1,498	2,688	n/a	
The company			n/a	8,768		10,991		6,981		6,591			
Percent by total number of voluntary turnover		%	11.05	11.41%		13.31%		9.75%		17.45			
Over 50 years old													
- Male		Person	n/a	9	43	80	60	29	15	33	21	n/a	
- Female			n/a	6	85	81	74	55	30	35	33	n/a	
The company			n/a	143		295		129		122			
Percent by total number of voluntary turnover		%	3.74	0.21%		0.41%		0.20%		0.32			
12.3 By race													
Thailand													
- Male		Person	n/a	1,213	12,689	5,217	11,554	2,452	6,221	3,034	5,322	0	
- Female			n/a	1,283	22,109	4,554	20,274	3,162	10,784	3,539	8,918	0	
The company			n/a	37,294		41,599		22,619		20,814			
Percent by total number of voluntary turnover		Percent	14.96	100.00		99.98		99.98		80.93			

GRI Standard	Performance	Unit	2020	2021		2022		2023		2024		
			Makro	Makro	Lotus's	Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER
	Cambodian											
	- Male	Person	n/a	0	0	0	0	0	0	0	1	0
	- Female		n/a	0	0	0	0	0	0	0	1	0
	The company		n/a	0	0	0	0	2				
	Percent by total number of voluntary turnover	Percent	n/a	0	0	0	0					
	Indian											
	- Male	Person	n/a	0	0	3	0	0	0	2	0	8
	- Female		n/a	0	0	0	0	1	0	0	0	9
	The company		n/a	0	3	1	19					
	Percent by total number of voluntary turnover	Percent	n/a	0	0.01	0.00	0.07					
	Chinese											
	- Male	Person	n/a	0	0	0	0	1	0	0	0	2
	- Female		n/a	0	0	0	0	0	0	0	0	2
	The company		n/a	0	0	1	4					
	Percent by total number of voluntary turnover	Percent	n/a	0	0	0	0					
	Myanmar											
	- Male	Person	n/a	0	0	0	0	0	0	0	1	0
	- Female		n/a	0	0	0	0	0	0	0	0	0
	The company		n/a	0	0	0	1					
	Percent by total number of voluntary turnover	Percent	n/a	0	0	0	0					
	Malaysian											
	- Male	Person	n/a	0	0	0	0	0	0	0	0	1,520
	- Female		n/a	0	0	0	0	0	0	0	0	905
	The company		n/a	0	0	0	2,425					
	Percent by total number of voluntary turnover	Percent	n/a	0	0	0	9.43					
	Australian											
	- Male	Person	n/a	0	0	0	0	0	0	0	0	0
	- Female		n/a	0	0	0	0	0	0	0	0	0
	The company		n/a	0	0	0	0					
	Percent by total number of voluntary turnover	Percent	n/a	0	0	0	0					
	Korean											
	- Male	Person	n/a	0	0	0	0	0	0	0	0	0
	- Female		n/a	0	0	0	0	0	0	0	0	0
	The company		n/a	0	0	0	0					
	Percent by total number of voluntary turnover	Percent	n/a	0	0	0	0					
	Other											
	- Male	Person	n/a	1	0	6	0	2	0	3	0	1
	- Female		n/a	0	0	1	0	0	0	0	0	1
	The company		n/a	1	7	2	5					
	Percent by total number of voluntary turnover	Percent	9.09	0.00	0.02	0.01	0.02					

GRI Standard	Performance	Unit	2020	2021		2022		2023		2024		
			Makro	Makro	Lotus's	Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER
	13. Parental leave of employee											
	Number of employees taking parental leave in the reporting year											
	- Male	Person	n/a	0	556	0	571	0	398	0	350	n/a
	- Female		n/a	373	1,420	223	1,601	304	1,328	300	1,068	n/a
	by business unit		n/a	373	1,976	223	2,172	304	1,726	300	1,418	n/a
	The company		n/a	2,349		2,395		2,030		1,718		
	Percent by total employee		%	n/a	3.48		3.61		3.14		6.80	
	Number of employees who returned to work after parental leave ended in the reporting year											
	- Male	Person	n/a	0	518	0.00	565	0	398	0	350	n/a
	- Female		n/a	351	1,321	223	1,478	304	1,246	300	1,024	n/a
	by business unit		n/a	351	1,839	223	2,043	304	1,644	300	1,374	n/a
	The company		n/a	2,190		2,266		1,948		1,674		
	Percent by total employee		%	n/a	93.23		94.61		95.96		97.44	
	Number of employees who returned to work after parental leave											
	- Male	Person	n/a	0	n/a	0	413	0	261	0	286	n/a
	- Female		n/a	334	n/a	223	1,041	304	795	300	837	n/a
	by business unit		n/a	334	n/a	223	1,454	304	1,056	300	1,123	n/a
	The company		n/a	334		1,677		1,360		1,423		
	Percent by total employee		%	n/a	14.22		70.02		67.00		82.83	
-	14. Human capital ROI (published finance statement)											
Net profit												
by business unit	millionon Baht	n/a	6,576	397	7,074	623	5,975	2,665				
The company		n/a	6,973		7,697		8,640		10,837			
ROI per training investment												
by business unit	Ratio	n/a	100.92	5.48	86.64	2.23	147.12	95.97				
The company		n/a	39.88		27.83		111.26		164.66			
ROI per O2O training investment												
by business unit	Ratio	n/a	10.42	0.49	10.48	0.42	24.03	54.27				
The company		n/a	5.45		5.45		39.15		60.00			
404-1	15. Employee Training and Development											
Average hours of training for all employees												
- Male	Hour/ person/ year	14.03	13.16	34.96	34.17	30.00	69.75	25.71	27.35	18.12	158.41	
- Female		14.60	16.34	37.69	32.66	32.00	64.36	29.38	22.57	22.47	216.44	
by business unit		14.32	14.75	36.32	33.42	31.00	67.06	27.55	24.71	20.75	182.93	
The company		14.32	25.54		32.21		47.30		76.13			
15.1 By level												
Top management												
- Male	Hour/ person/ year	60.59	98.52	21.00	52.00	27.00	92.14	23.91	55.35	33.18	163.00	
- Female		114.21	167.79	20.00	59.00	35.00	112.71	23.90	63.07	36.52		
The company		87.40	76.83		43.25		63.17		70.23			

GRI Standard	Performance	Unit	2020	2021		2022		2023		2024		
			Makro	Makro	Lotus's	Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER
	Middle management											
	- Male	Hour/ person/ year	45.41	37.55	88.00	40.00	25.00	38.36	23.76	47.05	26.24	n/a
	- Female		56.97	19.69	96.00	37.00	29.00	51.92	26.38	56.67	33.36	n/a
	The company		51.19	60.31		32.75		35.11		40.83		
	Junior Management											
	- Male	Hour/ person/ year	31.77	30.85	71.00	119.33	47.00	84.04	41.27	52.04	56.90	359.01
	- Female		35.47	34.95	79.00	119.12	49.00	58.69	48.91	45.30	71.60	
	The company		33.62	53.95		83.61		58.23		116.97		
	Officer											
	- Male	Hour/ person/ year	13.00	9.37	46.00	23.00	80.00	69.75	24.48	26.13	14.96	n/a
	- Female		13.21	12.15	52.00	20.00	62.00	64.36	27.37	21.18	17.32	n/a
	The company		13.11	29.88		46.25		46.49		19.90		
15.2 By age												
Under 30 years old												
- Male	Hour/ person/ year	n/a	10.88	33.00	43.63	32.00	83.95	27.09	24.31	16.13	n/a	
- Female		n/a	15.14	34.00	46.24	33.00	84.64	29.65	19.54	18.48	n/a	
The company		n/a	23.26		38.72		56.33		19.62			
30-50 years old												
- Male	Hour/ person/ year	n/a	14.22	39.00	28.00	24.00	59.03	24.41	29.36	21.49	n/a	
- Female		n/a	16.64	43.00	26.00	27.00	51.98	29.53	24.01	27.57	n/a	
The company		n/a	28.21		26.25		41.24		25.61			
Over 50 years old												
- Male	Hour/ person/ year	n/a	21.93	40.00	36.27	26.00	29.31	18.27	35.68	17.01	n/a	
- Female		n/a	21.57	47.00	34.36	28.00	28.65	1.01	30.02	22.48	n/a	
The company		n/a	32.62		31.16		19.31		26.30			
15.3 By race												
Thailand												
- Male	Hour/ person/ year	n/a	13.09	35.00	34.22	30.12	69.71	26.78	26.30	n/a	0.00	
- Female		n/a	16.34	38.00	32.66	31.96	64.34	29.86	21.21	n/a	120.00	
The company		n/a	25.61		32.24		47.67		41.88			
Cambodian												
- Male	Hour/ person/ year	n/a	0.00	0.00	0.00	0.00	0.00	2.69	0.00	n/a	0.00	
- Female		n/a	0.00	0.00	0.00	0.00	0.00	2.39	0.00	n/a	0.00	
The company		n/a	0.00		0.00		2.54		0.00			
Indian												
- Male	Hour/ person/ year	n/a	0.00	0.00	4.13	0.00	2.73	0.00	0.05	n/a	0.00	
- Female		n/a	0.00	0.00	9.00	0.00	0.50	0.00	0.00	n/a	0.00	
The company		n/a	0.00		3.28		1.62		0.01			
Chinese												
- Male	Hour/ person/ year	n/a	0.00	0.00	0.00	0.00	13.50	0.00	0.23	n/a	0.00	
- Female		n/a	0.00	0.00	0.00	0.00	9.00	0.00	0.24	n/a	120.00	
The company		n/a	0.00		0.00		11.25		30.12			

GRI Standard	Performance	Unit	2020	2021		2022		2023		2024		
			Makro	Makro	Lotus's	Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER
	Myanmar											
	- Male	Hour/ person/ year	n/a	0.00	0.00	0.00	0.00	3.00	0.94	0.09	n/a	0.00
	- Female		n/a	0.00	0.00	0.00	0.00	3.00	1.18	3.70	n/a	0.00
	The company		n/a	0.00		0.00		2.03		0.95		
	Malaysian											
	- Male	Hour/ person/ year	n/a	0.00	0.00	0.00	0.00	0.00	0.00	0.00	n/a	398.20
	- Female		n/a	0.00	0.00	0.00	0.00	0.00	0.00	0.00	n/a	775.00
	The company		n/a	0.00		0.00		0.00		293.30		
	Lao											
	- Male	Hour/ person/ year	n/a	0.00	0.00	0.00	0.00	96.04	0.00	5.16	n/a	0.00
	- Female		n/a	0.00	0.00	0.00	0.00	96.00	0.00	4.70	n/a	0.00
	The company		n/a	0.00		0.00		96.02		2.46		
	Australian											
	- Male	Hour/ person/ year	n/a	0.00	0.00	68.50	0.00	58.50	0.00	54.12	n/a	0.00
	- Female		n/a	0.00	0.00	3.50	0.00	3.00	0.00	0.00	n/a	0.00
	The company		n/a	0.00		18.00		30.75		13.53		
	Korean											
	- Male	Hour/ person/ year	n/a	0.00	0.00	9.00	0.00	9.00	0.00	4.24	n/a	0.00
	- Female		n/a	0.00	0.00	0.00	0.00	9.00	0.00	0.23	n/a	0.00
	The company		n/a	0.00		2.25		9.00		1.12		
	Other											
	- Male	Hour/ person/ year	n/a	36.12	7.00	21.35	53.00	80.31	49.33	269.78	n/a	0.00
	- Female		n/a	54.00	7.00	72.00	25.00	88.96	15.25	280.44	n/a	0.00
	The company		n/a	26.03		42.84		58.46		137.56		
	15.4 By Function											
	Operation											
	- Male	Hour/ person/ year	n/a	12.00	59.00	24.06	32.00	74.13	29.30	29.17	11.96	155.25
	- Female		n/a	15.00	20.00	22.04	34.00	69.11	32.29	23.40	14.16	158.72
	by business unit		n/a	13.50	39.50	23.05	33.00	71.62	30.80	26.00	13.36	156.62
	The company		n/a	26.50		28.03		51.21		65.40		
	Distribution and logistic											
	- Male	Hour/ person/ year	n/a	8.00	1.00	12.95	4.00	2.84	3.53	6.18	19.95	81.58
	- Female		n/a	6.00	0.00	11.15	3.00	3.33	2.57	7.93	24.09	182.89
	by business unit		n/a	7.00	0.50	12.05	3.50	3.09	3.05	7.07	22.45	104.80
	The company		n/a	3.75		7.78		3.07		50.77		
	Head office											
	- Male	Hour/ person/ year	n/a	38.00	2.00	188.23	15.00	19.90	16.04	17.03	3.41	389.51
	- Female		n/a	35.00	1.00	146.18	16.00	21.71	16.94	20.32	3.44	167.30
	by business unit		n/a	36.50	1.50	167.21	15.50	20.81	16.49	18.95	3.43	254.37
	The company		n/a	19.00		91.35		18.65		97.53		

GRI Standard	Performance	Unit	2020	2021		2022		2023		2024			
			Makro	Makro	Lotus's	Makro	Lotus's	Makro	Lotus's	Makro-TH	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	
	- Female							0.93	0.55	0.58	1.11	n/a	
	by business unit							0.83	0.48	0.50	0.96	n/a	
	The company							0.65		0.72			
	Compliance training												
	- Male	Hour/ person/ year						8.90	1.25	15.23	1.41	n/a	
	- Female							6.54	1.27	10.80	1.56	n/a	
	by business unit							7.72	1.26	12.80	1.50	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
		- Female							0.02	0.72	0.008	1.77	n/a
		by business unit							0.02	0.71	0.007	2.00	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	
- Female								1.45	4.74	2.35	1.67	n/a	
by business unit								2.38	5.47	2.89	1.42	n/a	
The company								3.93		2.16			
Other													
- Male		Hour/ person/ year						56.81	17.17	8.15	12.56	n/a	
- Female								55.43	22.10	8.83	16.37	n/a	
by business unit								56.12	19.64	8.52	14.83	n/a	
The company								37.88		11.54			
16. Employee Training and Development Cost													
Average training costs per employee equivalent													
- Male		Baht per employee equivalent	n/a	3,086.11	1,146	3,466.36	4,407.00	1,589.03	610.05	1,351.59	234.21	n/a	
- Female			n/a	4,540.33	1,246	3,468.18	3,573.00	1,835.57	727.75	1,586.42	351.41	n/a	
by business unit			2,366.41	3,813.22	1,196.29	3,467.27	3,990.00	1,712.30	668.90	1,481.53	304.15	n/a	
The company			2,366.41	2,504.76		3,728.64		1,190.60		892.84			
16.1 By level													
Top management													
- Male		Baht per employee equivalent	n/a	121908.87	2950.00	450787.00	225736.00	174484.85	53483.43	105701.56	215.71	n/a	
- Female			n/a	147592.27	2468.00	510875.00	314481.00	266066.72	20722.96	148266.16	6139.52	n/a	
The company			n/a	68729.78		375469.75		128689.49		65080.74			
Middle management													
- Male	Baht per employee equivalent	n/a	69744.52	7265.00	26281.00	11078.00	26311.41	4710.38	15127.94	977.75	n/a		
- Female		n/a	72319.92	7484.00	19755.00	13651.00	39543.48	5458.64	16487.22	1984.18	n/a		
The company		n/a	39203.36		17691.25		19005.98		8644.27				

GRI Standard	Performance	Unit	2020	2021		2022		2023		2024		
			Makro	Makro	Lotus's	Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER
	Junior management											
	- Male	Baht per employee equivalent	n/a	12622.69	3378.00	17340.10	1312.00	5714.74	1825.06	5427.19	895.54	n/a
	- Female		n/a	18703.17	3875.00	17055.20	1108.00	8475.39	2108.15	6462.38	1170.00	n/a
	The company		n/a	9644.71		9203.82		4530.84		3488.78		
	Officer											
	- Male	Baht per employee equivalent	n/a	799.28	2153.00	1140.00	132507.00	789.34	662.97	767.29	154.35	n/a
	- Female		n/a	1073.79	2578.00	724.00	87297.00	590.60	1124.86	778.67	192.40	n/a
	The company		n/a	1651.02		55417.00		791.94		473.18		
	16.2 By age											
	Under 30 years old											
	- Male	Baht per employee equivalent	n/a	5530.01	758.74	5540.53	5883.00	678.00	338.71	773.41	147.31	n/a
	- Female		n/a	10321.85	881.02	6237.99	5427.00	636.00	402.06	809.10	161.84	n/a
	The company		n/a	4372.91		5772.13		513.69		472.92		
	30-50 years old											
	- Male	Baht per employee equivalent	n/a	1355.30	1780.18	3497.00	2768.00	2000.00	453.27	1618.92	360.72	n/a
	- Female		n/a	1502.91	1806.04	3200.00	3003.00	2238.00	444.23	1792.56	583.31	n/a
	The company		n/a	1611.11		3117.00		1283.88		1088.88		
	Over 50 years old											
	- Male	Baht per employee equivalent	n/a	4727.36	1784.21	7419.81	2538.00	9330.00	1685.21	4468.58	429.70	n/a
	- Female		n/a	5539.66	1688.84	10962.51	2247.00	9636.00	1973.70	5654.60	501.32	n/a
	The company		n/a	3435.02		5791.83		5656.23		2763.55		
	17.Employee training and development in Sustainability											
	Employee trained and developed in Sustainability											
	- Male	Person	n/a	674.00	2,038	6,816	16,196	7,214	32,954	43	45,922	n/a
	- Female		n/a	1,194	4,170	9,121	24,295	8,872		54		n/a
	by business unit		n/a	1,868	6,208	15,937	40,491	16,086	32,954	97	45,922	
	The company		n/a	8,076		56,428		49,040		46,019		
	Percent by total employee	%	n/a	11.95		84.99		75.86		71.19		
	Employee engaged in corporate shared value program(s)											
	- Male	Person	n/a	2,930	0	5,100	0	8,700	4,909	8,700	7,493	2,675
	- Female		n/a									1,784
	by business unit		n/a	2,930	0	5,100	0	8,700	4909	8,700	7,493	4,459
	The company		n/a	2,930		5,100		13,609		20,652		
	Percent by total employee	%	n/a	4.34		7.68		21.05		31.95		
	Employee engaged in initiatives/ leadership development programs											
	- Male	Person	n/a	557	5,886	734	2,716	618	n/a	80	0	78
	- Female		n/a	877	11,396	1,112	2,223	927	n/a	161	0	52
	by business unit		n/a	1,434	17,282	1,846	4,939	1,545	0	241	0	130
	The company		n/a	18,716		6,785		1,545		742		
	Percent by total employee	%	n/a	27.70		10.04		2.39		1.15		

GRI Standard	Performance	Unit	2020	2021		2022		2023		2024			
			Makro	Makro	Lotus's	Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER	
	Employee trained the governance and other related topics												
	- Male	Person	n/a	n/a	n/a	7,348	n/a	9,877	n/a	10,937	n/a	n/a	
	- Female		n/a	n/a	n/a	8,661	n/a	9,812	n/a	13,526	n/a	n/a	
	by business unit		n/a	n/a	n/a	16,009	n/a	19,689	n/a	24,463	n/a	n/a	
	The company		n/a	n/a	n/a	16,009		19,689		24,463			
	Percent by total employee		%	n/a	n/a	n/a	23.69		30.46		37.84		
	Number of hours volunteered by employees												
	- Male	Hour	n/a	4,358	0	5,080	0	74,081	17,384	34,407	38,432	n/a	
	- Female		n/a									n/a	
	by business unit		n/a	4,358	0	5,080	0	74,081	17,384	34,407	38,432	n/a	
	The company		n/a	4,358		5,080		91,465		72,839			
	-		18. Employee Engagement Score										
	Employee engagement result												
	- Male	%	82.70	85.00	92.00	84.00	91.00	82.00	90.00	83.00	91.00	n/a	
	- Female		82.70	84.00		82.00	92.00	81.00	92.00	81.40	90.80	n/a	
by business unit	n/a		84.50	92.00	83.00	91.50	81.50	91.00	82.20	90.80	n/a		
The company	n/a		87.00		87.25		86.25		86.53				
Employee engagement target	80.00		>80		>80		>80		>80				
Total number of employee engagement survey participants													
- Male	Person	15,726	7,291	19,275	8,027	18,488	12,190	15,772	10,460	14,420	n/a		
- Female			9,096	31,901	10,054	29,823	13,920	25,418	12,983	22,386	n/a		
by business unit			16,387	51,176	18,081	48,311	26,110	41,190	23,443	36,806	n/a		
The company			67,563		66,392		67,300		60,249				
Percent by total employee	%	100	100		100		100		100				
Total number of disable employee engagement survey participants													
- Male	Person	n/a	13	104	12	97	12	0	n/a	n/a	n/a		
- Female			n/a	13	94	13	88	13	0	n/a	n/a	n/a	
by business unit			n/a	26	198	25	185	25	0	n/a	n/a	n/a	
The company			n/a	224		210		25		n/a			
Percent by total employee	%	n/a	0.33		0.32		0.04		n/a				
18.1 Total number of employee survey participants by level													
Top management													
- Male	Person	n/a	26	57	16	58	99	40	20	30	n/a		
- Female		n/a	36	33	20	28	99	31	37	33	n/a		
Percent by total employee	%	n/a	0.22		0.18		0.42		0.20				
Middle management													
- Male	Person	n/a	90	821	429	812	494	590	112	103	n/a		
- Female		n/a	108	1,115	574	1,154	593	821	139	150	n/a		
Percent by total employee	%	n/a	3.16		4.47		3.86		0.84				

GRI Standard	Performance	Unit	2020	2021		2022		2023		2024		
			Makro	Makro	Lotus's	Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER
	Junior management											
	- Male	Person	n/a	597	1,348	1,084	1382	2,781	1133	3040	2,139	n/a
	- Female		n/a	853	2,400	1,450	2,522	4,088	2,239	4,136	3,901	n/a
	Percent by total employee	%	n/a	7.69		9.70		15.84		21.94		
	Officer											
	- Male	Person	n/a	6,578	17,049	6,498	16,236	8,816	13,028	7,275	12,143	n/a
	- Female		n/a	8,099	28,353	8,010	26,119	9,140	20,268	8,671	18,298	n/a
	Percent by total employee	%	n/a	88.92		85.65		79.28		76.99		
18.2 Total number of employee survey participants by age												
Under 30 years old												
- Male	Person	n/a	2,734	11,651	3,121	3,312	6,548	8,290	4,820	8,119	n/a	
- Female		n/a	2,875	18,725	10,888	16,757	6,391	12,076	5,196	11,593	n/a	
The company		n/a	35,985		34,078		33,305		29,728			
Percent by total employee	%	n/a	53.26		51.33		51.52		49.34			
30-50 years old												
- Male	Person	n/a	4,331	7,246	4,660	6,336	5,349	6,126	5,321	5,765	n/a	
- Female		n/a	5,854	12,717	7,172	12,520	7,095	10,930	7,297	10,084	n/a	
The company		n/a	30,148		30,688		29,500		28,467			
Percent by total employee	%	n/a	44.62		46.22		45.63		47.25			
Over 50 years old												
- Male	Person	n/a	226	378	246	406	293	414	319	536	n/a	
- Female		n/a	367	459	428	546	434	577	490	709	n/a	
The company		n/a	1,430		1,626		1,718		2,054			
Percent by total employee	%	n/a	2.12		2.45		2.66		3.41			
-	19. Employee entering welfare committee											
- Male	Person	700	926	479	262	491	292	300	358	n/a	n/a	
- Female				718	483	736	522	916	655	n/a	n/a	
by business unit				1197	745	1227	814	1216	1013	n/a	n/a	
The company			2123		1972		2030		1,013			
Percent by total employee	%	4.35	3.12		2.97		3.14		1.38			
20. Non-binary (LGBTQ+)												
The company	Person	n/a	n/a	n/a	656	n/a	876	n/a	876	n/a	n/a	
Percent by total employee	%	n/a	n/a		3.63		3.72		3.46			

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 2020-2024

GRI Standard	Performance	Unit	2020		2021		2022			2023			2024		
			makro	Lotus's	makro	Lotus's	makro	Lotus's (Thailand)	Lotus's (Malaysia)	makro	Lotus's (Thailand)	Lotus's (Malaysia)	makro	Lotus's (Thailand)	Lotus's (Malaysia)
-	1. The number of hours worked														
	Employees														
	-Male	Hours	n/a	16,474,416	n/a	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	
	-Female		n/a	20,259,360	n/a	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	
	by business		n/a	36,733,776	n/a	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	
	The company		n/a	36,733,776		163,173,270			195,576,953			212,854,996			
	Contractors														
	-Male	Hours	n/a	25,479,902	n/a	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	
	-Female		n/a	19,007,369	n/a	22,471,411	15,277,487	30,396	27,539,942	13,423,108	42,643	31,352,890	14,572,864	53,975	
	by business		n/a	44,487,271	n/a	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	
	The company		n/a	44,487,271		87,568,678			93,254,346			105,336,421			
403-9 (a) (2018)															
2. The number of fatalities as a result of work-related injuries															
Employees															
-Male	Person	0	0	n/a	0	0	0	0	0	0	0	0	1	0	
-Female		0	0	n/a	0	0	0	0	0	0	0	0	0	0	
by business		0	0	n/a	0	0	0	0	0	0	0	0	1	0	
The company		0	0		0			0			1				
Contractors															
-Male	Person	0	2	n/a	1	0	0	1	0	0	1	0	0	0	
-Female		0	0	n/a	0	0	0	0	0	0	0	0	0	0	
by business		0	2	n/a	1	0	0	1	0	0	1	0	0	0	
The company		0	2		1			1			1				
3. Rate of fatalities as a result of work-related injuries															
Employees															
-Male	Case/ million hours worked	0	0.00	n/a	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.02	0.00	
-Female		0	0.00	n/a	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
by business		0	0.00	n/a	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.01	0.00	
The company		0	0.00		0.00			0.00			0.005				
Contractors															
-Male	Case/ million hours worked	0	0.08	n/a	0.03	0.00	0.00	0.03	0.00	0.00	0.02	0.00	0.00	0.00	
-Female		0	0.00	n/a	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
by business		0	0.04	n/a	0.02	0.00	0.00	0.02	0.00	0.00	0.00	0.00	0.00	0.00	
The company		0	0.04		0.01			0.01			0.01				

GRI Standard	Performance	Unit	2020		2021		2022			2023			2024		
			makro	Lotus's	makro	Lotus's	makro	Lotus's (Thailand)	Lotus's (Malaysia)	makro	Lotus's (Thailand)	Lotus's (Malaysia)	makro	Lotus's (Thailand)	Lotus's (Malaysia)
403-9 (a) (2018)	4. Number of high-severity work-related injuries; including fatalities														
	Employees														
	-Male	Person	n/a	0	n/a	0	0	1	0	0	0	0	1	0	
	-Female		n/a	0	n/a	0	0	0	0	0	0	0	0		
	by business		n/a	0	n/a	0	0	1	0	0	0	0	1	0	
	The company		n/a	0		1			0			1			
	Contractors														
	-Male	Person	n/a	2	n/a	1	0	0	1	0	0	1	0	0	
	-Female		n/a	0	n/a	0	0	0	0	0	0	0	0		
	by business		n/a	2	n/a	1	0	0	1	0	0	1	0	0	
	The company		n/a	2		1			1			1			
	5. Rate of high-severity work-related injuries; including fatalities														
	Employees														
	-Male	Case/ million hours worked	n/a	0.00	n/a	0.00	0.00	0.13	0.00	0.00	0.00	0.00	0.02	0.00	
	-Female		n/a	0.00	n/a	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
	by business		n/a	0.00	n/a	0.00	0.00	0.07	0.00	0.00	0.00	0.00	0.01	0.00	
	The company		n/a	0.00		0.01			0.00			0.00			
	Contractors														
	-Male	Case/ million hours worked	n/a	0.08	n/a	0.03	0.00	0.00	0.03	0.00	0.00	0.02	0.00	0.00	
	-Female		n/a	0.00	n/a	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
	by business		n/a	0.04	n/a	0.02	0.00	0.00	0.02	0.00	0.00	0.01	0.00	0.00	
	The company		n/a	0.04		0.01			0.01			0.01			
	6. Number of recordable work-related injuries														
	Employees														
	-Male	Person	n/a	82	n/a	78	40	70	89	44	75	132	47	60	
	-Female		n/a	43	n/a	37	43	21	70	25	24	99	35	22	
	by business		n/a	125	n/a	115	83	91	159	69	99	231	82	82	
	The company		n/a	125		289			327			395			
	Contractors														
	-Male	Person	n/a	73	n/a	44	17	3	51	7	6	83	20	1	
	-Female		n/a	29	n/a	31	19	1	41	14	4	63	20	1	
	by business		n/a	102	n/a	75	36	4	92	21	10	146	40	2	
	The company		n/a	102		115			123			188			

GRI Standard	Performance	Unit	2020		2021		2022			2023			2024		
			makro	Lotus's	makro	Lotus's	makro	Lotus's (Thailand)	Lotus's (Malaysia)	makro	Lotus's (Thailand)	Lotus's (Malaysia)	makro	Lotus's (Thailand)	Lotus's (Malaysia)
403-9 (a) (2018)	7. Total Recordable Injury Frequency Rate : TRIFR														
	Employees														
	-Male	Case/ million hours worked	4.56	4.98	n/a	4.38	0.91	8.88	4.13	0.81	8.86	5.10	0.79	6.63	
	-Female		1.9	2.12	n/a	1.68	1.27	3.27	2.66	0.31	3.83	3.13	0.43	3.28	
	by business		3.09	3.40	n/a	2.89	0.76	6.36	3.32	0.51	6.73	4.01	0.58	5.21	
	The company		3.09	3.40		1.77			1.66			1.84			
	Contractors														
	-Male	Case/ million hours worked	2.34	2.87	n/a	1.37	1.11	1.35	1.32	0.59	1.59	1.92	5.76	0.45	
	-Female		1.45	1.53	n/a	1.38	1.24	32.90	1.49	1.04	7.76	2.01	4.32	11.60	
	by business		1.93	2.29	n/a	1.37	1.18	1.78	1.39	0.83	2.34	1.96	1.38	0.86	
	The company		1.93	2.29		1.31			1.28			1.78			
	8. Number of Lost Time Injuries														
	Employees														
	-Male	Person	n/a	67	n/a	67	17	69	72	31	75	103	30	60	
	-Female		n/a	30	n/a	30	17	21	61	13	24	81	19	22	
	by business		n/a	97	n/a	97	34	90	133	44	99	184	49	82	
	The company		n/a	97		221			276			315			
	Contractors														
	-Male	Person	n/a	31	n/a	39	3	3	34	3	6	65	5	1	
	-Female		n/a	22	n/a	28	5	1	33	5	4	50	4	1	
	by business		n/a	53	n/a	67	8	4	67	8	10	115	9	2	
	The company		n/a	53		79			85			126			
	9. Lost Time Injuries Frequency Rate: LTIFR														
	Employees														
	-Male	Case/million hours worked	3.80	4.07	n/a	3.77	0.39	8.75	3.34	0.57	8.86	3.98	0.50	6.63	
	-Female		1.66	1.48	n/a	1.36	0.26	3.27	2.32	0.16	3.83	2.56	0.23	3.28	
	by business		2.62	2.64	n/a	2.44	0.31	6.29	2.78	0.33	6.73	3.20	0.35	5.21	
	The company		2.62	2.64		1.35			1.40			1.47			
	Contractors														
	-Male	Case/million hours worked	1.47	1.22	n/a	1.21	2.22	1.35	0.88	0.25	1.59	1.50	0.35	0.45	
	-Female		1.14	1.16	n/a	1.25	2.16	32.90	1.20	0.37	7.76	1.59	0.27	11.60	
	by business		1.31	1.19	n/a	1.22	2.19	1.78	1.01	0.32	2.34	1.54	0.31	0.86	
	The company		1.31	1.19		0.90			0.89			1.19			

GRI Standard	Performance	Unit	2020		2021		2022			2023			2024		
			makro	Lotus's	makro	Lotus's	makro	Lotus's (Thailand)	Lotus's (Malaysia)	makro	Lotus's (Thailand)	Lotus's (Malaysia)	makro	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	n/a	0	0	0	0	0	0	0	0	0	
	-Female		0	0	n/a	0	0	0	0	0	0	0	0	0	
	by business		0	0	n/a	0	0	0	0	0	0	0	0	0	
	The company		0	0		0			0			0			
	Contractors														
	-Male	Person	0	0	n/a	0	0	0	0	0	0	0	0	0	
	-Female		0	0	n/a	0	0	0	0	0	0	0	0	0	
	by business		0	0	n/a	0	0	0	0	0	0	0	0	0	
	The company		0	0		0			0			0			
	11. Number of cases of recordable work-related ill health														
	Employees														
	-Male	Person	n/a	0	n/a	0	0	0	0	0	0	0	0	0	
	-Female		n/a	0	n/a	0	0	0	0	0	0	0	0	0	
	by business		n/a	0	n/a	0	0	0	0	0	0	0	0	0	
	The company		n/a	0		0			0			0			
	Contractors														
	-Male	Person	n/a	0	n/a	0	0	0	0	0	0	0	0	0	
	-Female		n/a	0	n/a	0	0	0	0	0	0	0	0	0	
	by business		n/a	0	n/a	0	0	0	0	0	0	0	0	0	
	The company		n/a	0		0			0			0			
	12. Occupational Illness Frequency Rate: OIFR														
	Employees														
	-Male	Case/million hours worked	0.00	0.00	n/a	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
	-Female		0.00	0.00	n/a	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
	by business		0.00	0.00	n/a	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
	The company		0.00	0.00		0.00			0.00			0.00			
	Contractors														
	-Male	Case/million hours worked	0.00	0.00	n/a	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
	-Female		0.00	0.00	n/a	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
	by business		0.00	0.00	n/a	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
	The company		0.00	0.00		0.00			0.00			0.00			

GRI Standard	Performance	Unit	2020		2021		2022			2023			2024		
			makro	Lotus's	makro	Lotus's	makro	Lotus's (Thailand)	Lotus's (Malaysia)	makro	Lotus's (Thailand)	Lotus's (Malaysia)	makro	Lotus's (Thailand)	Lotus's (Malaysia)
-	13. Number of total driving mileage of the vehicle														
	Employees														
	by business	Kilometers	n/a	0.00	n/a	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	
	The company		n/a	0.00		14,545,984.07			34,658,478.60			29,781,459.46			
	Contractors														
	by business	Kilometers	n/a	25,328,580.91	n/a	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	
	The company		n/a	25,328,580.91		297,525,992.65			299,100,859.13			372,250,346.38			
	14. Fleet safety accident rate														
	Employees														
	-Male	Case/million kilometers	n/a	0.00	n/a	0.00	3.28	0.11	0.00	0.51	0.52	0.00	2.70	8.70	
	-Female		n/a												
	by business		n/a	0.00	n/a	0.00	3.28	0.11	0.00	0.51	0.52	0.00	2.70	8.70	
	The company		n/a	0.00		1.37			0.51			2.32			
	Contractors														
	-Male	Case/million kilometers	n/a	0.32	n/a	0.71	0.00	0.00	0.61	0.19	0.91	0.78	0.48	0.00	
	-Female		n/a												
	by business		n/a	0.32	n/a	0.71	0.00	0.00	0.61	0.19	0.91	0.78	0.48	0.00	
	The company		n/a	0.32		0.69			0.42			0.68			
	15. Number of fatalities as a result of work-related fleet accident														
	Employees														
	-Male	Person	n/a	0	n/a	0	0	0	0	0	0	0	1	0	
	-Female			0	0	0	0	0	0	0	0	0	0	0	
	by business			0	n/a	0	0	0	0	0	0	0	0	1	0
	The company			0		0			0			1			
	Contractors														
	-Male	Person	n/a	2	n/a	1	0	0	1	0	0	1	0	0	
	-Female			0		0	0	0	0	0	0	0	0	0	
	by business			2	n/a	1	0	1	1	0	0	1	0	0	
	The company			2		2			1			1			
	16. Worker covered by an occupational health and safety management system														
	Employee covered by an occupational health and safety management system														
	-Male	%	n/a	100	n/a	100	100	100	100	100	100	100	100	100	
	-Female														
	by business			100	100			100			100				
	The company														

GRI Standard	Performance	Unit	2020		2021		2022			2023			2024		
			makro	Lotus's	makro	Lotus's	makro	Lotus's (Thailand)	Lotus's (Malaysia)	makro	Lotus's (Thailand)	Lotus's (Malaysia)	makro	Lotus's (Thailand)	Lotus's (Malaysia)
-	Employee covered by such a system that has been internally audited														
	-Male	%	n/a	100	n/a	100	100	100	100	100	100	100	100	100	
	-Female														
	by business														
	The company														
	100														
	Employee covered by such a system that has been internally audited or certified by an external party														
	-Male	%	n/a	100	n/a	100	100	100	100	100	100	100	100	100	
	-Female														
	by business														
	The company														
	100														
	17. Other worker covered by an occupational health and safety management system														
	Contractor covered by an occupational health and safety management system														
	-Male	%	n/a	n/a	n/a	100	100	100	100	100	100	100	100	100	
	-Female														
	by business														
	The company														
	100														
	Contractor covered by such a system that has been internally audited														
	-Male	%	n/a	n/a	n/a	100	100	100	100	100	100	100	100	100	
	-Female														
	by business														
	The company														
	100														
	Contractor covered by such a system that has been internally audited or certified by an external party														
	-Male	%	n/a	n/a	n/a	100	100	100	100	100	100	100	100	100	
	-Female														
	by business														
	The company														
	100														
	18. Total costs of workplace accidents including property damage														
	Direct cost														
	-Male	Baht	n/a	n/a	n/a	0	5,000.00	0	1,936,438.93	n/a	n/a	n/a	n/a	n/a	
	-Female														
	by business														
	The company														
5,000.00															
Indirect cost															
-Male	Baht	n/a	n/a	n/a	0	0	0	0	0	0	n/a	n/a	n/a		
-Female															
by business															
The company															
0															

GRI Standard	Performance	Unit	2020		2021		2022			2023			2024		
			makro	Lotus's	makro	Lotus's	makro	Lotus's (Thailand)	Lotus's (Malaysia)	makro	Lotus's (Thailand)	Lotus's (Malaysia)	makro	Lotus's (Thailand)	Lotus's (Malaysia)
-	19.Number of near miss incident														
	Employees														
	-Number of unsafe act	Case	n/a	n/a	n/a	n/a	12,934	1,642,666	n/a	21,073	712,280	n/a			
	-Number of unsafe condition						5,950	1,321,750	n/a	34,212	1	n/a			
	-Near Miss						11,875	663	n/a	6,138	593	n/a			
	Contractors														
	-Number of unsafe act	Case	n/a	n/a	n/a	n/a	5,247	2,381	n/a	3,844	36,944	n/a			
	-Number of unsafe condition						4,733	24,843	n/a	4,859	1	n/a			
	-Near Miss						2	295	n/a	8	147	n/a			

Remark

- n/a = Not Available
- 2022 Lotus Malaysia's safety and occupational health data began to be included and calculate backwards between 2022-2024.
- 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 2020-2024

GRI	Performance	Unit	2020			2021			2022			2023			2024			
			makro	Lotus's -TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	
Energy																		
302-1 (E)	Total energy consumption within the organization	GJ	5,291,845.80			5,213,923.37			5,766,829.69			5,912,847.24			6,417,566.95			
			1,421,946.77	3,009,812.72	860,086.32	1,507,666.59	2,893,801.74	812,455.05	1,590,806.92	3,284,962.58	891,060.20	1,682,357.89	3,227,165.74	1,003,323.61	1,917,395.99	3,373,330.97	1,126,839.99	
		MWh	1,469,958.34			1,448,313.21			1,601,898.42			1,642,458.88			1,782,658.91			
			394,985.53	836,059.76	238,913.06	418,796.61	803,834.46	225,682.14	441,891.16	912,490.33	247,516.92	467,322.01	896,435.64	278,701.23	532,610.42	937,037.13	313,011.36	
302-1(A)	Total non-renewable energy	GJ	5,125,734.39			4,920,497.38			5,341,326.43			5,172,287.93			5,400,419.52			
			1,356,373.63	2,918,325.39	851,035.38	1,376,735.27	2,776,492.63	767,269.48	1,445,326.31	3,071,052.02	824,948.09	1,498,512.72	2,767,499.76	906,275.45	1,707,786.03	2,842,808.96	849,824.54	
		MWh	1,423,816.25			1,366,805.92			1,483,702.97			1,436,747.80			1,500,117.73			
			376,770.75	810,646.59	236,398.91	382,426.77	771,248.57	213,130.58	401,479.85	853,070.69	229,152.43	416,253.87	768,750.55	251,743.38	474,385.39	789,669.79	236,062.56	
	Total fuel consumption	GJ	77,488.39			156,067.75			206,968.00			271,266.77			289,331.03			
			33,882.16	43,606.23	0.00	40,255.65	115,361.40	450.70	41,319.49	144,623.98	21,024.53	53,138.91	109,418.13	108,709.73	57,140.19	96,071.25	136,119.59	
		MWh	21,524.57			43,352.19			57,491.16			75,351.94			80,369.79			
			9,411.72	12,112.85	0.00	11,182.14	32,044.86	125.19	11,477.65	40,173.36	5,840.15	14,760.82	30,393.95	30,197.17	15,872.29	26,686.48	37,811.03	
	- Diesel (B7)	GJ	29,763.08			29,468.13			110,237.57			78,565.00			66,157.74			
			23,332.52	6,430.56	0.00	29,468.13	0.00	0.00	29,054.68	81,182.89	0.00	36,782.18	41,782.82	0.00	39,025.44	27,132.29	0.00	
		MWh	8,267.53			8,185.60			30,621.57			21,823.63			18,377.16			
			6,481.26	1,786.27	0.00	8,185.60	0.00	0.00	8,070.75	22,550.82	0.00	10,217.28	11,606.35	0.00	10,840.41	7,536.75	0.00	
	- Diesel	GJ	0.00			450.70			4,885.01			108,487.90			136,119.59			
			0.00	0.00	0.00	0.00	0.00	450.70	0.00	0.00	4,885.01	0.00	0.00	108,487.90	0.00	0.00	136,119.59	
			0.00			125.19			1,356.95			30,135.55			37,811.03			
			0.00	0.00	0.00	0.00	0.00	125.19	0.00	0.00	1,356.95	0.00	0.00	30,135.55	0.00	0.00	37,811.03	
		MWh	6,430.56			47,343.48			0.00			0.00			0.00			
			0.00	6,430.56	0.00	0.00	47,343.48	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
			1,786.27			13,150.98			0.00			0.00			0.00			
			0.00	1,786.27	0.00	0.00	13,150.98	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
		- Gasoline	GJ	10,116.47			48,594.42			53,483.32			57,010.11			59,616.89		
				10,116.47	0.00	0.00	8,228.96	40,365.46	0.00	9,335.92	44,147.39	0.00	12,570.39	44,439.72	0.00	14,540.35	45,076.54	0.00
			MWh	0.00			0.00			12,263.17			12,344.38			16,560.26		
				0.00	0.00	0.00	0.00	0.00	0.00	0.00	12,263.17	0.00	0.00	12,344.38	0.00	4,038.99	12,521.27	0.00
	- LPG	GJ	31,178.28			30,211.02			38,362.10			27,203.76			27,436.81			
			433.17	30,745.11	0.00	2,558.56	27,652.46	0.00	2,928.89	19,293.69	16,139.52	3,786.34	23,195.59	221.83	3,574.39	23,862.42	0.00	
			8,660.64			8,391.96			10,656.15			7,556.61			7,621.34			
			120.33	8,540.32	0.00	710.71	7,681.25	0.00	813.58	5,359.36	4,483.20	1,051.76	6,443.22	61.62	992.89	6,628.45	0.00	
302-1(C)	Total electricity purchased from grid	GJ	5,048,246.00			4,764,429.63			5,134,358.43			4,890,954.46			5,111,088.49			
			1,322,491.46	2,874,719.16	851,035.38	1,336,479.62	2,661,131.23	766,818.78	1,404,006.82	2,926,428.05	803,923.56	1,445,373.81	2,648,014.93	797,565.72	1,650,645.84	2,746,737.70	713,704.95	
		MWh	1,402,290.85			1,323,452.97			1,426,210.99			1,358,598.78			1,419,747.78			
			367,359.03	798,533.10	236,398.72	371,244.64	739,203.12	213,005.22	390,002.21	812,896.68	223,312.10	401,493.05	735,559.70	221,546.03	458,513.10	762,983.31	198,251.37	
	Total renewable energy	GJ	166,111.41			293,426.00			425,503.27			740,559.31			1,017,147.43			
			65,573.14	91,487.33	9,050.94	130,931.31	117,309.11	45,185.57	145,480.60	213,910.55	66,112.11	183,845.17	459,665.98	97,048.16	209,609.96	530,522.01	277,015.45	
		MWh	43,868.95			78,637.16			118,195.37			205,710.96			282,541.18			
			18,251.92	23,102.88	2,514.15	36,369.81	29,715.81	12,551.55	40,411.28	59,419.60	18,364.49	51,068.14	127,685.00	26,957.82	58,225.04	147,367.34	76,948.80	
	Total purchased renewable energy	GJ	148,743.44			237,669.66			327,807.79			606,811.73			703,538.65			
			65,573.14	83,170.30	0.00	130,646.71	106,976.89	46.06	145,196.78	182,111.75	499.26	183,547.16	412,176.82	11,087.76	206,534.69	483,092.17	13,911.79	
		MWh	39,044.51			63,149.29			91,057.72			168,558.86			195,427.56			
			18,251.92	20,792.59	0.00	36,290.76	26,845.74	12.80	40,332.44	50,586.60	138.68	50,985.36	114,493.56	3,079.93	57,370.79	134,192.38	3,864.39	
- Ethanol	GJ	1,998.44			6,537.12			13,260.54			21,900.52			24,034.65				
		1,998.44	0.00	0.00	2,836.43	3,654.63	46.06	2,988.92	9,772.36	499.26	3,677.49	7,135.27	11,087.76	3,961.26	6,161.61	13,911.79		
		555.12			1,815.87			3,683.49			6,083.48			6,676.30				
		555.12	0.00	0.00	787.90	1,015.18	12.80	830.26	2,714.55	138.68	1,021.53	1,982.02	3,079.93	1,100.35	1,711.56	3,864.39		

GRI	Performance	Unit	2563			2564			2565			2566			2567					
			makro	Lotus's -TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International			
302-1(B)	-Total electricity purchased from solar cell	GJ	146,745.00			231,132.54			314,547.25			584,911.22			679,504.00					
			63,574.70	83,170.30	0.00	127,810.28	103,322.26	0.00	142,207.86	172,339.39	0.00	179,869.67	405,041.55	0.00	202,573.43	476,930.57	0.00			
		MWh	38,489.39			61,333.42			87,374.24			162,475.38			188,751.26					
			17,696.80	20,792.59	0.00	35,502.86	25,830.57	0.00	39,502.18	47,872.05	0.00	49,963.84	112,511.54	0.00	56,270.44	132,480.82	0.00			
	Total self-generated renewable energy	GJ	17,367.97			55,756.33			97,695.48			133,747.58			313,608.78					
			0.00	8,317.03	9,050.94	284.60	10,332.23	45,139.51	283.82	31,798.80	65,612.85	298.01	47,489.16	85,960.40	3,075.28	47,429.84	263,103.66			
		MWh	4,824.44			15,487.87			27,137.65			37,152.10			87,113.62					
			0.00	2,310.29	2,514.15	79.06	2,870.06	12,538.75	78.84	8,833.00	18,225.81	82.78	13,191.43	23,877.89	854.24	13,174.97	73,084.41			
	- Solar cell	GJ	17,367.97			55,471.73			97,411.65			133,463.76			313,324.96					
			0.00	8,317.03	9,050.94	0.00	10,332.23	45,139.51	0.00	31,798.80	65,612.85	14.19	47,489.16	85,960.40	2,791.46	47,429.84	263,103.66			
		MWh	4,824.44			15,408.81			27,058.81			37,073.27			87,034.78					
			0.00	2,310.29	2,514.15	0.00	2,870.06	12,538.75	0.00	8,833.00	18,225.81	3.94	13,191.43	23,877.89	775.40	13,174.97	73,084.41			
	- Solar thermal	GJ	0.00			284.60			283.82			283.82			283.82					
			0.00	0.00	0.00	284.60	0.00	0.00	283.82	0.00	0.00	283.82	0.00	0.00	283.82	0.00	0.00			
		MWh	0.00			79.06			78.84			78.84			78.84					
			0.00	0.00	0.00	79.06	0.00	0.00	78.84	0.00	0.00	78.84	0.00	0.00	78.84	0.00	0.00			
	Total Spent for Fuel	million THB	47.02			126.38			79.73			82.56			171.92					
	Total Spent for Energy	million THB	20.69			26.34			n/a			32.35			94.03			n/a		
			4,784.66			5,167.60			5,263.50			5,604.86			5,542.35					
	302-3	Energy intensity	GJ per million THB of revenue	12.31			12.02			12.55			12.07			12.53				
6.50				18.33		6.66	17.86		6.44	19.63		6.35	19.11		6.88	19.55				
302-2	Total Energy consumption outside of the organization	GJ	n/a			n/a			1,612,299.30			1,751,471.10			5,707,162.43					
			n/a	n/a	n/a	n/a	n/a	n/a	860,868.79	751,430.51	n/a	938,818.93	812,652.17	n/a	4,512,066.30	1,195,096.13	n/a			
		MWh	n/a			n/a			447,861.28			486,520.14			1,585,324.17					
			n/a	n/a	n/a	n/a	n/a	n/a	239,130.41	208,730.87	n/a	260,783.24	225,736.90	n/a	1,253,352.75	331,971.41	n/a			
	-Upstream transportation and distribution	GJ	n/a			n/a			1,612,299.30			1,751,471.10			5,707,162.43					
			n/a	n/a	n/a	n/a	n/a	n/a	860,868.79	751,430.51	n/a	938,818.93	812,652.17	n/a	4,512,066.30	1,195,096.13	n/a			
		MWh	n/a			n/a			447,861.28			485,798.18			1,585,324.17					
			n/a	n/a	n/a	n/a	n/a	n/a	239,130.41	208,730.87	n/a	260,061.29	225,736.90	n/a	1,253,352.75	331,971.41	n/a			
	-Downstream Transportation and distribution	GJ	n/a			n/a			n/a			n/a			n/a					
			n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a			
		MWh	n/a			n/a			n/a			n/a			n/a					
			n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	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 and 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. Revenue for intensity calculation during 2020-2024 million THB : year 2020 = 429,867 (Wholesale Business 218,760 Retail Business 211,107) year 2021 = 433,705 (Wholesale Business 226,258 Retail Business 207,467) year 2022 = (Wholesale Business 247,121 Retail Business 218,961) year 2023 = 489,949 (Wholesale Business 265,134 Retail Business 221,338) year 2024 = 512,042 (Wholesale Business 278,532 Retail Business 230,214)

GRI	Performance	Unit	2020			2021			2022			2023			2024		
			makro	Lotus's -TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International
Refrigerant																	
-	R141B	kg	142.90			87.45			1,491.58			9.30			13.00		
			142.90	0.00	0.00	87.45	0.00	0.00	1,491.58	0.00	0.00	9.30	0.00	0.00	4.00	9.00	0.00
	R22		16,911.25			13,111.19			8,925.63			12,121.34			6,541.84		
			13,680.60	3,123.10	107.55	10,878.91	2,073.93	158.35	8,227.43	510.20	188.00	10,792.30	1,329.04	0.00	5,776.00	765.84	0.00
	R290		43.72			821.89			544.15			604.84			374.12		
			43.72	0.00	0.00	821.89	0.00	0.00	204.65	169.50	170.00	195.04	409.80	0.00	231.81	142.31	0.00
	R32		24.00			546.13			308.00			1,128.20			1,216.39		
			5.00	19.00	0.00	511.63	34.50	0.00	283.00	23.00	2.00	207.00	921.20	0.00	238.00	978.39	0.00
	R134, 134A		2,533.75			2,886.86			2,514.74			2,352.09			1,349.85		
			2,337.90	86.90	108.95	2,691.66	86.25	108.95	2,344.94	84.90	84.90	1,670.38	681.71	0.00	607.29	742.56	0.00
	R404A		15,932.13			17,918.60			28,641.43			15,433.60			12,126.83		
			2,673.23	12,467.90	791.00	7,620.27	10,298.33	0.00	4,674.21	11,984.61	11,982.61	2,908.70	11,118.80	1,406.10	4,665.62	7,404.71	56.50
	R407C		933.20			2,006.14			235.40			625.20			1,317.55		
			832.40	0.00	100.80	955.24	0.00	1,050.90	235.40	0.00	0.00	625.20	0.00	0.00	653.15	412.30	252.10
	R407F		12,624.22			11,575.78			19,593.68			15,328.49			11,261.61		
			4,427.29	8,196.93	0.00	4,105.85	7,469.93	0.00	3,973.84	7,809.84	7,810.00	5,704.59	8,765.10	858.80	1,898.14	9,363.47	0.00
	R410A		76.50			445.50			392.80			1,134.80			576.16		
			31.50	45.00	0.00	339.00	106.50	0.00	342.50	43.30	7.00	427.90	706.90	0.00	388.10	188.06	0.00
	R717 (ammonia)		0.00			2,100.00			4,800.00			0.00			1,200.00		
			0.00	0.00	0.00	2,100.00	0.00	0.00	0.00	4,800.00	0.00	0.00	0.00	0.00	0.00	1,200.00	0.00
	CO ₂		0.00			1,038.20			2,238.70			229.46			541.00		
			0.00	0.00	0.00	1,038.20	0.00	0.00	2,238.70	0.00	0.00	229.46	0.00	0.00	541.00	0.00	0.00
	R507		1.00			1.50			0.00			4.00			0.00		
			0.00	1.00	0.00	0.00	1.50	0.00	0.00	0.00	0.00	0.00	4.00	0.00	0.00	0.00	0.00
	R448A		26,982.42			26,975.72			40,624.08			11,182.94			9,141.48		
			0.00	26,982.42	0.00	0.00	26,975.72	0.00	0.00	20,312.04	20,312.04	0.00	11,182.94	0.00	0.00	9,141.48	0.00
	Total weight		76,205.09			79,514.96			110,310.19			60,154.26			45,659.83		
			24,174.54	50,922.25	1,108.30	31,150.10	47,046.66	1,318.20	24,016.25	45,737.39	40,556.55	22,769.87	35,119.49	2,264.90	15,003.11	30,348.12	308.60
-	R141B	tons of CO ₂ eq	101.89			62.35			1,063.50			6.63			9.27		
			101.89	0.00	0.00	62.35	0.00	0.00	1,063.50	0.00	0.00	6.63	0.00	0.00	2.85	6.42	0.00
	R22		29,763.80			23,075.69			15,709.11			21,333.56			11,513.64		
			24,077.86	5,496.66	189.29	19,146.88	3,650.12	278.70	14,480.28	897.95	330.88	18,994.45	2,339.11	0.00	10,165.76	1,347.88	0.00
	R290		0.87			16.44			8.00			12.10			7.48		
			0.87	0.00	0.00	16.44	0.00	0.00	4.09	0.51	3.40	3.90	8.20	0.00	4.64	2.85	0.00
	R32		16.25			369.73			208.52			763.79			823.50		
			3.39	12.86	0.00	346.37	23.36	0.00	191.59	15.57	1.35	140.14	623.65	0.00	161.13	662.37	0.00
	R134, 'R134A		3,293.88			3,752.92			3,269.16			3,057.72			1,754.81		
			3,039.27	112.97	141.64	3,499.16	112.13	141.64	3,048.42	110.37	110.37	2,171.49	886.22	0.00	789.48	965.33	0.00
	R404A		62,485.81			70,276.75			112,580.97			60,530.58			47,561.43		
			10,484.41	48,899.10	3,102.30	29,886.70	40,390.05	0.00	18,332.25	47,252.92	46,995.80	11,407.92	43,607.93	5,514.72	18,298.56	29,041.27	221.59
	R407C		1,655.50			3,558.89			417.60			1,109.10			2,337.33		
			1,476.68	0.00	178.82	1,694.60	0.00	1,864.30	417.60	0.00	0.00	1,109.10	0.00	0.00	1,158.69	731.42	447.23
	R407F		26,359.37			24,170.23			36,630.02			32,005.89			20,541.18		
			9,244.18	17,115.19	0.00	8,573.01	15,597.21	0.00	7,248.28	13,074.45	16,307.28	11,911.18	18,301.53	1,793.17	3,462.21	17,078.97	0.00
	R410A		159.73			930.20			813.04			2,369.46			1,203.02		
			65.77	93.96	0.00	707.83	222.37	0.00	715.14	83.29	14.62	893.46	1,476.01	0.00	810.35	392.67	0.00
	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		0.00			1.04			2.24			0.23			0.54		
			0.00	0.00	0.00	1.04	0.00	0.00	2.24	0.00	0.00	0.23	0.00	0.00	0.54	0.00	0.00
	R507		3.99			5.98			0.00			15.94			0.00		
			0.00	3.99	0.00	0.00	5.98	0.00	0.00	0.00	0.00	0.00	15.94	0.00	0.00	0.00	0.00

GRI	Performance	Unit	2020			2021			2022			2023			2024			
			makro	Lotus's -TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	
	R448A	tons of CO2eq	34.35			34.34			25,883.08			14.24			11.64			
			0.00	34.35	0.00	0.00	34.34	0.00	0.00	25,857.23	25.86	0.00	14.24	0.00	0.00	11.64	0.00	
	Total GHG emission from regrigerant		123,875.43			126,254.56			196,585.24			121,219.23			85,763.83			
			48,494.31	71,769.08	3,612.04	63,934.38	60,035.55	2,284.63	45,503.39	87,292.29	63,789.55	46,638.51	67,272.83	7,307.90	34,854.20	50,240.81	668.82	

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

GRI	Performance	Unit	2020			2021			2022			2023			2024		
			makro	Lotus's -TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International
Greenhouse Gas Emissions																	
305(A)	Total GHG emissions (Scope 1 + Scope 2) Market based	tons of CO ₂ eq.	825,720.40			795,235.31			920,849.93			817,325.28			814,342.00		
	233,607.41		475,029.56	117,083.43	252,770.49	437,900.17	104,564.65	243,691.50	504,725.11	172,433.31	251,486.21	443,156.95	122,682.11	268,453.06	438,726.87	107,162.06	
	Total GHG emissions (Scope 1 + Scope 2) Location based	tons of CO ₂ eq.	844,961.25			825,895.89			964,528.31			898,546.72			908,698.75		
	242,454.04		485,423.78	117,083.43	270,518.37	450,812.87	104,564.65	263,438.64	528,656.35	172,433.31	276,463.14	499,401.47	122,682.11	296,582.66	504,954.03	107,162.06	
305-1 (A)	- Direct (scope 1) GHG emissions	tons of CO ₂ eq	129,419.54			137,879.98			212,330.96			142,570.51			108,555.28		
			49,964.63	75,842.87	3,612.04	67,185.30	68,372.53	2,322.15	48,729.40	98,358.06	65,243.50	50,779.84	75,450.66	16,340.02	39,242.36	57,311.52	12,001.40
	- Scope 1: Refrigerant	tons of CO ₂ eq	123,875.43			126,254.56			196,585.24			121,219.23			85,763.29		
			48,494.31	71,769.08	3,612.04	63,934.38	60,035.55	2,284.63	45,503.39	87,292.29	63,789.55	46,638.51	67,272.83	7,307.90	34,853.66	50,240.81	668.82
	- Scope 1: Feul	tons of CO ₂ eq	5,412.86			11,379.70			15,011.89			19,954.61			21,238.08		
			1,339.07	4,073.79	0.00	3,077.44	8,268.35	33.91	3,049.94	10,547.14	1,414.81	3,920.44	7,871.36	8,162.81	4,153.22	6,843.00	10,241.86
	- Ethanol	tons of CO ₂ eq	131.25			245.72			733.84			1,396.67			1,553.91		
			131.25	0.00	0.00	173.48	68.62	3.61	176.07	518.63	39.14	220.89	306.47	869.31	235.48	227.70	1,090.73
305-2 (A)	- lirect GHG emissions (scope 2: (Market based)	tons of CO ₂ eq	696,300.86			657,355.34			708,518.96			674,754.76			705,786.71		
			183,642.78	399,186.70	113,471.38	185,585.19	369,527.64	102,242.50	194,962.10	406,367.05	107,189.81	200,706.37	367,706.30	106,342.10	229,210.70	381,415.35	95,160.66
	- Indirect GHG emissions (scope 2 : Location Based)	tons of CO ₂ eq	715,541.71			688,015.91			752,197.34			755,976.21			800,143.47		
			192,489.41	409,580.91	113,471.38	203,333.07	382,440.34	102,242.50	214,709.24	430,298.29	107,189.81	225,683.30	423,950.81	106,342.10	257,340.29	447,642.52	95,160.66
	Data Coverage (Scope 1 & 2)	(% by revenue)	100.00			100.00			100.00			100.00			100.00		
305-3 (A)	Other indirect (scope 3) GHG emissions	tons of CO ₂ eq	5,070,651.04			6,745,627.38			7,099,136.18			7,980,883.76			8,430,568.96		
			3,470,200.52	1,600,450.52	n/a	3,491,752.12	3,229,099.88	24,775.38	3,664,227.11	3,434,909.07	n/a	3,442,206.17	4,511,440.32	27,237.26	3,624,127.22	4,781,621.82	24,819.93
	-Purchases of goods and services	tons of CO ₂ eq	3,418,721.45	1,600,450.52	n/a	3,379,002.80	3,066,360.20	n/a	3,528,509.08	3,203,294.93	n/a	3,162,088.82	4,098,929.55	n/a	3,173,508.93	4,316,048.31	n/a
	-Capital goods		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	540.00	3,618.00	n/a	3,390.00	3,618.00	n/a
	-Upstream transportation and distribution		n/a	n/a	n/a	58,921.83	n/a	n/a	56,591.51	77,518.16	n/a	188,029.84	58,400.02	n/a	339,113.32	89,797.34	n/a
	- Diesel (B100)		n/a	n/a	n/a	n/a	n/a	n/a	3,808.01	n/a	n/a	13,543.22	4,153.26	n/a	24,464.12	6,268.70	n/a
	- Ethanol (E100)		n/a	n/a	n/a	n/a	n/a	n/a	0.00	n/a	n/a	298.89	0.00	n/a	369.06	0.00	n/a
	-Downstream Transportation and distribution		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	-Business travel (by airplane)		255.63	n/a	n/a	21.89	n/a	n/a	1,288.11	467.00	n/a	359.63	364.48	n/a	605.08	65.24	n/a
	-Employee commuting		51,223.44	n/a	n/a	53,805.60	162,739.68	24,775.38	74,030.40	153,628.98	n/a	75,029.87	130,857.99	27,237.26	80,520.64	160,139.96	24,819.93
	-Downstream leased assets		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	2,315.90	215,117.02	n/a	2,156.07	205,684.27	n/a
	305-4 (A)		GHG emissions intensity	tons of CO ₂ e million THB of revenue	1.92			1.83			1.96			1.67			1.59
1.07		2.80				1.12	2.61		0.99	3.09		0.95	2.56		0.96	2.37	

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 Consortidate Makro-TH and Lotus's-TH and Readjust to 2020 Baseline

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

3. Revenue for intensity calculation during 2020-2024 million THB : year 2020 = 429,867 (Wholesale Business 218,760 Retail Business 211,107) year 2021 = 433,705 (Wholesale Business 228,258 Retail Business 207,467) year 2022 = (Wholesale Business 247,121 Retail Business 218,961) year 2023 = 489,949 (Wholesale Business 265,134 Retail Business 221,338) year 2024 = 512,042 (Wholesale Business 278,532 Retail Business 230,214)

GRI	Performance	Unit	2020			2021			2022			2023			2024		
			makro	Lotus's -TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International
Water																	
303-3 (A)	Total water consumption1	m ³	4,223,652.22			4,492,880.45			5,463,556.07			5,144,184.70			5,805,540.16		
			483,433.34	2,715,710.95	1,024,507.93	507,325.07	2,480,639.88	1,504,915.50	959,896.96	3,281,175.01	1,222,484.10	882,065.51	3,533,903.64	728,215.55	1,954,855.83	3,343,289.33	507,395.00
	Total water withdrawal	m ³	12,609,451.31			12,517,292.99			14,025,494.66			15,072,217.50			15,539,045.21		
			2,417,166.70	7,024,162.29	3,168,122.33	2,679,470.80	6,203,172.17	3,634,650.02	2,769,407.60	8,707,431.06	2,548,656.00	3,007,452.00	9,565,520.50	2,499,245.00	3,535,455.18	9,627,981.03	2,375,609.00
	- Surface 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
	- Rain water	m ³	0.00			0.00			0.00			0.00			8,640.00		
			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	8,640.00	0.00
	- Ground water	m ³	98,173.08			122,387.00			95,088.70			111,439.90			130,236.70		
			76,526.08	21,647.00	0.00	94,591.00	27,796.00	0.00	93,009.00	2,079.70	0.00	110,123.00	1,316.90	0.00	126,501.00	3,735.70	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
	- Produced 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
	- Municipal water supplies		12,511,278.23			12,394,905.99			13,930,405.96			14,960,777.60			15,400,168.51		
			2,340,640.62	7,002,515.29	3,168,122.33	2,584,879.80	6,175,376.17	3,634,650.02	2,676,398.60	8,705,351.36	2,548,656.00	2,897,329.00	9,564,203.60	2,499,245.00	3,408,954.18	9,615,605.33	2,375,609.00
	- Surface water	m ³	n/a			n/a			n/a			n/a			n/a		
	- Rain water		n/a			n/a			n/a			n/a			n/a		
	- Ground water		n/a			n/a			n/a			n/a			n/a		
	- Sea Water		n/a			n/a			n/a			n/a			n/a		
	- Produced Water		n/a			n/a			n/a			n/a			n/a		
	Total Spent for water	million THB	315.20			296.67			367.54			390.16			396.09		
			68.22	203.17	43.81	75.39	179.21	42.07	77.27	255.03	35.24	73.83	281.77	34.56	84.28	278.96	32.85
303-3 (C)	Total water withdrawal from water stress area2	m ³	4,179,537.60			5,286,356.12			4,679,310.53			6,265,226.60			8,613,557.05		
			1,087,094.68	3,092,442.92	0.00	2,556,078.54	2,730,277.58	0.00	1,091,461.00	3,587,849.53	0.00	2,310,127.00	3,955,099.60	0.00	2,638,788.18	5,974,768.87	0.00
	- Surface water	m ³	0.00			1,616,776.74			0.00			0.00			1,616,776.74		
			0.00	0.00	0.00	1,616,776.74	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,616,776.74	0.00
	- Rain 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
	- Ground water	m ³	21,647.00			27,796.00			61,464.70			70,414.90			91,031.70		
			0.00	21,647.00	0.00	0.00	27,796.00	0.00	59,385.00	2,079.70	0.00	69,098.00	1,316.90	0.00	87,296.00	3,735.70	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
	- Produced 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
	- Municipal water supplies		4,157,890.60			3,641,783.38			4,617,845.83			6,194,811.70			6,905,748.61		
			1,087,094.68	3,070,795.92	0.00	939,301.80	2,702,481.58	0.00	1,032,076.00	3,585,769.83	0.00	2,241,029.00	3,953,782.70	0.00	2,551,492.18	4,354,256.43	0.00
	- Surface water	m ³	n/a			n/a			n/a			n/a			n/a		
	- Rain water		n/a			n/a			n/a			n/a			n/a		
	- Ground water		n/a			n/a			n/a			n/a			n/a		
- Sea Water	n/a			n/a			n/a			n/a			n/a				
- Produced Water	n/a			n/a			n/a			n/a			n/a				

GRI	Performance	Unit	2020			2021			2022			2023			2024		
			makro	Lotus's -TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International
303-3 (C)	Freshwater with Total Dissolved Solids below 1,000 mg/L	m ³	12,609,451.31			12,304,789.19			14,025,494.66			14,824,380.20			15,539,045.21		
			2,417,166.70	7,024,162.29	3,168,122.33	2,466,967.00	6,203,172.17	3,634,650.02	2,769,407.60	8,707,431.06	2,548,656.00	2,759,614.70	9,565,520.50	2,499,245.00	3,535,455.18	9,627,981.03	2,375,609.00
	Freshwater with Total Dissolved Solids More Than 1,000 mg/L	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 consumption intensity	m ³ per million THB of revenue	9.83			10.36			11.65			10.50			11.34		
			2.21	17.72		2.24	19.21		3.88	20.57		3.33	19.26		7.02	16.73	

Remarks:

- n/a means not available
- Total water consumption is the difference of total water withdrawal and water discharge
 - Data refers to Aqueduct Water Risk Atlas that was aligned with GRI standard
 - 2022 Disclosed the Consoridate Makro-TH and Lotus's-TH and Readjust to 2020 Baseline
 - 2024 Disclosed the Lotus's Malaysia and Readjust to 2020 Baseline
 - Revenue for intensity calculation during 2020-2024 million THB : year 2020 = 429,867 (Wholesale Business 218,760 Retail Business 211,107) year 2021 = 433,705 (Wholesale Business 226,258 Retail Business 207,467) year 2022 = (Wholesale Business 247,121 Retail Business 218,961) year 2023 = 489,949 (Wholesale Business 265,134 Retail Business 221,338) year 2024 = 512,042 (Wholesale Business 278,532 Retail Business 230,214)

GRI	Performance	Unit	2020			2021			2022			2023			2024		
			makro	Lotus's-TH	Lotus's- Interational	makro	Lotus's-TH	Lotus's- Interational	makro	Lotus's-TH	Lotus's- Interational	makro	Lotus's-TH	Lotus's- Interational	makro	Lotus's-TH	Lotus's- Interational
Water discharge																	
303-4 A	Total water discharge ²	m ³	8,385,799.09			8,024,412.55			8,561,938.59			9,928,032.80			9,733,505.05		
			1,933,733.36	4,308,451.33	2,143,614.40	2,172,145.73	3,722,532.30	2,129,734.52	1,809,510.64	5,426,256.05	1,326,171.90	2,125,386.49	6,031,616.86	1,771,029.45	1,580,599.35	6,284,691.70	1,868,214.00
	- Surface water	m ³	6,242,184.69			5,865,953.03			7,116,706.69			8,034,092.35			7,431,823.25		
			1,933,733.36	4,308,451.33	0.00	2,143,420.73	3,722,532.30	0.00	1,690,450.64	5,426,256.05	0.00	2,002,475.49	6,031,616.86	0.00	1,435,200.55	5,996,622.70	0.00
	- Discharge with Total Dissolved Solids below 1,000 mg/L	m ³	6,242,184.69			5,865,953.03			7,116,706.69			8,034,092.35			7,431,823.25		
			1,933,733.36	4,308,451.33	0.00	2,143,420.73	3,722,532.30	0.00	1,690,450.64	5,426,256.05	0.00	2,002,475.49	6,031,616.86	0.00	1,435,200.55	5,996,622.70	0.00
	- Discharge with Total Dissolved Solids More Than 1,000 mg/L	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
	- 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	4,077,347.76			2,158,459.52			1,445,231.90			1,893,940.45			2,301,681.80		
			1,933,733.36	n/a	2,143,614.40	28,725.00	n/a	2,129,734.52	119,060.00	n/a	1,326,171.90	122,911.00	n/a	1,771,029.45	145,398.80	288,069.00	1,868,214.00
	- Discharge with Total Dissolved Solids below 1,000 mg/L	m ³	4,077,347.76			2,158,459.52			1,433,663.90			1,882,395.45			2,282,492.00		
			1,933,733.36	n/a	2,143,614.40	28,725.00	n/a	2,129,734.52	107,492.00	n/a	1,326,171.90	111,366.00	n/a	1,771,029.45	126,209.00	288,069.00	1,868,214.00
	- Discharge with Total Dissolved Solids More Than 1,000 mg/L	m ³	0.00			0.00			11,568.00			11,545.00			19,189.80		
			0.00	0.00	0.00	0.00	0.00	0.00	11,568.00	0.00	0.00	11,545.00	0.00	0.00	19,189.80	0.00	0.00

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
- 3.2022 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

GRI	Performance	Unit	2020			2021			2022			2023			2024		
			makro	Lotus's -TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International
Waste																	
GRI 306 (2020)	Total weight of waste generated ¹	ton	150,017.86			140,253.76			175,506.72			176,101.40			172,233.50		
			61,628.42	56,039.90	32,349.53	68,194.99	48,655.65	23,403.12	85,102.35	45,449.40	44,954.97	110,651.03	47,594.95	17,855.42	95,344.63	52,694.00	24,194.86
	Total weight of hazardous waste generated ²	ton	2.96			721.44			238.83			341.82			648.14		
			n/a	2.96	0.00	9.02	3.86	708.56	169.09	67.40	2.34	208.07	131.30	2.46	627.31	19.91	0.92
	- Reuse	ton	n/a			0.00			40.97			0.00			0.00		
			n/a	n/a	n/a	0.00	0.00	0.00	0.00	40.97	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	- Recycling	ton	n/a			1.36			25.34			133.38			20.51		
			n/a	n/a	n/a	0.00	0.00	1.36	0.00	23.15	2.19	0.00	131.17	2.22	0.00	19.86	0.64
	-Energy recovery	ton	n/a			0.01			1.90			0.00			0.28		
			n/a	n/a	n/a	0.00	0.00	0.01	0.00	1.88	0.02	0.00	0.00	0.00	0.00	0.00	0.28
	- Incineration – without enery recovery	ton	2.96			10.96			6.79			1.08			1.02		
			n/a	2.96	n/a	7.10	3.86	0.00	6.05	0.74	0.00	1.07	0.01	0.00	1.01	0.01	0.00
	- Secure Landfilling	ton	0.00			709.12			163.17			207.36			626.33		
			0.00	0.00	n/a	1.92	0.00	707.20	163.03	0.00	0.14	207.00	0.12	0.24	626.30	0.03	0.00
	- Other disposal operations	ton	0			0.00			0.66			0.00			0.00		
			0.00	0.00	n/a	0.00	0.00	0.00	0.00	0.66	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Total weight of non-hazardous waste generated	ton	150,014.89			139,532.31			175,267.89			175,759.57			171,584.68		
			61,628.42	56,036.94	32,349.53	68,185.97	48,651.78	22,694.56	84,933.26	45,382.00	44,952.63	110,442.96	47,463.65	17,852.96	94,717.32	52,674.10	24,193.94
	Reuse	ton	n/a			4,202.16			91,081.41			117,215.45			101,527.63		
			n/a	n/a	n/a	0.19	n/a	4,201.97	58,145.28	32,936.13	0.00	84,407.81	32,807.64	0.00	68,605.25	32,922.38	0.00
	- Glass	ton	n/a			n/a			0.00			0.00			0.00		
			n/a	n/a	n/a	n/a	n/a	n/a	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	- Wood	ton	n/a			n/a			0.00			0.00			0.00		
			n/a	n/a	n/a	n/a	n/a	n/a	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	- Paper	ton	n/a			n/a			91,081.41			117,215.45			101,527.63		
			n/a	n/a	n/a	n/a	n/a	n/a	58,145.28	32,936.13	0.00	84,407.81	32,807.64	0.00	68,605.25	32,922.38	0.00
	- Metal	ton	n/a			n/a			0.00			0.00			0.00		
			n/a	n/a	n/a	n/a	n/a	n/a	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	- Plastic	ton	n/a			n/a			0.00			0.00			0.00		
			n/a	n/a	n/a	n/a	n/a	n/a	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	- Other packaging reusable	ton	n/a			n/a			0.00			0.00			0.00		
			n/a	n/a	n/a	n/a	n/a	n/a	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Recycling	ton	97,400.25			78,953.07			12,365.61			12,532.39			16,717.82		
			40,258.00	47,215.62	9,926.63	39,239.06	39,714.01	n/a	719.10	1,719.88	9,926.63	489.25	2,955.61	9,087.53	620.28	6,661.19	9,436.35
	- Glass	ton	n/a			n/a			0.00			0.00			0.00		
			n/a	n/a	n/a	n/a	n/a	n/a	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	- Wood	ton	n/a			n/a			116.95			115.93			114.91		
			n/a	n/a	n/a	n/a	n/a	n/a	116.95	0.00	0.00	115.93	0.00	0.00	114.91	0.00	0.00
	- Paper	ton	n/a			n/a			209.75			1,438.43			2,595.30		
			n/a	n/a	n/a	n/a	n/a	n/a	209.75	0.00	0.00	144.36	1,294.08	0.00	174.68	2,420.62	0.00
	- Metal	ton	n/a			n/a			1,463.18			1,294.08			1,819.94		
			n/a	n/a	n/a	n/a	n/a	n/a	0.00	1,463.18	0.00	0.00	1,294.08	0.00	0.00	1,819.94	0.00
	- Plastic	ton	n/a			n/a			649.11			532.00			744.33		
			n/a	n/a	n/a	n/a	n/a	n/a	392.41	256.70	0.00	164.54	367.46	0.00	285.72	458.61	0.00
	- Other packaging recycle	ton	n/a			n/a			0.00			64.42			11,443.34		
			n/a	n/a	2,926.54	n/a	n/a	n/a	0.00	0.00	0.00	64.42	0.00	0.00	44.97	1,962.02	9,436.35

GRI	Performance	Unit	2020			2021			2022			2023			2024		
			makro	Lotus's -TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International
GRI 306 (2020)	Animal feed	ton	n/a			294.14			796.21			1,428.32			1,797.62		
			n/a	n/a	n/a	294.14	0.00	0.00	796.21	0.00	0.00	1,356.07	72.25	0.00	1,797.62	0.00	0.00
	Composting	ton	53.39			508.76			1,312.99			925.12			2,787.62		
			53.39	n/a	n/a	508.76	0.00	0.00	1,312.99	0.00	0.00	913.13	11.99	0.00	2,194.08	593.53	0.00
	Feed material	ton	n/a			0.00			0.00			0.00			0.00		
			n/a	n/a	n/a	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Ineration-energy recovery	ton	n/a			0.00			1,452.20			0.00			0.68		
			n/a	n/a	n/a	0.00	0.00	0.00	0.00	1,452.20	0.00	0.00	0.00	0.00	0.00	0.68	0.00
	Incineration – without energy	ton	n/a			0.00			0.00			0.00			0.00		
			n/a	n/a	n/a	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	52,561.25			55,574.18			68,259.47			43,658.28			48,753.99		
			21,317.03	8,821.32	22,422.90	28,143.82	8,937.77	18,492.59	23,959.68	9,273.79	35,026.00	23,276.69	11,616.15	8,765.43	21,500.09	12,496.32	14,757.58
	- Open Landfilling	ton	52,561.25			55,574.18			68,259.47			43,658.28			48,753.99		
			21,317.03	8,821.32	22,422.90	28,143.82	8,937.77	18,492.59	23,959.68	9,273.79	35,026.00	23,276.69	11,616.15	8,765.43	21,500.09	12,496.32	14,757.58
	- 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	n/a			n/a			0.00			0.00			0.00		
			n/a	n/a	n/a	n/a	n/a	n/a	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	97,453.64			83,959.50			105,624.43			132,234.67			121,032.21		
			40,311.39	47,215.62	9,926.63	40,042.15	39,714.01	4,203.34	60,973.58	34,722.01	9,928.84	87,166.26	35,978.67	9,089.75	73,217.24	38,377.70	9,437.28
	Ratio of waste that has been utilized per total waste from operation	%	64.96			59.86			60.18			75.09			71.02		
			65.41	84.25	30.69	58.72	81.62	17.96	71.65	76.40	22.09	78.78	75.59	50.91	76.79	75.44	39.01
	Total waste disposed	ton	52,561.25			56,294.26			69,882.29			43,866.72			49,381.34		
			21,317.03	8,821.32	22,422.90	28,152.84	8,941.64	19,199.78	24,128.77	10,727.39	35,026.13	23,484.76	11,616.28	8,765.68	22,127.40	12,496.36	14,757.58
	Waste intensity	tonne per million THB of revenue	0.12			0.13			0.15			0.09			0.10		
			0.10	0.15		0.12	0.14		0.10	0.21		0.09	0.09		0.08	0.12	

GRI	Performance	Unit	2020			2021			2022			2023			2024		
			makro	Lotus's -TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International
	Total weight of waste generated (Exclude foodwaste) ¹	ton	149,961.50			113,291.12			150,387.01			151,231.13			147,239.77		
			61,575.03	56,036.94	32,349.53	41,232.35	48,655.65	23,403.12	59,983.30	45,448.74	44,954.97	85,865.01	47,510.70	17,855.42	70,944.44	52,100.47	24,194.86
	Total waste recycled/reused	ton	97,400.25			83,156.59			103,513.33			129,881.23			118,265.96		
			40,258.00	47,215.62	9,926.63	39,239.25	39,714.01	4,203.33	58,864.38	34,720.13	9,928.82	84,897.06	35,894.42	9,089.75	69,225.53	39,603.43	9,437.00
	Total waste reuse	ton	n/a			4,202.16			91,122.38			117,215.45			101,527.63		
			n/a	n/a	n/a	0.19	n/a	4,201.97	58,145.28	32,977.11	0.00	84,407.81	32,807.64	0.00	68,605.25	32,922.38	0.00
	Total waste recycling	ton	97,400.25			78,954.42			12,390.95			12,665.77			16,738.33		
			40,258.00	47,215.62	9,926.63	39,239.06	39,714.01	1.36	719.10	1,743.02	9,928.82	489.25	3,086.77	9,089.75	620.28	6,681.05	9,437.00
	Total waste disposed	ton	52,561.25			30,134.53			46,873.68			21,349.91			28,973.81		
			21,317.03	8,821.32	22,422.90	1,993.10	8,941.64	19,199.79	1,118.92	10,728.61	35,026.15	967.95	11,616.28	8,765.68	1,718.91	12,497.04	14,757.86
	Ineration-energy recovery	ton	n/a			0.01			1,454.10			0.00			0.95		
			n/a	n/a	n/a	0.00	0.00	0.01	0.00	1,454.08	0.02	0.00	0.00	0.00	0.00	0.68	0.28
	Incineration – without energy	ton	2.96			10.96			6.79			1.08			1.02		
			n/a	2.96	n/a	7.10	3.86	0.00	6.05	0.74	0.00	1.07	0.01	0.00	1.01	0.01	0.00
	Landfilling	ton	52,561.25			30,123.56			45,412.79			21,348.83			28,971.83		
			21,317.03	8,821.32	22,422.90	1,986.00	8,937.77	19,199.78	1,112.87	9,273.79	35,026.13	966.88	11,616.27	8,765.68	1,717.90	12,496.35	14,757.58
	- Open Landfilling	ton	52,561.25			29,414.44			45,249.62			21,141.47			28,345.50		
			21,317.03	8,821.32	22,422.90	1,984.08	8,937.77	18,492.59	949.83	9,273.79	35,026.00	759.88	11,616.15	8,765.43	1,091.60	12,496.32	14,757.58
	- Secure Landfilling	ton	0.00			709.12			163.17			207.36			626.33		
			0.00	0.00	0.00	1.92	0.00	707.20	163.03	0.00	0.14	207.00	0.12	0.24	626.30	0.03	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	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.Revenue for intensity calculation during 2020-2024 million THB : year 2020 = 429,867 (Wholesale Business 218,760 Retail Business 211,107) year 2021 = 433,705 (Wholesale Business 226,258 Retail Business 207,467) year 2022 = (Wholesale Business 247,121 Retail Business 218,961) year 2023 = 489,949 (Wholesale Business 265,134 Retail Business 221,338) year 2024 = 512,042 (Wholesale Business 278,532 Retail Business 230,214)

GRI	Performance	Unit	2020			2021			2022			2023			2024		
			makro	Lotus's -TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International
Food waste																	
GRI 306-2 A	Discount product to prevent food waste generation	tonne	n/a			n/a			17,911.15			24,007.11			37,989.02		
			n/a	n/a	n/a	n/a	n/a	n/a	17,911.15	n/a	n/a	24,007.11	n/a	n/a	37,989.02	n/a	n/a
	Ratio discount product to prevent food waste generation per Total	%	n/a			n/a			55%			58%			90%		
			0.00	0.00	0.00	0.00	0.00	0.00	71%	n/a		97%	n/a	n/a	156%	n/a	n/a
GRI 306 (2020)	Total food waste and food loss	tonne	29,952.93			35,326.88			32,751.39			41,626.96			42,064.47		
			21,370.42	8,582.51	n/a	26,825.66	8,501.22	n/a	25,119.05	7,632.34	n/a	24,786.01	10,701.46	6,139.48	24,400.19	11,621.43	6,042.85
	Foodwaste	tonne	29,952.93			33,848.73			32,534.59			41,345.21			41,860.24		
	Foodloss	tonne	n/a			1,478.15			216.80			281.75			204.23		
	Foodwaste management by destination																
	Recycle	tonne	n/a			375.36			908.49			3,014.92			3,236.64		
			n/a	n/a	n/a	294.14	81.22	0.00	796.21	112.28	0.00	1,356.07	786.71	872.14	1,797.62	1,035.13	403.88
	Imperfect / Surplus Food	tonne	n/a			81.22			27.32			1,091.88			526.75		
			n/a	n/a	n/a	0.00	81.22	0.00	0.00	27.32	0.00	0.00	219.74	872.14	0.00	122.87	403.88
	Animal feed	tonne	n/a			294.14			881.17			1,923.04			2,709.88		
			n/a	n/a	n/a	294.14	0.00	0.00	796.21	84.96	0.00	1,356.07	566.97	0.00	1,797.62	912.26	0.00
	Bio-based materials/biochemical processing	tonne	n/a			0.00			0.00			0.00			0.00		
			n/a	n/a	n/a	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	tonne	53.39			509.36			1,321.16			925.12			2,796.28		
			53.39	n/a	n/a	508.76	0.60	0.00	1,312.99	8.18	0.00	913.13	11.99	0.00	2,194.08	593.53	8.66
	Composting/aerobic processes	tonne	53.39			509.36			1,321.16			949.12			2,796.28		
			53.39	n/a	n/a	508.76	0.60	0.00	1,312.99	8.18	0.00	913.13	11.99	24.00	2,194.08	593.53	8.66
	Energy Recovery	tonne	n/a			0.00			0.00			0.00			0.00		
			n/a	n/a	n/a	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	tonne	n/a			0.00			0.00			0.00			0.00		
			n/a	n/a	n/a	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	tonne	n/a			0.00			0.00			0.00			0.00		
			n/a	n/a	n/a	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	tonne	29,899.54			34,442.16			30,521.73			37,686.91			36,031.56		
			21,317.03	8,582.51	0.00	26,022.76	8,419.40	0.00	23,009.85	7,511.88	0.00	22,516.81	9,902.76	5,267.34	20,408.49	9,992.77	5,630.31
	Open Landfill	tonne	29,899.54			34,442.16			30,521.73			37,686.91			36,031.56		
			21,317.03	8,582.51	0.00	26,022.76	8,419.40	0.00	23,009.85	7,511.88	0.00	22,516.81	9,902.76	5,267.34	20,408.49	9,992.77	5,630.31
	Secure Landfill	tonne	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	tonne	n/a			0.00			0.00			0.00			0.00		
			n/a	n/a	n/a	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	%	0.18			2.50			6.81			9.47			14.34		
			0.25	0.00	0.00	2.99	0.96	0.00	8.40	1.58	0.00	9.16	7.46	14.21	16.36	14.01	0.00
		tonne per million THB of revenue	0.07			0.08			0.07			0.08			0.07		
			0.10	0.04		0.12	0.04		0.09	0.03		0.08	0.07		0.07	0.07	

GRI	Performance	Unit	2020			2021			2022			2023			2024		
			makro	Lotus's -TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International
GRI 306 (2020)	Food waste management by category																
	Fruit and Vegetable	tonne	n/a			23,139.52			26,194.85			31,156.18			26,926.53		
			n/a	n/a	n/a	19,899.06	0.00	3,240.46	17,800.87	3,503.26	4,890.72	16,778.31	5,726.12	8,651.75	17,600.13	4,100.67	5,225.73
	Meat	tonne	n/a			3,766.27			4,534.33			212,959.92			7,642.01		
			n/a	n/a	n/a	3,766.27	0.00	0.00	3,548.23	986.11	0.00	3,562.97	1,386.91	208,010.04	3,989.38	2,167.75	1,484.87
	Beef	tonne	n/a			1,015.37			386.59			1,760.28			2,599.63		
			n/a	n/a	n/a	1,007.75	0.00	7.62	323.66	0.00	62.92	319.94	1,386.91	53.42	412.59	2,167.75	19.29
	Pork	tonne	n/a			674.65			846.16			1,174.02			308.00		
			n/a	n/a	n/a	674.65	0.00	0.00	846.08	0.00	0.08	1,173.75	0.00	0.27	301.49	0.00	6.52
	Poultry	tonne	n/a			353.11			837.97			2,158.78			1,917.40		
			n/a	n/a	n/a	240.67	0.00	112.44	639.23	0.00	198.74	1,095.18	0.00	1,063.60	1,196.20	0.00	721.20
	Sheep	tonne	n/a			0.00			1.98			0.68			74.80		
			n/a	n/a	n/a	0.00	0.00	0.00	1.98	0.00	0.00	0.68	0.00	0.00	74.80	0.00	0.00
	Fish	tonne	n/a			797.26			1,034.26			1,680.05			1,471.42		
			n/a	n/a	n/a	527.25	0.00	270.01	815.01	0.00	219.25	900.82	0.00	779.23	962.48	0.00	508.94
	Other seafood	tonne	n/a			1,401.53			1,021.69			206,186.11			1,270.76		
			n/a	n/a	n/a	1,315.95	0.00	85.58	922.27	0.00	99.42	72.59	0.00	206,113.52	1,041.83	0.00	228.93
	Other Meat	tonne	n/a			0.00			986.11			0.00			0.00		
			n/a	n/a	n/a	0.00	0.00	0.00	0.00	986.11	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Bakery	tonne	n/a			844.94			2,045.39			2,512.27			2,224.93		
			n/a	n/a	n/a	844.94	0.00	0.00	951.29	445.53	648.57	928.20	755.24	828.83	1,067.15	617.69	540.09
	Frozen and DAIRY	tonne	n/a			2,315.32			3,837.64			3,524.89			2,505.94		
			n/a	n/a	n/a	2,315.32	0.00	0.00	2,818.66	824.39	194.59	2,596.91	84.60	843.39	1,573.91	895.34	36.69
	Ready to Eat	tonne	n/a			0.00			441.70			599.39			650.48		
			n/a	n/a	n/a	0.00	0.00	0.00	0.00	441.70	0.00	0.00	599.39	0.00	167.91	482.56	0.00
	Other	tonne	n/a			0.00			1,556.97			31.57			1,529.68		
			n/a	n/a	n/a	0.00	0.00	0.00	0.00	1,431.35	125.62	0.00	0.00	31.57	1.72	1,527.96	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.Revenue for intensity calculation during 2020-2024 million THB : year 2020 = 429,867 (Wholesale Business 218,760 Retail Business 211,107) year 2021 = 433,705 (Wholesale Business 226,258 Retail Business 207,467) year 2022 = (Wholesale Business 247,121 Retail Business 218,961) year 2023 = 489,949 (Wholesale Business 265,134 Retail Business 221,338) year 2024 = 512,042 (Wholesale Business 278,532 Retail Business 230,214)

GRI	Performance	Unit	2020			2021			2022			2023			2024		
			makro	Lotus's -TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International
Plastic packaging usage																	
GRI 301-1	Plastics Packaging Usage	ton	12,202.81			16,713.11			18,532.25			18,098.40			18,460.65		
			3,551.06	n/a	8,651.75	4,231.54	12,481.57		4,051.61	12,499.73	1,980.90	3,969.72	12,441.56	1,687.12	3,459.87	13,243.25	1,757.53
	PET: Polyethylene Terephthalate Ethylene	ton	n/a			159.14		2,672.88			2,466.22			1,794.60			
			n/a	n/a	n/a	71.77	n/a	87.37	69.02	2,603.86	0.00	296.25	2,169.97	0.00	45.77	1,748.83	0.00
	HDPE: High Density Polyethylene	ton	n/a			2,458.79		2,398.88			2,710.40			2,858.82			
			n/a	n/a	n/a	2,456.34	n/a	2.45	2,198.44	200.44	0.00	2,539.91	170.49	0.00	2714.42	144.4	0.00
	PVC: Vinyl or Polyvinyl Chloride	ton	n/a			1,417.96		1,516.43			934.75			510.18			
			n/a	n/a	n/a	1,399.82	n/a	18.14	1,506.58	9.85	0.00	911.28	23.47	0.00	497.18	13.00	0.00
	LDPE: Low Density Polyethylene	ton	n/a			5.00		247.59			244.33			483.28			
			n/a	n/a	n/a	4.02	n/a	0.98	3.31	244.28	0.00	0.31	244.02	0.00	0.00	483.28	0.00
	PP: Polypropylene	ton	n/a			146.36		8,478.35			9,207.69			8,193.13			
			n/a	n/a	n/a	15.12	n/a	131.24	22.37	8,455.98	0.00	58.34	9,149.35	0.00	16.18	8,176.95	0.00
	PS: Polystyrene	ton	n/a			0.86		4.33			16.01			5.60			
			n/a	n/a	n/a	0.00	n/a	0.86	0.00	4.33	0.00	0.00	16.01	0.00	0.00	5.6	0.00
	PE: Polyethylene	ton	n/a			264.97		229.48			763.38			1,054.48			
			n/a	n/a	n/a	230.30	n/a	34.67	229.48	0.00	0.00	137.74	625.64	0.00	156.17	898.31	0.00
	PC: Polycarbonate	ton	n/a			0.00		909.43			0.00			0.00			
			n/a	n/a	n/a	0.00	n/a	0.00	0.00	909.43	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	PA: Polyamide	ton	8,651.75			57.22		93.97			68.50			1,803.03			
			n/a	n/a	8,651.75	54.17	n/a	3.05	22.41	71.56	0.00	25.89	42.61	0.00	30.15	1772.88	0.00
	Others (Cable ties)	ton	n/a			n/a		n/a			n/a			n/a			
			n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Packaging intensity	ton per million THB of revenue	0.03			0.04		0.04			0.04			0.04			
			0.02	n/a	0.04	0.02	0.06		0.02	0.07		0.01	0.06		0.01	0.07	
	Percent of recycleable plastic	%	n/a			n/a		n/a			97.00			99.00			
			n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a							
	n/a			n/a		n/a			24.33			26.69					
	n/a		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a							
	n/a			n/a		n/a			13.26			47.12					
	Percent recycled content within own plastic packaging	ton	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	13.26	n/a	n/a	n/a	47.12	n/a
			n/a			0.24		n/a			143.95			n/a			
	n/a			n/a		n/a			143.95			n/a					
	n/a		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	108.26	35.69	n/a	n/a	n/a	n/a	

GRI	Performance	Unit	2020			2021			2022			2023			2024		
			makro	Lotus's -TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International
Packaging material																	
G4-EN1	Packaging material	ton	3,551.06			4,231.54			31,031.98			30,539.96			93,610.54		
			3,551.06	n/a	n/a	4,231.54	n/a	n/a	18,532.25	12,499.73	0.00	18,098.40	12,441.56	0.00	68,320.03	25,290.51	0.00
	Glass	ton	n/a			n/a			0.00			0.00			247.64		
			n/a	n/a	n/a	n/a	n/a	n/a	0.00	0.00	0.00	0.00	0.00	0.00	0.00	247.64	0.00
	Wood	ton	n/a			n/a			0.00			0.00			0.65		
			n/a	n/a	n/a	n/a	n/a	n/a	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.65	0.00
	Paper	ton	n/a			n/a			0.00			0.00			93,362.25		
			n/a	n/a	n/a	n/a	n/a	n/a	0.00	0.00	0.00	0.00	0.00	0.00	68,320.03	25,042.22	0.00
	- Paper	ton	n/a			n/a			0.00			0.00			25,055.00		
			n/a	n/a	n/a	n/a	n/a	n/a	0.00	0.00	0.00	0.00	0.00	0.00	12.78	25,042.22	0.00
	- Paper recycling	ton	n/a			n/a			0.00			0.00			68,307.25		
			n/a	n/a	n/a	n/a	n/a	n/a	0.00	0.00	0.00	0.00	0.00	0.00	68,307.25	0.00	0.00
	Metal	ton	n/a			n/a			0.00			0.00			0.00		
			n/a	n/a	n/a	n/a	n/a	n/a	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Plastic	ton	n/a			n/a			31,031.98			30,539.96			0.00		
			n/a	n/a	n/a	n/a	n/a	n/a	18,532.25	12,499.73	0.00	18,098.40	12,441.56	0.00	0.00	0.00	0.00
	Other packaging reusable	ton	n/a			n/a			0.00			0.00			0.00		
n/a			n/a	n/a	n/a	n/a	n/a	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	

Remarks:

- n/a means not available

1.2022 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.Revenue for intensity calculation during 2020-2024 million THB : year 2020 = 429,867 (Wholesale Business 218,760 Retail Business 211,107) year 2021 = 433,705 (Wholesale Business 226,258 Retail Business 207,467) year 2022 = (Wholesale Business 247,121 Retail Business 218,961) year 2023 = 489,949 (Wholesale Business 265,134 Retail Business 221,338) year 2024 = 512,042 (Wholesale Business 278,532 Retail Business 230,214)

Performance of Social and Related KPIs as 2030 Sustainability Strategy

2024 Reporting of Breach Cases	พหุกิจ	makro	lotus's-TH	lotus's-MY	CP A'stra	Confirmed	Under investigation	Disciplinary Action					
								Verbal Warning	Written Warning	Training	Suspension/ Transfer	Court	Dismissal/ Resigned
Reporting on Code of Conduct breaches													
Conflict of Interest: COI	Case	3	0	0	3	3	0	1	0	0	2	0	0
Corruption	Case	0	0	0	0	0	0	0	0	0	0	0	0
Fraud & Bribery	Case	8	38	3	49	24	12	1	7	0	0	3	13
Non-compliance	Case	37	108	0	145	85	17	24	25	11	6	0	19
Fine & Penalty	Baht	0.00	0.00	0.00	0.00	0	0						
Closed Action of Substantiated cases	%	100											
Correction	%	100											
Reporting on Community, Social & Environmental breaches													
Breaches case	Case	0	0	0	0								
Fine & Penalty	Baht	0	0	0	0								
Closed Action of Substantiated cases	%	-											
Correction	-	-											
Reporting on Cybersecurity breaches													
Cybersecurity breaches case	Case	0	0	0	0								
Fine & Penalty	Baht	0	0	0	0								
Closed Action of Substantiated cases	%	-											
Correction	-	-											
Data privacy breaches case	Case	0	0	0	0								
Fine & Penalty	Baht	0	0	0	0								
Closed Action of Substantiated cases	%	-											
Correction	-	-											
Reporting on Product quality breaches													
Breaches case	Case	2	4	0	6								
Fine & Penalty	Baht	20,000	74,840.75	0.00	94,840.75								
Closed Action of Substantiated cases	%	100%											
Correction	-	1. Replace the product for the customer or issue a refund. 2. Notify the stores management unit and QA for inspection and prevention. 3. Consider providing compensation if the customer experiences a loss of income during treatment.											
Beach case of Human Rights & Labor Practice Monitoring & Action													
Discrimination	Case	13	73	0	86	42	9	10	9	18	1	1	3
Child and Youth Labor	Case	0	0	0	0	0	0	0	0	0	0	0	0
Forced Labor	Case	7	61	0	68	41	5	8	19	9	0	0	5
Sexual Harassment	Case	1	2	0	3	2	0	1	0	0	0	0	1
Harassment	Case	28	94	21	143	71	10	27	19	31	0	0	5
Indigenous' rights	Case	0	0	0	0	0	0	0	0	0	0	0	0
Freedom of association rights	Case	0	0	0	0	0	0	0	0	0	0	0	0
Fine & Penalty	Baht	0	0	0	0								
Closed Action of Substantiated cases	%	100											

Remark: In 2024, the 156 cases are confirmed and every case has the action and penalty as human rights and labor practice policy, company's rule and regulation.

Performance of Social and Related KPIs as 2030 Sustainability Strategy

Data	Unit	2022 Makro	2022 Lotus's	2023 Makro	2023 Lotus's	2024 Makro	2024 Lotus's
Direct supporting (Hiring or Procument)							
SME	peoples	727		18,775		17,143	
		651	76	578	18,197	525	16,618
Farmers	peoples	5,329		884		1,287	
		4,453	876	105	779	95	1,192
Jobs support in value chain							
- Vendors	peoples	3,992		46		2,501	
		28	13,243	46	n/a	57	10
- Supplier		3,992		2,117		2,501	
		1,982	2,010	2,117	n/a	2,029	472
Number of disability	peoples	710		2,984		691	
		93	617	400	2,584	238	453
Other support earning (Community kitchen, food selling at food court etc)	peoples	82,520					
		74,700	7,820	30,619	n/a	0	0
Indirect supported							
SME's worker & subsidiary farmers	peoples	19,575		84,168		53,962	
		n/a	19,575	n/a	84,168	0	53,962
Number of vendor's worker	peoples	20,000		75,336		79,121	
		20,000	n/a	75,336	0	75,366	3,755
Social corporate responsibility							
- Commercial Activities	Baht	26,295,135		44,739,832		59,622,512	
		19,989,125	6,306,010	42,945,710	1,794,122	58,046,197	1,576,315
- Social investment	Baht	389,826		12,692,338		850,260	
		129,296	260,530	70,000	12,622,338	180,000	670,260
- Charity Donations	Baht	35,164,117		23,111,228		29,217,202	
		29,208,719	5,955,398	16,367,985	6,743,243	14,561,699	14,655,503
Employee Volunteer Hours	hours	124,662		74,081		72,839	
		5,080	119,582	9,125	64,956	34,407	38,432
Expense of CSR event	Baht	497,792		2,763,055		352,655	
		33,540	464,252	8,519	2,754,536	12,000	340,655
FOOD SECURITY & ACCESS TO NUTRITION							
Food donation and surplus (both normal and during the crisis)	peoples	33,378		215,600		20,850	
		25,123	8,255	12,771	202,829	12,850	8,000
Member of Community Kitchen (Food supply model)	peoples	74,700		54,001		87,156	
		74,700	n/a	54,001	n/a	48,601	38,555
STAKEHOLDER ENGAGEMENT							
Stakeholder's ESG engagement survey	%	90	80	96	79	88%	n/a
Employee engagement score	%	83	92	81	91	87.40%	
Customer satisfaction score	%	88.00%		88.00%		82.25%	
		86.00%	90.00%	86.70%	89.00%	82.50%	82.00%
RESPONSIBLE SUPPLY CHAIN MANAGEMENT							
Tier 1 supplier engaged Supplier's Code of Conduct	%	75%		99.39%		100%	
		100%	62%	100.00%	98.78%	100%	100%
Tier 1 supplier signed Supplier's Code of Conduct	%	34%		91.69%		100%	
		67%	17%	83.40%	99.97%	100%	100%
Tier 1 suppliers are trained ESG	%	21%		33.74%		62%	
		29%	17%	49.14%	18.34%	100%	24.46%
Critical Tier 1 suppliers are trained ESG	%	71%		84.00%		74%	
		100%	68%	100.00%	68.00%	100%	49%
Tier 1 supplier are assessed ESG criteria	%	55%		76.88%		82%	
		68%	48%	88.21%	65.54%	100%	64.31%
Critical tier 1 suppliers are assessed ESG criteria	%	15%		79.81%		91%	
		100%	5%	100.00%	59.61%	100%	82.65%
High risk suppliers are onsite audited	%	100%		100.00%		100%	
		100%	100%	100.00%	0.00%	100%	100%
High risk suppliers are onsite audited	%	71%		55.30%		62%	
		100%	45%	100.00%	10.59%	100%	23%
Proportion of online customer	%	9.25		13.548		18.00%	
		9.25	0	16.9	0.14	27.50%	8.50%
Online revenue	million THB	40,545		52,433		92,167.56	
		40,545	0	42,540	9,893	-	-

Note:

n/a means not available

Part 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 - About this report	
2-5 External assurance	Appendix - About this report	
2-6 Activities, value chain and other business relationships	1.2.2 Information on products and services	
2-7 Employees	Appendix - GRI workforce	
2-8 Workers who are not employees	Appendix - GRI workforce	
2-9 Governance structure and composition	7. Corporate governance structure and significant information related to the board 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	https://www.cpaxtra.com/storage/document/sustainability/2024-materiality-assessment-en.pdf	
3-2 List of material topics		

GRI STANDARD	Location (Topic or URL)	3rd party assurance
3-3 Management of material topics		
GRI 201: Economic Performance Topic 2021		
201-1 Direct economic value generated and distributed	4.3 Information from financial statements and significant financial ratios	
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	https://www.cpaxtra.com/storage/document/sustainability-reports/2024/sustainability-performance-report-th.pdf	
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		
205-2 Communication and training about anti-corruption policies and procedures		
205-3 Confirmed incidents of corruption and actions taken		
206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices		
GRI 207: Tax 2016		
207-1 Approach to tax	https://www.cpaxtra.com/storage/document/sustainability/tax-policy-en.pdf	
207-2 Tax governance, control, and risk management	https://www.cpaxtra.com/storage/document/sustainability/tax-policy-en.pdf	
207-3 Stakeholder engagement and management of concerns related to tax	https://www.cpaxtra.com/storage/document/sustainability/tax-policy-en.pdf	
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	https://www.cpaxtra.com/storage/document/sustainability-reports/2024/sustainability-performance-report-th.pdf	
301-2 Recycled input materials used		
301-3 Reclaimed products and their packaging materials		
GRI 302: Energy 2016		
302-1 Energy consumption within the organization	3.3.2 Environmental operating results > Information on energy management	Yes
302-3 Energy intensity	3.3.2 Environmental operating results > Information on energy management	Yes
302-4 Reduction of energy consumption	3.3.2 Environmental operating results > Information on energy management	
302-5 Reductions in energy requirements of products and services	3.3.2 Environmental operating results > Information on energy management	
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	3.3.2 Environmental operating results > Information on water management	Yes
303-4 Water discharge	3.3.2 Environmental operating results > Information on water management	Yes
303-5 Water consumption	3.3.2 Environmental operating results > Information on water management	Yes
GRI 305: Emission 2016		
305-1 Direct (Scope 1) GHG emissions	3.3.2 Environmental operating results > Information on greenhouse gas management	Yes
305-2 Energy indirect (Scope 2) GHG emissions	3.3.2 Environmental operating results > Information on greenhouse gas management	Yes
305-3 Other indirect (Scope 3) GHG emissions	3.3.2 Environmental operating results > Information on greenhouse gas management	Yes
305-4 GHG emissions intensity	3.3.2 Environmental operating results > Information on greenhouse gas management	Yes
305-5 Reduction of GHG emissions	3.3.2 Environmental operating results > Information on greenhouse gas management	
305-6 Emissions of ozone-depleting substances (ODS)	3.3.2 Environmental operating results > Information on greenhouse gas management	
GRI 306: Waste 2020		
306-1 Waste generation and significant waste-related impacts	3.3.2 Environmental operating results > Information on waste management	

GRI STANDARD	Location (Topic or URL)	3rd party assurance
306-2 Management of significant waste-related impacts	3.3.2 Environmental operating results >Information on waste management	
306-3 Waste generated	3.3.2 Environmental operating results >Information on waste management	Yes
306-4 Waste diverted from disposal	3.3.2 Environmental operating results >Information on waste management	Yes
306-5 Waste directed to disposal	3.3.2 Environmental operating results >Information on waste management	Yes
GRI 308: Supplier Environmental Assessment 2016		
308-1 New suppliers that were screened using environmental criteria		
308-2 Negative environmental impacts in the supply chain and actions taken		
GRI 401: Employment 2016		
401-1 New employee hires and employee turnover		
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees		
401-3 Parental leave		
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 > Employees and labor management plan > Occupational Health and Safety	
403-2 Hazard identification, risk assessment, and incident investigation	3.4.2 Social operating results > Information on employees and labor > Employees and labor management plan > Occupational Health and Safety	
403-3 Occupational health services	3.4.2 Social operating results > Information on employees and labor > Employees and labor management plan > Occupational Health and Safety	
403-4 Worker participation, consultation, and communication on occupational health and safety	3.4.2 Social operating results > Information on employees and labor > Employees and labor management plan > Occupational Health and Safety	
403-5 Worker training on occupational health and safety	3.4.2 Social operating results > Information on employees and labor > Employees and labor management plan > Occupational Health and Safety	
403-6 Promotion of worker health	3.4.2 Social operating results > Information on employees and labor > Employees and labor management plan > Occupational Health and Safety	
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 > Employees and labor management plan > Occupational Health and Safety	
403-8 Workers covered by an occupational health and safety management system	3.4.2 Social operating results > Information on employees and labor > Employees and labor management plan > Occupational Health and Safety	
403-9 Work-related injuries	3.4.2 Social operating results > Information on employees and labor > Employees and labor management plan > Occupational Health and Safety	
403-10 Work-related ill health	3.4.2 Social operating results > Information on employees and labor > Employees and labor management plan > Occupational Health and Safety	
GRI 404: Training and Education 2016		
404-1 Average hours of training per year per employee		
404-2 Programs for upgrading employee skills and transition assistance programs		
404-3 Percentage of employees receiving regular performance and career development reviews		
GRI 405: Diversity and Equal Opportunity 2016		

GRI STANDARD	Location (Topic or URL)	3rd party assurance
405-1 Diversity of governance bodies and employees		
405-2 Ratio of basic salary and remuneration of women to men		
GRI 406: Non-discrimination 2016		
406-1 Incidents of discrimination and corrective actions taken		
GRI 407: Freedom of Association and Collective Bargaining 2016		
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		
GRI 409: Forced or Compulsory Labor 2016		
409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor		
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		
GRI 413: Local Communities 2016		
413-1 Operations with local community engagement, impact assessments, and development programs		
413-2 Operations with significant actual and potential negative impacts on local communities		
GRI 414: Supplier Social Assessment 2016		
414-1 New suppliers that were screened using social criteria		
414-2 Negative social impacts in the supply chain and actions taken		
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		
416-2 Incidents of non-compliance concerning the health and safety impacts of products and services		
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		

GRI STANDARD	Location (Topic or URL)	3rd party assurance
417-3 Incidents of non-compliance concerning marketing communications		
GRI 418: Customer Privacy 2016		
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data		



LRQA Independent Assurance Statement

Relating to CP Axtra Public Company Limited's Sustainability Report for the calendar year 2024

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 2024 "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 Malaysia 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 Standards¹ (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, Upstream transport and distribution and business travel, Employee commuting and Downstream leased only), GRI 305-4 GHG emissions intensity, (GRI 306- 3 to 5) Waste generated/diverted from 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.

Our assurance engagement excluded the data and information of CP Axtra's subsidiaries within Malaysia and Thailand where it has no operational control, all operations and activities outside of Malaysia 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: 15 February 2025

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