
CP AXTRA
SUSTAINABILITY
REPORT 2025
makro
Lotus's
MALL
CP Axtra Public Company Limited

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256 link to GRI Report and Assurance letter

2030 SUSTAINABILITY STRATEGIES

Sufficiency Economy Philosophy	C.P. Excellence Management Approach	The 10 UNGC Principles 17 UN SDGs & UNGP	Regulations, and Standards

HEART Living Right	HEALTH Living Well	HOME Living Together
Corporate Governance	Health and Well-Being	Climate Resilience
Human Rights and Labor Practices	Social Impact and Economic Contribution	Circular Economy
Education and Inequality Reduction	Food Security and Access to Nutrition	Water Stewardship
Leadership and Human Capital Development	Innovation	Ecosystems and Biodiversity Protection
Cybersecurity and Data Protection	Stakeholder Engagement	Responsible Supply Chain Management

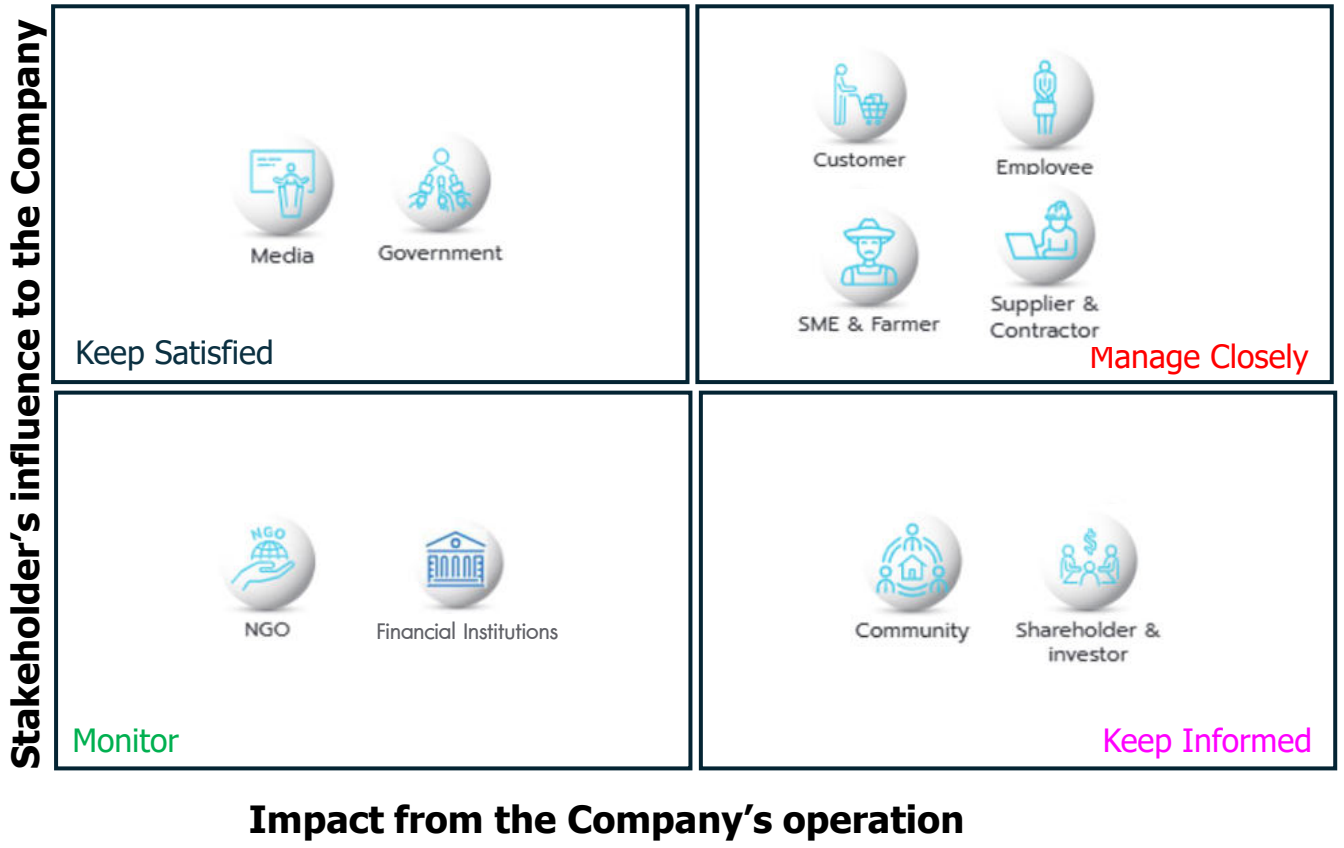
Sustainability Overview and Materiality Assessment

Our Supply Chain



Identify and prioritize the stakeholder





Annual Stakeholder Engagement Survey

Employee **500**

Customer **207**

Supplier & Contractor **19**

SME & Farmer **14**

Community **9**

Government **15**

Media **7**

Shareholder & investor **5**

NGO **5**

In 2025, the annual stakeholder engagement survey from total **781** people which number of each group as





Identify the material issue from Stakeholder Engagement Channels

The feedback from the variable engagement channel will be collected and considered to the material issue. The negative feedback i.e., complaint, number of breach case, incident etc. The result will be counted as the negative issue. In the other hand, the positive feedback as suggestion and expectation from external stakeholder are considered either. Also the performance gap or significant change that potentially impact to ESG management system such as the migrant worker hiring in store which are review for human rights, non-discrimination, labor practice and living wage and safe work condition etc.

Stakeholders	Engagement Channels	Expectations / Impact / Performance gap	Materiality Issue
 Shareholders and Investors (External stakeholder)	• Annual General Meeting of Shareholders (AGM). • Quarterly Analysts Meeting. • Investor meeting.	• Accurate, complete, and timely information disclosure. • transparency Management. • Protect shareholder's rights. • Business growth & Competitiveness. • Comply with Stock market's new CG and transparency disclosure.	• Corporate Governance. • Stakeholder engagement. • Innovation product & service. • Cybersecurity & data privacy.
 Employees (Internal stakeholder)	• Annual ESG engagement survey. • Whistleblowing, Suggestion box, website, and hotline. • Annual employee engagement survey. • Quarterly meetings of Welfare Committee.	• Benefit, Welfare, Compensation, and Career Growth. • Safe working condition and equipment. • Work Life Balance and Flexible working hours. • Upskill and reskill for modern competency. • Equality, non-discrimination diversity and inclusion for migrant worker at store.	• Human rights - Non-Discrimination. • Health & Safety. • Human capital development. • Human rights - migrant workers at store (NEW). • Human rights - Discrimination (NEW).
 Customers (External stakeholder)	• Annual ESG engagement survey. • Complaint channels as website, customer service call center and customer interviews.	• Ontime delivery with safe, quality and promote health. • Affordable food prices. • Stock availability. • Reliable & traceable product label & information. • Personal data protection. • Product and service that support the competitiveness	• Supply chain management. • Health & Well Being product. • Innovative product & service. • Cyber security and data privacy. • Education & inequality reduction.

Stakeholders	Engagement Channels	Expectations / Impact / Performance gap	Materiality Issue
 Suppliers (External stakeholder)	• Annual ESG engagement survey. • Supplier audit and capacity-building program. • Onsite visits and audits.	• Support agricultural products local SME and farmer. • Fairness and transparency supplier selection process. • Better understand the certified sustainable agriculture product requirement.	• Job creation and local SME and farmer. • Stakeholder engagement. • Supply chain management.
 Contractors (External stakeholder)	• Annual ESG engagement survey Complaint and suggestions channels. • Monthly meeting. • Onsite visits.	• Selection and encourage business partners with transparency. • Better understand the human rights and labor practice in Supplier's Code of Conduct manual. • Knowledge sharing for road accident prevention.	• Job creation for small local service company and worker. • Supply chain management. • Human rights & Labor practice. • Health & Safety - Road safety.
 Community and Society (External stakeholder)	• Annual ESG engagement survey. • Communication channels via Makro's website, social media, call center. • Complaint channels for suggestions and complaints. • Dialogue / Monthly visits.	• Collaborative with local firms to develop and support communities. • Job and carrier opportunities for local community members. • Protection of accident and environmental impact on the community. • CSR activities / donations / continuous support for disaster. • Support for student's education in community.	• Social impact Job creation and economy contribution. • Waste water & waste management. • Health & Safety. • Food security and access to nutrition. • Education & inequality reduction.
 Financial Institutions (External stakeholder)	• Key contact email and phone number. • Regular meetings. • Performance reports such as annual reports and financial statements.	• Strict compliance with accuracy, transparency, and punctuality principles. • Compliance with contractual terms and conditions. • Climate change target and action. • Encourage environmental and social support to local farmer.	• Corporate Governance. • Job creation and economy impact to local. • Climate resilience and GHG reduction.

Stakeholders	Engagement Channels	Expectations / Impact / Performance gap	Materiality Issue
 Government (External stakeholder)	• Organize meetings with the government agencies. • Open for government agencies visits. • Collaborative agreements with government agencies.	• Compliance with legal and regulation. • Support activities beneficial to the community, society, and the environment. • Encourage BCG Model and protect natural resource. • Encourage and protection of human right in among value chain. • Collaboration to prevent food shortage from demand and supply including control or reduce price for end user during economic concern.	• Corporate Governance. • Supply chain management. • Human Rights & Labor Practice. • Circular Economy. • Climate Resilience. • Water stewardship. • Food security & Access to Nutrition.
 Media (External stakeholder)	• Annual ESG engagement survey. • Communication channels such as website, social media, email, and TV programs. • Interview press releases.	• Communicate relevant, factual, and timely performance. • Strategy for business impact on the economy and society.	• Corporate governance - transparent. • Social impact and economic contribution.
 ESG Rating Agency & NGO (External stakeholder)	• Meetings to discuss and exchange information. • Research and discussion. • Participate disclosure and rating program.	• Human rights along supply chain. • Supplier screening with ESG criteria. • Carbon reduction strategy in own operation and supply chain. • TNFD disclosure. • Prevent ocean plastic waste. • Promote the gender equity in supply chain. • Responsible marketing of alcohol beverage (new	• Supply chain management. • Climate resilience. • Sustainable packaging. • Biodiversity & ecosystem protection. • Human rights - Indigenous (New). • Human rights - Non discrimination in the supply chain (New).

Materiality Analysis

The materiality assessment is conducted annually basis to consider the topic of the Company's activities, business value creation, external stakeholder impacts, and concerns from engagement, through the following process:

Stage 1

Identify both negative and positive material issues by internal and external stakeholders

Identifies ESG material issues both positive and/or negative impacts, actual or potential impact on economy, environment, people including human rights. The material are collected from external and internal stakeholders through multi engagement channels such as the annual ESG' engagement survey, compliant. Altogether with the actual ESG performance i.e accident case, breach case, Human rights risk assessment etc. The context review from global standard and ESG indices and guidelines i.e, GRI, SDG, CDP, S&P CSA, FTSE4Goods, SASB, TH-ESG Rating etc.

Stage 2

Prioritize the most significant impact for reporting

The materiality issues are prioritization is based on the principle of double materiality to ensure impact to stakeholder and business are considered. Also rating by both internal and external stakeholders (179 persons)[1] for level of impact of both Enterprise Value Creation and Long-term impact of social, environment and people in team of risk severity and likelihood.

Stage 3

Validation by 3rd party

The materiality are verified by the third-party assurance (LRQA). The assurance document is shown on last page of this report. The material assessment result signed off by BOD.

Stage 4

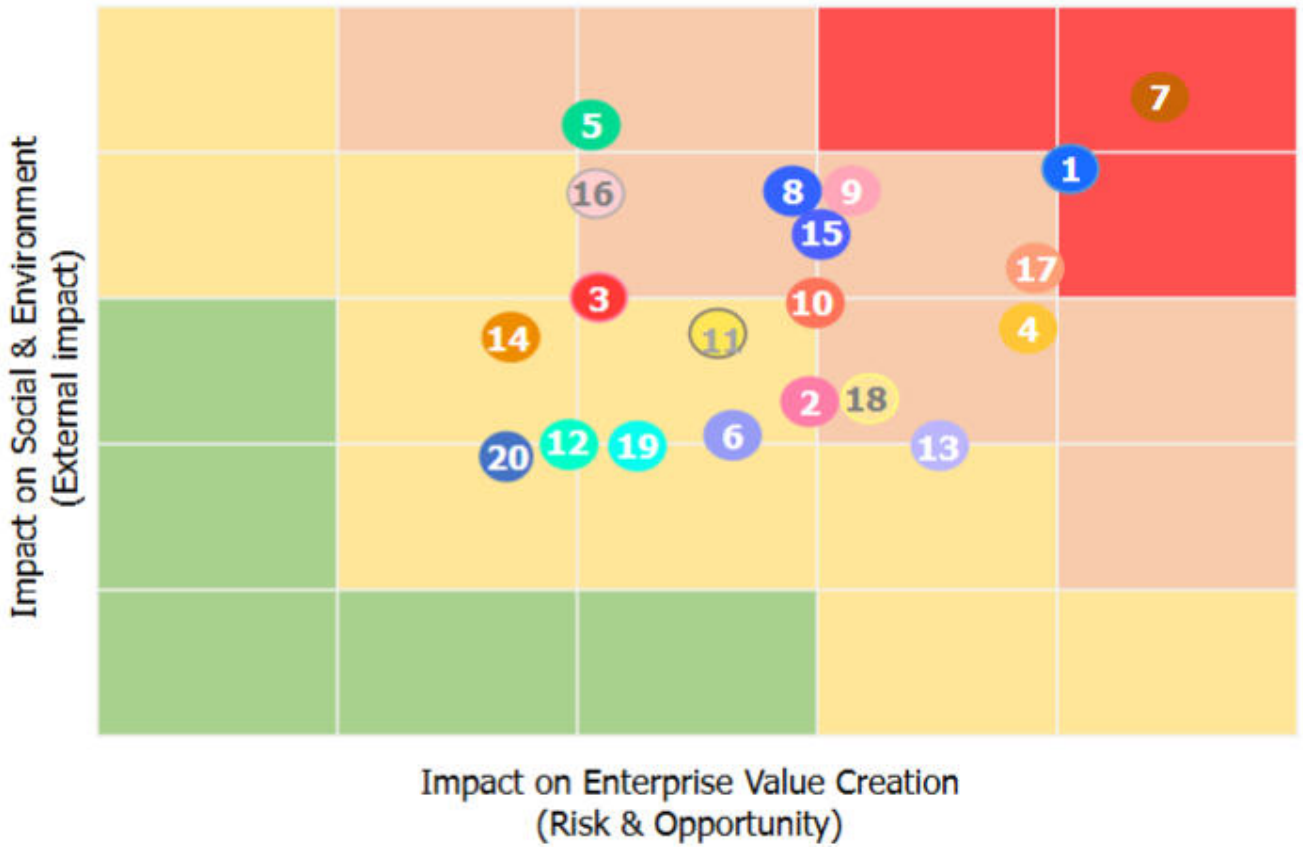
Integrated to company's ERM process

All significant ESG materials are integrated into the Company's Enterprise Risk Management (ERM) and shown on the company's risk map and tracking within the online platform. The risk steering committee quarterly monitored progress and by BOD at least once per year.

Stakeholder along the Value Chain



2025 Materiality Result*



1 Corporate governance
2 Human rights – employee
3 Human rights - vendor / supplier
4 Health & safety – employee
5 Health & safety - vendor / supplier
6 Leadership development
7 Cybersecurity & data privacy
8 Climate resilience
9 Waste to landfill
10 Plastic waste - Circular Economy
11 Water stewardship
12 Biodiversity
13 Responsible supply chain
14 Education to public (+)
15 H&W being product (+)
16 Social Impact & economic contribution (+)
17 Food safety, security and quality
18 Innovation (+)
19 Stakeholder engagement
20 Responsible marketing of alcohol (new)

Remark: (+) = positive impact

*Approved by CGS & SD Committee (Board level)

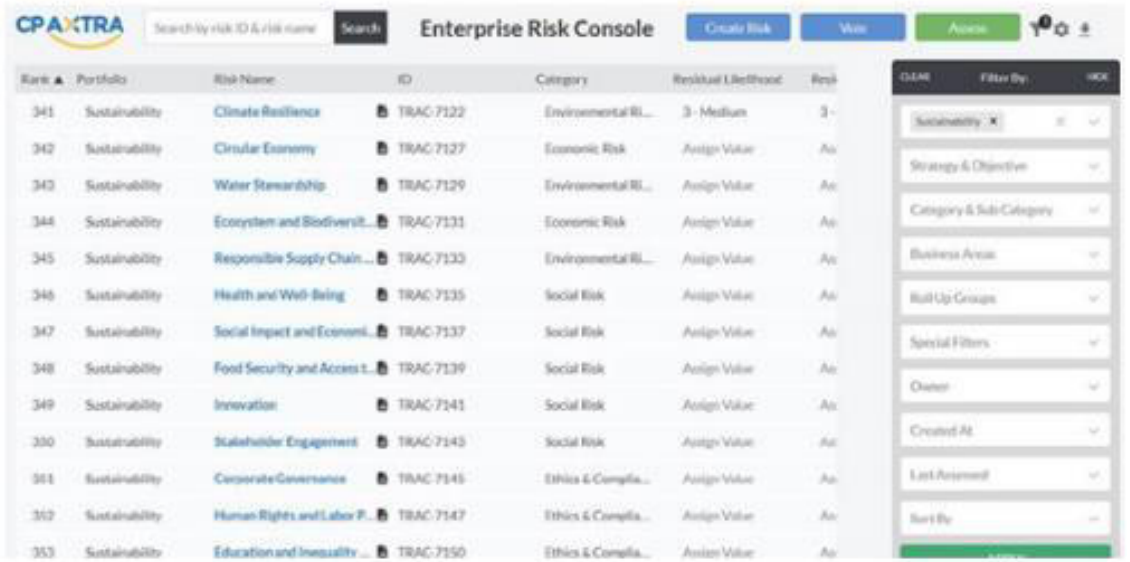
Integrated ESG Risk into Enterprise Risk Management

Strategic Risk	Operation Risk	Reputation Risk	Compliance Risk	ESG Risk [1]	Emerging Risk
• Strategic Execution • Strategic Project Management • Overseas Investment and Other Business • Mall business risk	• Organizational and Workforce Readiness • Food Safety and Product Quality • Cybersecurity • End-to-End Operation	• Company image and reputation	• Ethical and Regulatory Compliance • Personal Data Protection Act	• Climate resilience and disasters • Human rights and labor practices	• Liquidity (Economic & Financial risk) • Digital Technology and AI • Consumer Preference Change

All materiality issues are integrated into the Company's Risk Management System. The "Essential ERM platform" is implemented as tool for executive management the efficiently tracking the data, more effective risk management. This system enables real time access to risk management information for BU management team including provide risk evaluation tools tailored to each unit's objectives, updating the risk level and demonstrate as the digitalized dashboard impact for the risk steering committee review and follow the action. The Company's risk including ESG Risk will be reviewed quarterly.







Supporting UN Sustainable Development Goals - I

HEART
Living Right

Corporate Governance

100%

The businesses implement a corporate governance impact scoring assessment.



Human Rights and Labor Practices

100%

The businesses periodically conduct human rights impact assessment in high risk own operations and tier 1 supplier.



Education and Inequality Reduction

150,000

people supported through education and lifelong learning and upskilling.



Leadership and Human Capital Development

100%

of employees engaged in learning and initiatives.



Cybersecurity and Data Protection

100%

of businesses are certified on an international standard of data security and data privacy.



Supporting UN Sustainable Development Goals - II

HEALTH
Living Well

Health and Well-Being

70%

of total sales volume of B2B and B2C products and services help promote health and wellness.



Social Impact and Economic Contribution

400,000

jobs supported to generate incomes for the community.



Food Security and Access to Nutrition

150,000

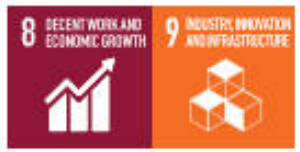
children and people in need get access to safe and nutritious food.



Innovation

6

patents or petty patents were registered.



Stakeholder Engagement

80%

engagement score of multi-stakeholders perception survey



Supporting UN Sustainable Development Goals - III

HOME
Living Together

Climate Resilience

Achieving Carbon Neutrality by 2030 and reaching Net Zero emissions by 2050.



Circular Economy

100%
achieve food waste to landfill and use sustainable packaging



Water Stewardship

20%
Reduction in water withdrawals per net revenue compared to the baseline year 2020



Ecosystems and Biodiversity Protection

- 100% of Store and distribution centers and tier 1 supplier are not in the natural or heritage reservation area.
- 100% of high-risk raw material are traceable.



Responsible Supply Chain Management

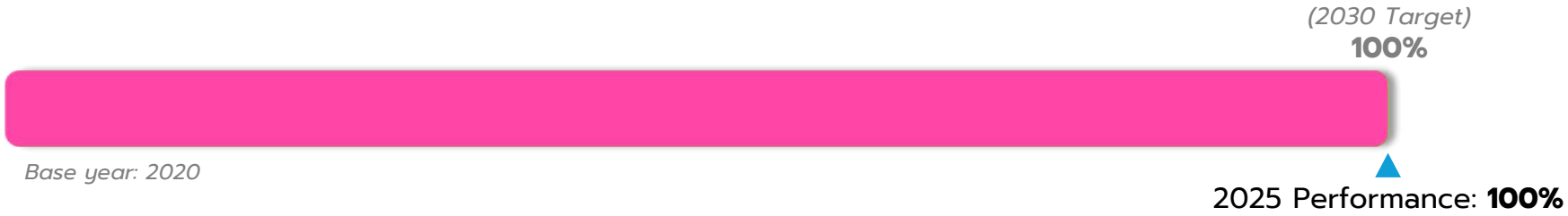
- 100% of suppliers are assessed ESG risk.
- 100% high-risk suppliers are audited and corrected.



CORPORATE GOVERNANCE

Target and Performance

Long term target by 2030: The company has set a long-term target to pass corporate governance assessments every year, by a recognized institution.



2025 Performance: Achieved the 2030 target, the Company has passed Thai Listed Companies Corporate Governance Assessment from Thai Institute of Directors (IOD) by receiving an **"Excellent"** (5-stars) rating for the 8th consecutive year.



100% Corporate Governance (CG) policies are updated, communicated, public disclosed and implemented.

100% ESG risks are integrated in the Organizational risks.

100% Board of Director are trained Code of Conduct and Anti-corruption as annual basis

100% Executive, Manager and Employee are trained Code of Conduct and anti-corruption as annual basis

100% Monitor non-compliance, enforcement action, penalty and reporting periodically

100% Whistleblowing cases are investigated and corrected

Opportunities and Challenges

To attain business growth on the path of sustainability, the Company emphasizes Corporate Governance (CG), building on an anti-corruption culture, managing risks across the organization, preparing organizational competition readiness, and expanding long-term business opportunities.

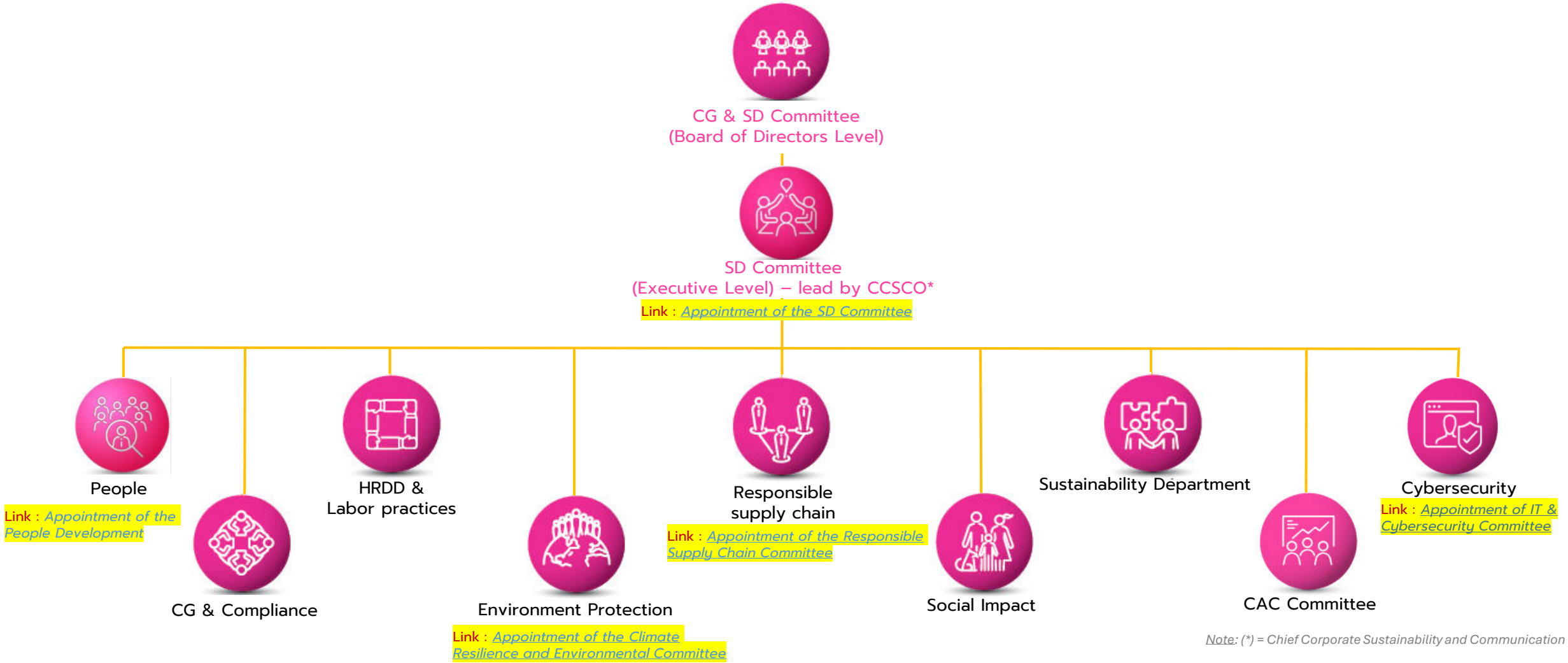
Policy and Management Approach

The company implements Zero tolerance policy and guidelines of the Corporate Governance (CG) and Business' Code of Conduct Manual in Thai, English, and Cambodian for a thorough understanding of executives, employees, and Company's representatives alike, to be applied as duties and responsibilities. All personnel must sign, acknowledge and strictly comply with the guidelines in the manual, to achieve Company's goals while maintaining the highest level of the Business' Code of Conduct.

See more ***Policies and Corporate Document***

Corporate Governance & Sustainable Development Committee

The company has announced the CG & SD Committee to oversee the efficiency and effectiveness of sustainability performance throughout the organization. The committee consists of senior executives from all departments related to economic, social and environmental aspects, responsible for setting targets, action plans to monitor performance and assigning the working teams to implement and drive the action plans to achieve 2030 sustainability strategies.



Note: (*) = Chief Corporate Sustainability and Communication Offic

Remark: (*) = Chief Corporate Sustainability and Communication Officer

Code of Conduct management system

Strategies	Description and 2025 performance
Policies and guidelines with clear responsibility and accountability	• Corporate Governance and Code of Conduct manual • Guideline for Fair Trade Practice and Treatment of Business Partners under Fair Trade Competition • Anti-Corruption policy • Supplier's Code of Conduct
Code of Conduct Monitoring Process	• Complaints are screened, investigated, resolved, and remediated • **100%** of complaints are fully investigated within two weeks • **100%** of investigation outcomes are reported to the Audit and Risk Management Committee (Board of Directors level) on a quarterly basis
Consultancy Hotline / Advisory	• Education & Consultancy channel within CG Journal (quarterly basis) • Whistle Blowing and issuer protection
Training & Communication	• **100%** of Board of Director are trained Code of Conduct and Anti-corruption as annual basis • **100%** of Executive are trained Code of Conduct and Anti-corruption as annual basis • **100%** of Manager are trained Code of Conduct and Anti-corruption as annual basis • **100%** of Employee are trained Code of Conduct and Anti-corruption as annual basis • **100%** of Supplier are trained and acknowledged the supplier's CoC manual
Motivation & Disciplinary	• Compliance link to employee remuneration. • CoC compliance are integrated to Employee performance & Promotion. • Disciplinary action of breach case as Company's Rules Manual
External verification	• Certificate by IOD - supported by The Stock Exchange of Thailand (SET) – rated **"Excellent"** (5-stars) for the 7th consecutive year. • Certification of CAC for Anti-corruption change agent

Trained and Communicated on Code of Conduct & Corporate Governance & Anti-Corruption Policy



Board of Director



Management-level



Non-management level, operational officers and staffs



New employees



Business partners acknowledge the anti-corruption policy through the Supplier's Code of Conduct.

Partnerships to Drive Sustainable Development

Since 2020, the Company has committed to the ten principles UN Global Compact (UNGC) to support human rights, labor practice, environment, and anti-corruption, as well as collaborating with the World Business Council on Sustainable Development (WBCSD). In 2021, the Company also endorsed the Women's Empowerment Principles (WEPs) to advocate workplace policies and practices that promote gender equality, enhancing sustainable performance in the process. And, in 2023 the Company participated in CDP - climate reporting (cdp-report-en.pdf)

Membership of Associations in 2025

The Thai Chamber of Commerce (TCC)	Netherlands Thai Chamber of Commerce
The Personnel Management Association of Thailand (PMAT)	The Global Compact Network Thailand (GCNT)
The Thai Listed Companies Association (TLCA)	World Economic Forum
The Thai Institute of Directors Association (IOD)	Thailand Carbon Neutral Network
The Thai Retailers Association (TRA)	Italian Chamber of Commerce
Thai Rice Packers Association	Thai Frozen Foods Association
The Federation of Thai Industries (FTI)	World Business Council for Sustainable Development
The Regulatory Affairs Pharmacy Association (Thailand) (RAPAT)	Kanchanaburi Tourism Association
Thai-Russian Chamber of Commerce	CDP (Carbon Disclosure Project)
Asia-Pacific Economic Cooperation	

Association Membership Fees

Association	2020 (Baht)	2021 (Baht)	2022 (Baht)	2023 (Baht)	2024 (Baht)	2025 (Baht)
Lobbying, persuasion, or similar activities	0	0	0	0	0	0
Local, regional, or national political campaigns / associations / candidates	0	0	0	0	0	0
Trade associations or tax-exempt groups (e.g., expert groups)	248,988.85	1,028,817.14	1,048,253.77	1,797,483.76	1,867,682.38	2,623,233.09
Others (e.g., spending on voting or referendum measures)	0	0	0	0	0	0
Total	**248,988.85**	**1,028,817.14**	**1,048,253.77**	**1,898,816.26**	**1,980,708.38**	**2,723,735.09**
Climate disclosure – CDP	0	0	0	101,332.50	113,026	100,502

Top Spending of Sustainability Membership Fee

No.	Association	Description	Contribution (Baht): fiscal year 2025
1	The Global Compact Network Association (GCNT)	The world's largest sustainability development network drives strategic actions through broader social goals focusing on partnership building and innovative developments. It lays strategic operational groundwork under the ten principles of the UN Global Compact, covering four key areas: anti-corruption, environmental protection, labor practices and human rights.	1,400,000
2	World Economic Forum: WEF	An independent, non-profit international organization. It brings together leaders from business, government, academia, and civil society to discuss and shape global, regional, and industry agendas. Their mission is to improve the state of the world through public-private cooperation and stakeholder capitalism.	566,700
3	The World Business Council for Sustainable Development (WBCSD)	The global organization as a community of around the world over 200 leading business CEOs to promote and create a sustainable in terms of economic, social, and environmental aspects. The council works on several related issues in attaining the 17 Sustainable Development Goals (SDGs).	346,762.5
4	The Thai Chamber of Commerce (TCC)	The premier private-sector organization representing the business, trade, and industrial sectors in Thailand. Established to strengthen economic foundations and boost nationwide competitiveness, the TCC serves as a crucial bridge between local businesses and the government, as well as international trade partners	23,000
Total			**2,336,462.5**

Trade Associations and Lobbying - Climate Alignment

Target Carbon Neutral by 2030 and Net Zero by 2050, collaborate with i.e Thailand Carbon Neutral Network. This covers all jurisdictions where operates trade associations and lobbying activity. The management system in place with executive's accountability. The SD committee conduct quarterly review and monitor. The head of operation, logistic and construction lead the actions. The result are verified by external auditor and publicly available on website of TCNN



Whistleblowing

The company recognizes the importance of whistleblowing and complaints, so we have established a Whistleblowing Policy. This policy serves as a tool to prevent potential damage to our company's assets and reputation. It encourages both our staff and all internal and external stakeholders to report any practices that conflict with or are suspected of violating laws, regulations, ethics, or rights. This helps ensure we conduct business correctly and transparently, treating all stakeholders fairly in line with good corporate governance principles and international standards. All whistleblowing reports and complaints are processed through an independent third party, ensuring complete confidentiality while allowing complainants the choice to submit their reports either anonymously or with their identity disclosed.

See more ***_Whistleblowing Website_***
See more ***_Whistleblowing Policy_***

Channels for Complaints and Whistleblowing

Mail to:

Chairman of the Board / Chairman of the Audit Committee / Group Chief Executive Officer / Head of the Internal Audit Department

CP Axtra Public Company Limited.
1468 Phatthanakan Road, Phatthanakan subdistrict Suan Luang District, Bangkok 10250

Email: cgoffice@cpaxtra.co.th

Toll-free: 1800019099 (Everyday 08:00 hrs. to 19:00 hrs.) *operated by an independent 3rd party*

Fax: 0-2067-9119

Complaint Management and Remediation Process

Whistleblowing Process



Complainant
(Colleague / Supplier)



Complaints from all channels are categorized by case type.



3rd party submits reports to whistle blowing team within 24 hrs



All cases must be reviewed and investigated in a timely manner, and any non-compliance must be remediated and corrected including any applicable corrective actions, preventive



3rd party inform the complainant of the case outcome and remediation (if applicable), within 3 days of case closure.

Reporting on Code of Conduct Breaches Cases

Reporting on Code of Conduct breaches	Issued case	Makro	Lotus's (Thailand)	Lotus's (Malaysia)	CP Axtra	Confirmed	Under Investigation	Management Measure					
								Verbal Warning	Written Warning	Training	Suspension / Transfer	Legal action	Dismissal /Resigned
Breach category	Case												
• Conflict of Interest : COI	Case	5	3	0	8	4		2	0	0	1	0	1
• Money Laundering / Insider Trading	Case	0	0	0	0	-	-	-	-	-	-	-	-
• Corruption	Case	0	0	0	0	-	-	-	-	-	-	-	-
• Fraud & Bribery	Case	5	26	1	32	26	0	2	13	0	0	0	10
• Misconduct	Case	17	98	2	117	84	12	19	37	13	0	0	15
• Customer Privacy	Case	0	0	0	0	-	-	-	-	-	-	-	-
• Discrimination	Case	41	114	37	192	104	7	18	35	27	1	0	17
• Harassment	Case	33	99	1	133	96	9	23	38	29	1	0	1
• Sexual Harassment	Case	0	3	0	3	2	0	0	1	1	0	0	0
Fine & Penalty	Baht	-	-	-	-	-	-	-	-	-	-	-	-
Closed Action of Substantiated cases	%	65%						21%	37%	22%	1%	0%	12%
Correction	%	94%						14%	24%	14%	1%	0%	8%

The amount of fines related to corruption and bribery	**0 THB** (0 case)

The amount of convictions related to corruption and bribery	**0 case**

Reporting on Community, Social & Environmental breaches

Description	Unit	Total	Makro	Lotus's (Thailand)	Lotus's (Malaysia)
Beaches case	Case	0	0	0	
Fine & Penalty	Baht	0	0	0	
Closed Action of Substantiated cases	%	-	-	-	
Correction	Compensation for construction-related damages paid to those affected				

The amount of fines related to Community, Social & Environmental	**0 THB** (0 case)

The amount of convictions related to Community, Social & Environmental	**0 case**

'AXTRA CG DAY 2025: Good Governance for Sustainable Growth

CP Axtra reinforced the commitment to corporate governance by hosting "**AXTRA CG DAY: Good Governance for Sustainable Growth**" on July 16, 2025, at CP AXTRA Head Office. The event underscored the company's dedication to embedding strong governance principles as the cornerstone of its business operations while cultivating a culture of transparency, accountability, and fairness across all stakeholder relationships.

The company continues to foster good governance as part of its organizational DNA, systematically integrating governance principles across all work processes—from head office to its extensive network of stores nationwide. This approach ensures that true sustainability begins from within and extends outward to positively impact the broader community.

The event demonstrated strong commitment from every organizational level, with attendance from CP AXTRA's Board of Directors and executives, led by Mr. Suphachai Chearavanont, Chief Executive Officer of Charoen Pokphand Group and Chairman of CP AXTRA's Board of Directors. Employees from head office and over 2,600 Makro and Lotus’s stores nationwide participated both in-person and online. The event also welcomed media representatives and honored guest Ms. Sineenart Chamsri, Senior Vice President of Corporate Sustainability Development at the Stock Exchange of Thailand, reinforcing the shared commitment to governance excellence.



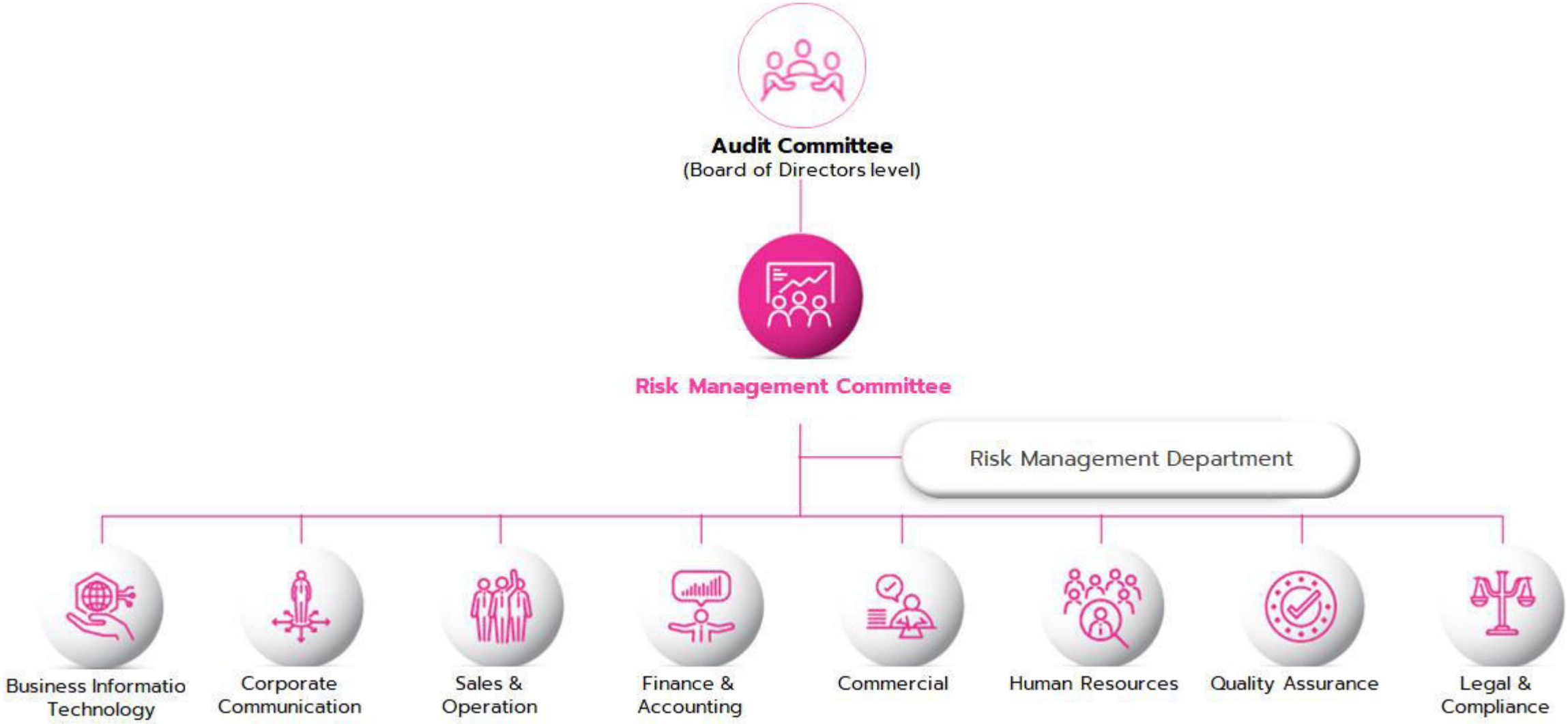
Annual Whistleblowing Training

The Company conducts mandatory annual whistleblowing training for all employees to reinforce our commitment to maintaining the highest standards of ethical conduct and encouraging a speak-up culture in the organization. This comprehensive training ensures that all colleagues understand their rights and responsibilities regarding the reporting of misconduct, illegal activities, or unethical behavior within the organization, while actively encouraging them to voice concerns when they witness wrongdoing. By providing clear guidance training on how to identify potential issues, navigate the reporting process, and understand the protections available to whistleblowers, this training encourage employees to step forward and speak up. We believe that every employee has a vital role in safeguarding our organization's integrity by promptly reporting concerns, no matter how minor they may seem. The annual training ensures compliance with regulatory requirements, and maintaining stakeholder trust.



Risk & Crisis Management

Risk Governance



Highlight 2025 Risk Management Process and Performance

To increase the opportunity to achieve the business goals, reduce the chance of the organization's risks or negative impact on stakeholders occurring in terms of corporate governance, society, and environment. The Company therefore gives importance to the risk management system and implements it throughout the organization with 4 steps operational strategy as follows:

Strategy	Detail and 2025 Performance
Risk review	• **100%** of departments are assessed the risk • **100%** risk are reviewed as quarterly basis • **100%** Risk appetite • **80%** mitigation plan are completed
Sensitivity analysis and stress testing	• **25%** financial risk • **25%** non-financial risk
Report progress committee	• **100%** risk are quarterly reporting to Audit and Risk Management Committee (Board of Directors Level) **100%** review meeting are conducted as quarterly basis
Audit risk management process once a year	☑ Annual Internal Audited ☑ Annual External Audited by LRQA (see detail at https://sustainability.cpaxtra.com/en/document/viewer/271/external-audit-report

Risk Culture & Motivation Program

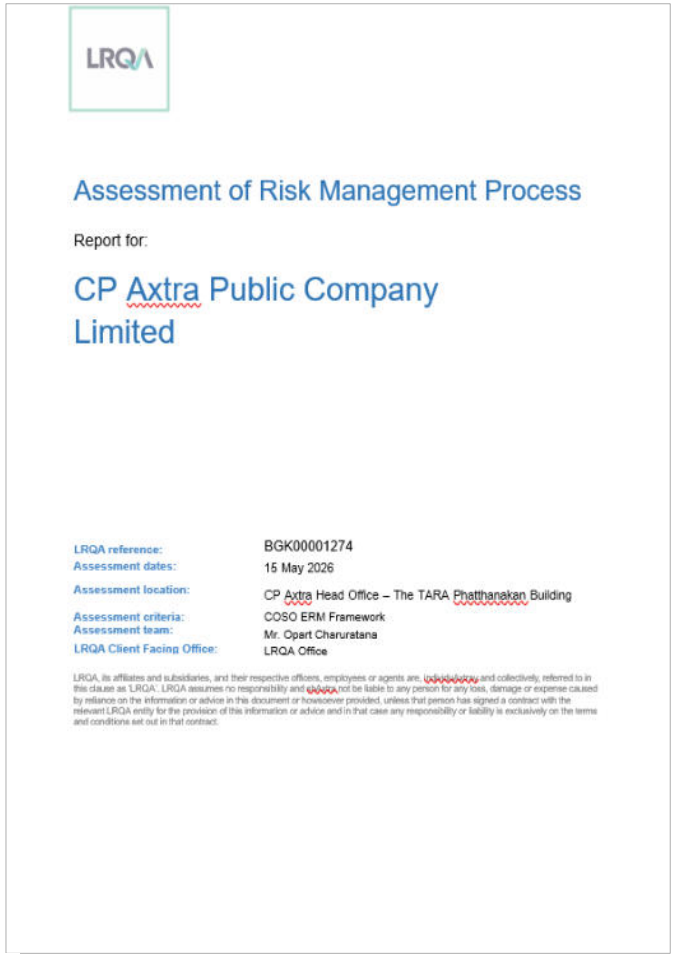
Strategy	Detail and 2025 Performance
Risk management training program	• **100%** Board of Directors, All Non-Executive Directors, Top Management, and Managers trained the Compliance and Risk Management course as well as being communicated on risk management • **100%** employees trained in "Risk management on cashier job" 
Risk management metric link to incentive	• **100%** Top Management Level • **100%** Promotion to Manager
As KPI for annual performance evaluation and financial incentives	• **100%** Top Management Level • **100%** Middle Management Level • **100%** First Level Management Level
Incorporate risk criteria in development of new products and services approval	• **100%** New business passed risk criteria • **100%** Own brand product passed risk criteria
Continuous improvement	Followed up in Audit and Risk Management Committee every quarters and reviewed annual plan continuously
The risk culture survey	• **100%** Risk champion participate the questionnaire survey • **100%** Result and feedback are reviewed for improvement

Risk Management Process Auditing

The company has conducted an audit of the risk management process both internal and external auditor as annually basis. These audits were using COSO ERM framework as assessment criteria to identifying, evaluating, controlling, monitoring and reporting risks and implementation of risk assessment process in the company.

Internal Audit

External Audit by LRQA


LRQA

Assessment of Risk Management Process

Report for:

CP Axtra Public Company Limited

LRQA reference:	BGK00001274
Assessment dates:	15 May 2026
Assessment location:	CP Axtra Head Office – The TARA Phatthanakan Building
Assessment criteria:	COSO ERM Framework
Assessment team:	Mr. Opart Charuratana
LRQA Client Facing Office:	LRQA Office

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CLICK HERE *to see the lastest external audit report (15 May 2026)*

Tax Strategy & Governance

The company commits to comply with all tax laws and regulations in its countries of operation and not to use secrecy jurisdictions or so-called "tax havens" for tax avoidance. The adoption of a formal tax policy serves to guide company practices and provide investors, regulators, and other external stakeholders and comparative information as below also available within the financial statement in the 2025 annual report.

Primary activities	Names of all the resident entities	
Wholesale Business (Makro) **Business Activity:** Distribution of fresh, dry, and non-food goods (third-party and private labels) to HoReCa, retailers, and prosumers.	• Makro ROH Company Limited • ARO Commercial Company Limited • Makro (Guangzhou) Food Company Limited	• CP Wholesale India Private Limited • Makro (Cambodia) Company Limited • CP Axtra AC Corporate
Foodservice **Business Activity:** Import, export, and distribution of premium food products (including meat, seafood, plant-based foods, dairy products, bakery and pastries, beverages, processed meat products, fine-dining and delicatessen, fruits and vegetables.	• Siam Food Service Limited • Indoguna Vina Food Service Company Limited • Indoguna (Cambodia) Private Limited • Indoguna (Singapore) Private Limited • Indoguna Dubai L.L.C. • Indoguna Lordly Company Limited	• Just Meat Company Limited • Maxzi The Good Food Restaurant & Café Limited Liability Company • Maxzi Global FZCO • Indoguna Muscat L.L.C. • Renewed Hope Pte.Ltd.
Retail and Mall (Lotus's) **Business Activity:** retail business and manages rental space in shopping center.	• CP. Retail Development Company Limited (100%-Lotuss Stores (Malaysia) Sdn Bhd) • Smart Distribution Service Co., Ltd. • Axtra Growth Plus Co., Ltd. (100% -Axtra Happitat Co., Ltd.) • Retail Properties Company Limited • Lotus's Money Service Company Limited	• Axtra Future City Property REIT Co., LTD • Synergistic Property Development Company • Sukhumvit Mixed-Use Co., LTD • Sukhumvit Living Co., LTD • Axtra Future City Freehold and Leasehold Real Estate Investment Trust

Global Tax Reporting

Global Tax paid as the table below: (Summary Tax Information FY2022- 2025)

Parameters	2022	2023	2024	2025
Number of employees (Person)	71,591	64,645	74,643	77,899
Revenue (Baht)	469,131,439,242	489,949,167,345	512,041,888,147	520,706,351,252
Profit (Loss) before tax (Baht)	10,410,668,467	11,133,839,204	13,570,923,194	11,970,188,128
Income tax accrued (Current year) (Baht)	951,189,844	971,087,422	1,079,071,579	644,428,564
Income tax paid (Baht)	3,635,698,357	3,345,399,017	2,901,796,214	3,539,719,966
Earnings before Tax (Baht)	10,410,668,467	11,133,839,204	13,570,923,194	11,970,188,128
Reported Tax (Baht)	2,728,827,225	2,534,760,158	3,026,147,516	2,644,996,976
Cumulative acceptable adjustment	0	0	0	0
Cash Taxes Paid (Baht)	3,635,698,357	3,345,399,017	2,901,796,214	3,539,719,966

Tax Reporting (by Country)

Tax paid in each country as the table below: (Summary Tax Information FY2024- 2025)

Unit:THB

Country	Primary activities	Reporting Year	Number of employees (person)	Total Revenue	Profit (Loss) before tax*	Income tax accrued (current year)*	Income Tax paid*
Global Tax Reporting	**Wholesale & Retail**	**2024**	**74,643**	**512,041,888,147**	**13,570,923,194**	**1,079,071,579**	**2,901,796,214**
		2025	**77,899**	**520,706,351,252**	**11,970,188,128**	**644,428,564**	**3,539,719,966**
Thailand	Wholesale & Retail	2024	66,176	235,005,975.28	(320,615,333,052.10)	0	0
		2025	66,361	90,962,750.18	68,767,525.83	0	0
Cambodia	Wholesale	2024	620	3,972,252,142.96	(13,166,589.93)	0	49,498,635.05
		2025	586	3,046,626,171.20	(68,728,013.75)	0	28,268,703.92
China	Wholesale	2024	n/a	70,366.37	(23,293,615.63)	0	0
		2025	n/a	19,170.63	(12,730,676.88)	0	0
India	Wholesale	2024	517	4,253,600,299.20	(352,753,865.72)	0	0
		2025	569	3,942,267,681.35	(279,940,417.95)	0	0
Malaysia	Retail	2024	7,092	39,357,707,800.95	744,412,708.10	305,749,032.92	(7,833,506.22)
		2025	9,883	42,422,959,810.86	1,119,669,982.04	517,647,521.53	(117,166,298.73)
Myanmar	Wholesale	2024	238	3,063,681,917.36	41,280,558.18	0	22,666,343.36
		2025	500	4,018,143,681.51	15,076,856.72	0	25,039,267.33
Other (e.g. Hong Kong, Oman, Singapore, United Arab Emirates , Vietnam etc.)	Wholesale & Retail	2024	n/a	461,159,569,645	333,789,777,051	773,322,546.08	2,966,127,686.19
		2025	n/a	467,185,342,661.17	11,137,013,419.28	126,781,042.47	3,475,861,638.52

Note: *Profit (Loss) before tax = Operating Profit/ (Loss) *Income tax accrued (current year) = Current Tax Expense *Income Tax paid = cash tax paid

HUMAN RIGHTS & LABOUR PRACTICES

Target and Performance

Long term target by 2030: 100% of business groups conduct annual human rights impact assessments for high-risk organizational activities and direct suppliers.



2025 Performance: Achieved the 2030 target, 100% completing the annual human rights impact assessment for the organization and its suppliers.



100% own operation and value chain was reviewed the human rights impact assessment

100% Salient issued are identified and corrected

100% employee and critical vendor (both tier 1 and non tier 1) are trained the human rights & labour practice policy

100% of tier 1 suppliers are committed to follow the human rights & labour practice policy

100% high risk supplier and vendor are onsite audited and **100%** closed the corrective action

Opportunities and Challenges

Recognizing diversity and respecting the rights of others are essential for any community. Whenever inappropriately communicated and managed can cause the business' operational risk. The Company respects human rights and labour practices in all operations, promoting equality, non-discriminatory and workplace occupational health & safety. This includes preventing human rights violations and protecting the person from discrimination and harassment.

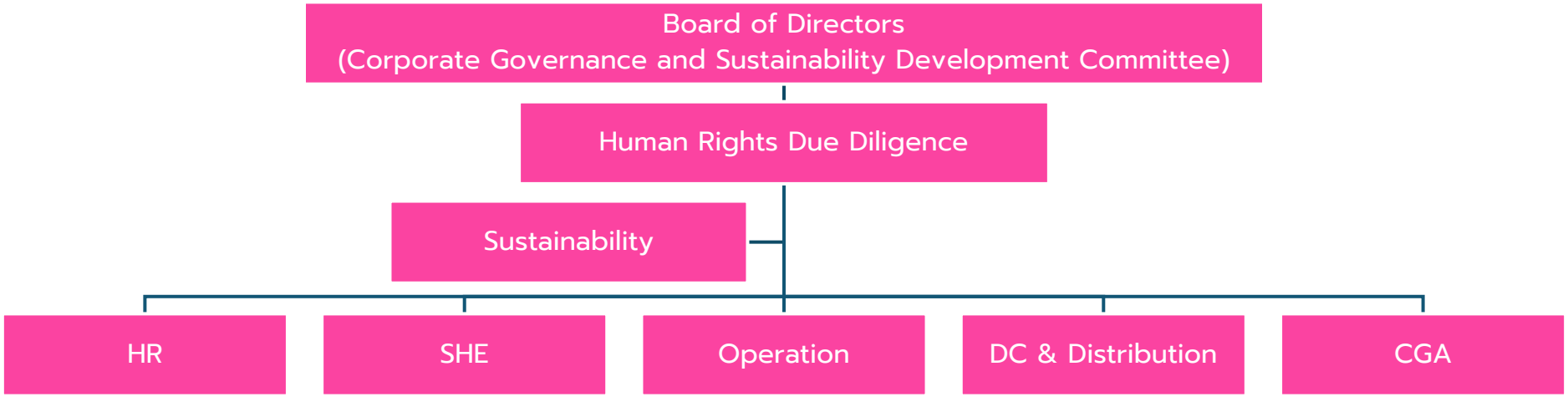
Policy and Management Approach

The company respects human rights and labour practices, such as the Universal Declaration of Human Rights (UDHR), the UN Global Compact, the UN System Code of Conduct, the UN Guiding Principles on Business and Human Rights (UNGPs), and the Declaration on Fundamental Principles and Rights at Work of the International Labour Organization (ILO), including regulation in all countries where business is operated. The company regularly reviews human rights due diligence and communicates the human rights policies and labour practices to stakeholders.

See more ***Policies and Corporate Document**

Human Rights Due Diligence Working Team

The Human Rights Due Diligence (HRDD) working team to review and driven the policy compliance to the global standard and drive the result performance in human rights, labour practice, occupational health, and safety to be effective within the organization, and among the supply chain and quarterly update the progress to SD steering committee.



Human Rights and Labour Practices Policy

CP Axtra Public Limited Company (the "Company") is committed to respecting fundamental human rights and Labor practices with continuous effort to operate the business sustainably through employees, customers, suppliers, and other stakeholders along the supply chain. The Company aims to protect human rights against discrimination & harassment and also provide equal opportunity for capability development.

The Company respects fundamental human rights and Labor practices in every country where the Company operates and adherences to follow international principles and practices such as the Universal Declaration of Human Rights: (UDHR), the Ten Principles of the United Nations Global Compact (UN Global Compact), UN Guiding Principles on Business and Human Rights (UNGPs), Declaration on Fundamental Principles and Rights at Work and International Labor Organization (ILO).

To prevent any form of negative impact on, or violations of human rights, associated with the Group's operations, products and services throughout the value chains with the guideline practice for.

Respect for Human Rights	Labor Practices Guideline
• Civil and Political Rights • Economic, Social, and Cultural Rights • Gender Rights • Zero Tolerance for harassment and sexual harassment • Community Rights • Human Rights in the Supply Chain • Rights to Land and Natural Resources • Personal Data Privacy Rights	• Working Hour, Payment and Fair Treatment • Human Trafficking & Forced Labour • Child, Female and Pregnant, Elderly, Disabled and Migrant Workers • Freedom of Association and Right to Collective Bargaining • Rights to a Decent Working Environment, • Access to Clean Water, and Sanitation and Clean Air • Training • Whistleblowing

This policy applies to the business operation of CP Axtra Public Limited Company and its subsidiaries, own operation and supply chain including supplier, vendor, and partners.

See more ****Human Rights and Labor Practices Policy****

Human Rights Due Diligence Process

Policy Commitment	• Periodically review and update policy to complied with regulation and requirement. • Announce the Human Rights Due Diligence working team which responsible for reviewing policies to ensure alignment with international standards, as well as driving tangible outcomes in human rights, labour practices, and occupational health and safety—both within the organization and throughout the supply chain. Performance results are presented quarterly to the Sustainability Development Committee.
Embedding	• Conduct training to all employees and added in the new employee orientation programs. • Enforce policies and guidelines by integrating to employee remuneration and performance evaluation criteria.
Identify & Assess Human Rights Risk	• Identify and assess risk all our own operations and value chain at least every 2 year or whenever new business unit merging, acquisition, or JV or new facility opening or any change that potential impact to human rights. • Identify and assess all tier 1 suppliers and vendors at least every 3 year. • Identify and assess all new supplier, contractor and vendor.
Integrating to Risk Map	• All salient issue's reviewed and integrated Enterprise risk management process (ERM) as annually basis • Define the root cause and proper action.
Tracking Performance	• Monitor performance as quarterly basis in Risk steering committee and Audit committee (Board level). • Follow-up action and performance of high-risk suppliers in every quarter.
Validation by third party	• External audit (see assurance letter at link CIN template)
Stakeholder Engagement	• Engage during human rights impact assessment and onsite audit. • Supplier development program. • Disclosure performance in The Company's Annual Report.
Remediation and Grievance Mechanism	• Develop a rights-based approach for complaints channels. • Determine the remediation for salient issues.

Human Rights Assessment

In 2025, The Human Rights Due Diligence committee conducted the Human Rights Risk Assessment (HRRA) to review the potential risk that related to our operation including new business and operation which is retail business unit, migrant worker in store operation and potential impact to rights of indigenous people. The **16** concerned issues are identified, **7** Silent Human Rights Issues. **2,663** sites implement the mitigation plan (include **167** sites which breach case occurred). These salient issues are reviewed the root cause and periodically follows up on the correction and remedial action for every significate salient issue.

Category	% of total assessed in last three year	% of total assessed where risks have been identified	% of risk with mitigation actions taken
Own operation	100	100	100
Supplier, Contractor & Vendor	100	100	100
Joint ventures	100	100	100



Salient issues have been Identified, assessed and closed all mitigate action



Breach cases are investigated and remediated



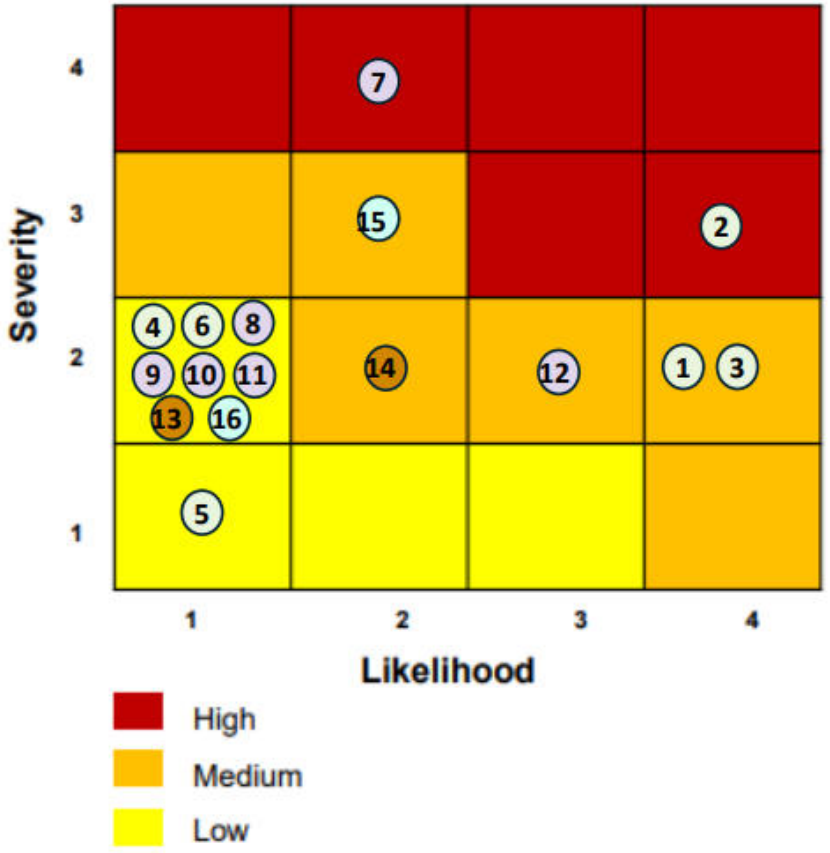
Employee are trained basic human rights in workplace



Supplier and vendor are trained the human rights and labour practice policy

2025 Result of Human Rights Assessment

The **16** concerned issues are identified, **7** Silent Human Rights Issues. 2,663 sites implement the mitigation plan (include 167 sites which breach case occurred). These salient issues are reviewed the root cause and periodically follows up on the correction and remedial action for every significate salient issue.



#	Human Rights Issues
Employee Practices	
1	Working Condition
2	Occupational Health and Safety
3	Discrimination and Harassment Including Equal Remuneration
4	Illegal Forms of Labours
5	Freedom of Association and Right to Collective Bargaining
Supplier and Contractor Practices	
6	Working Condition
7	Occupational Health and Safety
8	Discrimination and Harassment
9	Illegal Forms of Labours
10	Unfair Vendor Treatment in Procurement Process

Community Practices	
11	Health and Safety
12	Standard of Living
Customer Practices	
13	Health and Safety of Customers (Food Safety & Well-being)
14	Discrimination and Harassment
15	Data Privacy Cybersecurity
All Right Holder	
16	Security Management/ Security Forces

2025 Salient Issue & Mitigation

Salient Issue	Potential Impacted Group	Risk Level	Mitigation Action and Result
Health & Safety	Employee Delivery contractor & subcontractor	High	• Enforce the Life Saving Policy, onsite audit and prepare ER plan for transportation • **100%** conduct defensive driving training and testing for all transportation vendor. • **100%** onsite human rights and safety audit to all high-risk vendors and **100%** closed the corrective action request
Discrimination and Harassment	Employee & migrant worker Supplier, contractor & subcontractor Female and non-Binary worker	Medium	• **100%** worker are trained code of conduct and zero tolerance any harassment, the working document or sign board are updated to cover migrant worker language. • **100%** migrant worker received training and development, welfare and protection equal to local employee. • **100%** supplier, vender and subcontractor are trained non-discrimination, diversity and inclusion during annual supplier-vendor engagement meeting.
Equal Remuneration and Standard of Living	Employee & migrant worker Female worker	Medium	• **100%** review migrant worker are paid and welfare equality. • Annual third-party audit for gender equity payment. • **100%** living wage review for staff including migrant worker and indigenous worker
Working Condition, Freedom of association, Right to collective bargaining	Employee & migrant worker Supplier, contractor and subcontractor	Medium	• **100%** implement automatic AI working hour monitoring system to prevent the excessive working hours. • Promote welfare committee activity and engagement program
Forced Labor, Child Labor, Human trafficking and Illegal Form of Labour	Employee & migrant worker Supplier, contractor & subcontractor Women & Children	Medium	• All worker including supplier and vendor are prohibited to use the force labor, child labor, human trafficking and any illegal form of labor • Onsite audit the supplier and vendor to verify all migrant worker are strictly follow the labor regulation.
Food Safety & Well Being, Customer rights (data privacy)	Customer Local community Indigenous people Women & Children	Medium	• Reinforced the data privacy protection and food quality assurance programs. • Enhance the selling of Health promoting product to customer which the result has increased **3%** compared to last year. • Provide health promoting activity for community i.e. Health check-up, Breast cancer screening, Aerobic dance • Support local cultural festivals around the year
Sexual Harassment	Employee & migrant worker female worker, contractor & subcontractor Women, Children	Medium	• **100%** of beach case are investigated, corrected and **100%** completed the remediation within 2 weeks. • **100%** employee are trained and acknowledged sign for the Zero tolerance sexual harassment and harassment and the punishment in employee CoC document. • **100%** employee are trained and acknowledged sign for the Zero tolerance sexual harassment and harassment and the punishment. • **100%** employee including migrant worker are refresh trained the whistle blowing channels as annually basis

Breach case of Human Rights & Labour Practice Monitoring & Action

The Company monitor and disclose the human rights and labour practice performance that cover all own operation, contractors & vendors, and suppliers including the action as

Human Rights and Labour Practices Issue	Issued	Makro	Lotus's (Thailand)	Lotus's (Malaysia)	CP Axtra	Confirmed	Under Investigation	Disciplinary action (if any)					
								Verbal Warning	Written Warning	Training	Suspension / Transfer	Legal Action	Dismissal / Resigned
Discrimination	Case	41	114	37	192	104	7	18	35	27	1	0	17
Child and Youth Labour	Case	0	0	0	0	-	-	-	-	-	-	-	-
Force Labor	Case	12	33	0	45	25	3	5	9	9	0	0	0
Sexual Harassment	Case	0	3	0	3	2	0	0	1	1	0	0	0
Harassment	Case	33	99	1	133	96	9	23	38	29	1	0	1
Indigenous's rights	Case	0	0	0	0	-	-	-	-	-	-	-	-
Freedom of association rights	Case	0	0	0	0	-	-	-	-	-	-	-	-
Fine & Penalty	Baht	-	-	-	-								
Closed Action of Substantiated Cases	%												

In 2025, 227 cases are confirmed and every case has the action and penalty as guided in human rights and labour practice policy, company's rule and regulation.

Remediation Process



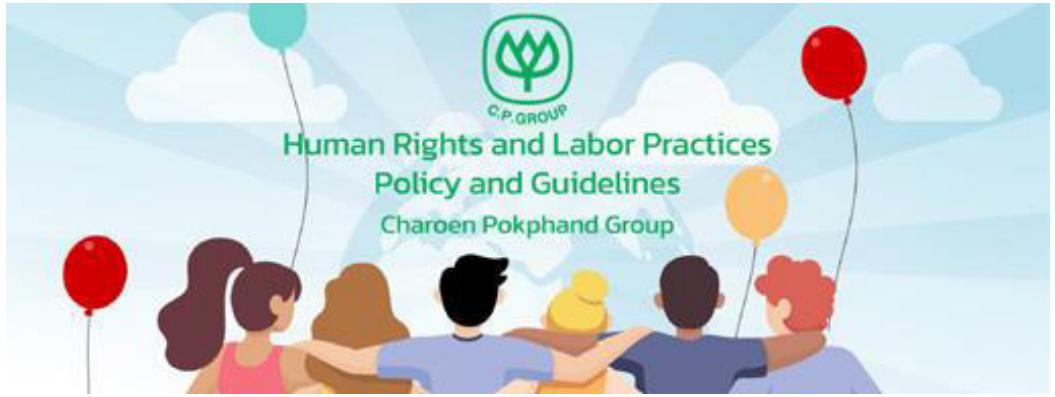
Example of Remediation Action

- Overtime compensation
- Retroactive salary adjustment and bonus payment

total remediation amount of 157,230.5 Baht

Human Rights Policy and Non-Discrimination Online Training

Human Rights and Labour Practices Policy and Guidelines has been conducted training to all employee and manager to emphasizing respect for human rights, labour practices, diversity, and inclusion behaviour including zero tolerance policy for any form of harassment and sexual harassment and expanded these trainings to the Company's supply chain.





2025 Performance

100% of new employee, employee, supplier, and vendor are trained the human rights & labour practice policy, prevention of discrimination, harassment and sexual harassment.

100% of supplier have been advised to apply human rights & labour practices

Diversity & Inclusion, Non-discrimination and Gender Equality

"At CP Axtra, we respect the individuality of every employee and embrace inclusive hiring practices, grounded in equality and gender diversity. We believe that diversity unlocks limitless potential—empowering both our people and our organization to thrive."

The company respects diversity and inclusion where employees, worker, supplier and vendor are treated with fairness, without any discrimination from the race, nationality, skin colour, ethnicity, religion, social status, gender, age, physical features or disability, political belief and marital status. Proven by Winning the 1st of 2024 the Asia-Pacific and Thailand WEP Award: Transparency & Reporting to Promote Gender Equality and Honorable Mention for The Community Engagement and Partnerships.

Target: Women in STEM-related position above 50% by 2030

2025 Result:

57% Women in total workforce
58% Women in management position (first level, middle and top)
47% Women in Top management
55% Women in Middle management
60% Women in first management
57% Women in revenue generating function
47% Women in STEM* related position

*Note: * STEM : STEM : Science, Technology, Engineering and Mathematics*

WEPs AWARDS
TRANSPARENCY & REPORTING
For exemplary practice embracing the Women's Empowerment Principles (WEPs) in Asia-Pacific

WEPs AWARDS
COMMUNITY ENGAGEMENT & PARTNERSHIPS
For exemplary practice embracing the Women's Empowerment Principles (WEPs) in Asia-Pacific



Gender Pay Indicators

The Company also conducts equal payment analysis to ensure that both men and women are paid equally fair, including the annual reviewing for compensation and benefits at competitive rates with benchmarking in the same industry and leading company. The data are also verified by Third party as the Assurance letter on last page of SD report)

Level*	Payment Ration by Gender (Female: Male)	
	2024	2025
All Employee (Based Salary Only)	0.99 : 1.00	0.95 : 1.00
All Employee (Based Salary + Other Cash Incentives)	0.97 : 1.00	0.94 : 1.00
Executive Level (Based Salary Only)	0.77 : 1.00	0.73 : 1.00
Executive Level (Based Salary + Other Cash Incentives)	0.69 : 1.00	0.70 : 1.00
Management Level (Based Salary Only)	0.90 : 1.00	0.89 : 1.00
Management Level (Based Salary + Other Cash Incentives)	0.89 : 1.00	0.89 : 1.00
Non Management Level (Based Salary Only)	1.02 : 1.00	1.02 : 1.00
Non Management Level (Based Salary + Other Cash Incentives)	1.00 : 1.00	1.00 : 1.00

Gender Payment Indicators*	% Difference Between Male and Female	
	2024	2025
Mean gender pay gap = [Male's mean payment - Female's mean payment] / Female's mean payment	1.33%	4.90%
Median gender pay gap = [Male's median payment - Female's median payment] / Female's median payment	-2.79%	-1.89%
Mean bonus gap = [Male's mean bonus - Female's mean bonus] / Female's mean bonus	-1.30%	4.77%
Median bonus gap = [Male's mean bonus - Female's median bonus] / Female's median bonus	-3.20	-4.76%
** Coverage : cover all employees at every levels (100%)*		

Facility and Supporting for Diversity and Inclusion



Parking and toilet for wheelchair users

100% of store and head office have the parking lot, sloping and toilet for wheelchair and older person



Lactation Rooms

100% of store and head office have the Lactation rooms



Prayer rooms for Religions

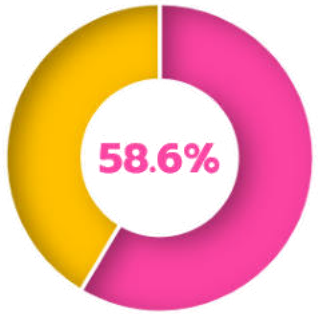
100% head office provides space and time for religious ceremonies

Support Women Own Business in Supply Chain

According to the successful integrating the principles of human rights, equality, and non-discrimination to daily operation and year 2022, the company achieved the first prize for Thailand WEP Award - category of Gender-Inclusive Workplace category and 2024, achieved first prize of Asia Pacific Region – category of Transparency and Reporting

- In 2025, CP Axtra's 360° Inclusive Procurement: Equality, Empowerment & Protection Project is successful drive ratio of women business owner in our supplier chain to 58.6% female to prove the compliance to the Women's Empowerment Principles (WEPs), for promote fair practices towards women and aim to enhance gender equality throughout the supply chain. The Company collaborate with partner i.e UN Women, SEC to sharing the best practice for integrate the human rights and gender equality to procurement and supplier selection process through the fairness and non-discrimination.

Women Business Owner in Our Supply Chain



Australian Government
Department of Foreign Affairs and Trade



Support and Develop in Community

The Company continues the project to supports and develop women and vulnerable group in community to upskill and earn the money to support themselves and families such as Koo-Kid Kon Mee Fun (Dreamers' Partner)



Click here to watch: ชีวิตที่ต้องสู้ กับคำนินทา | อีจัน EJAN

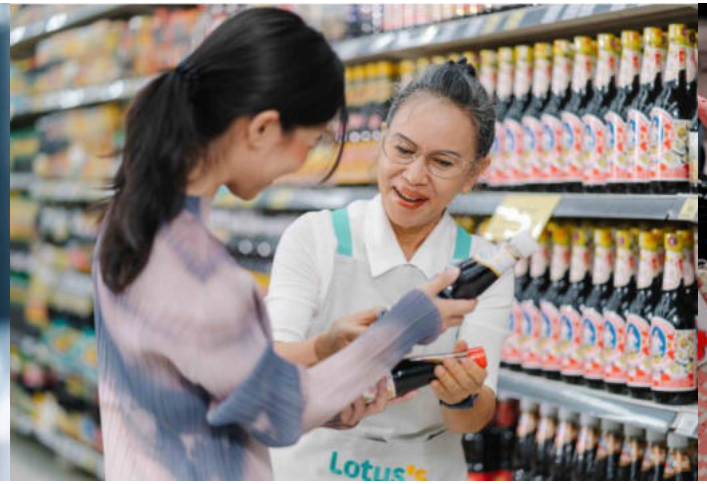
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Click here to watch: หนังชีวิต "แม่อ้อย" | อีจัน EJAN

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HR Asia Best Companies to Work for in Asia 2025 Award– 3 consecutive years

The company is committed to conducting business with alignment to human rights and fair labour practices. We promote equal and fair treatment of fundamental rights, aiming to foster a workplace where every employee enjoys a meaningful and empowering experience. By continuously enhancing employee skills and capabilities, we create growth opportunities that align individual development with organizational success—driving sustainable progress toward our shared goals.



The UN Women – Winner of WEPs Awards of Asia-Pacific and Thailand

In 2024, the company was honoured with the Winner Award in the Transparency and Reporting category of the WEPs Awards 2024 by UN Women. This prestigious recognition is awarded to organizations that demonstrate the commitment to tracking performance and progress towards greater gender inclusivity in our business practices with clear targets, regular assessment and reporting of how far we have gone. It also recognizes our corporate initiatives on gender inclusivity known to the public.

(*The WEP Award conducts every 2 years)



Role Model Organization Award -Promoting Employment and Income for Elderly

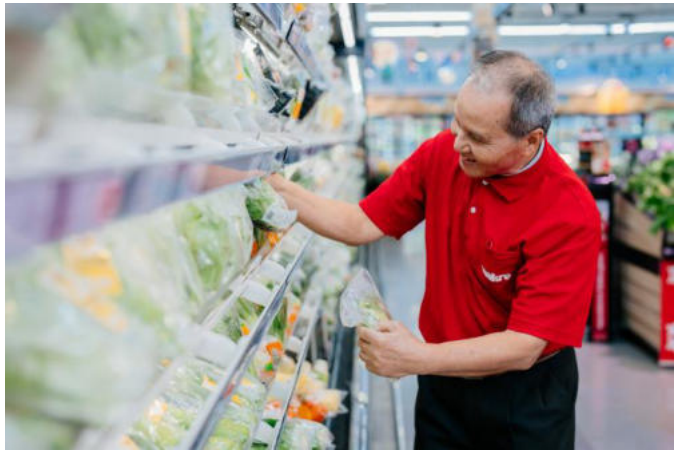
CP Axtra supports employment and livelihood opportunities for senior citizens through the “Super 60” project, encompassing three key programs:

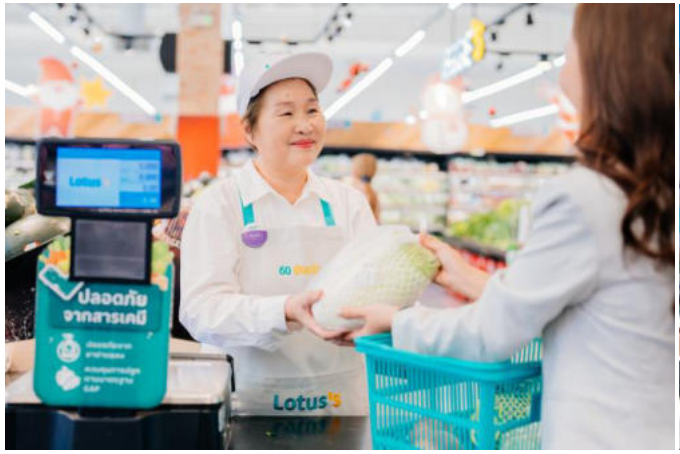
1. Senior Employment Program: Hiring elderly citizens to take on roles at Makro and Lotus’s stores.
2. Senior Entrepreneur “Tao Kae Wai Gao”: Vocational training and income-generation support for seniors seeking freelance work or operating their own businesses.
3. Happy Elderly Market “Talad Suk Jai Wai Gao”: Providing free booth space at Makro and Lotus’s for elderly vendors to sell their products without incurring any fees.

This project reflects the our unwavering commitment to creating inclusive economic value and delivering positive social impact. In recognition of these efforts, the Company was named a Model Organization for Promoting Employment and Income Generation for the Elderly Award, awarded by the Director-General of the Department of Older Persons, Ministry of Social Development and Human Security.

Click: ลองดูคลิปนี้ให้จบ... แล้วคุณจะรู้ว่า “60ยังแจ๋ว” หน้าตาเป็นยังไง 😎💚 ยั... | TikTok









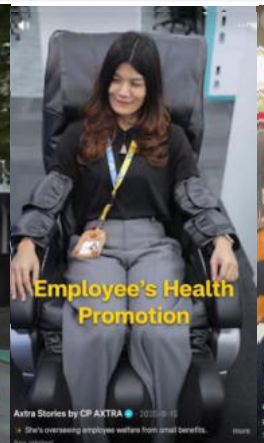
Labor Practices Programs

Initiatives	Actions	Result
Ensure adequate wages at or above cost of living estimates or benchmarks	**Living Wage Commitment:** The Company commits to assess living wages for all employees, contractors, and suppliers by 2025, ensuring income levels support basic cost of living requirements. • **Anker Methodology:** Uses a 3-step calculation process: (1) determine household living costs including food, housing, essentials, and emergencies, (2) divide by number of workers per family for net wage, and (3) add taxes and deductions for gross living wage.	• **100%** Staff are assessed. • **100%** Contracted worker are assessed. • **100%** Critical suppliers are assessed. • **100%** Staff income are corrected to meet the Gross living wage.
Monitor working hours including overtime management	**AI Working hour Tracking System**: In 2025, the Company implements the AI automated Work scheduler, this system automatically monitored, notified and blocked assignment If working hours and OT potential approach the limit. This's proactive measure strictly manages excessive working hours and adequate rest During weekend for all employees. 	• **100%** of employees are covered by the automated working hours and overtime monitoring system. • **0%** of employees exceeded the legally maximum working hour limits. 
Ensure employees are paid for overtime work	**Provision for overtime work:** providing the fair compensation for overtime hours in accordance with labor laws, ensuring employees are properly remunerated with monthly internal audit, all employee get payment document for own reviewing also provide the feedback channel if they suspect the discrepancy in the calculated amount.	• **100%** coverage of employees who get paid overtime

Labor Practices Programs

Initiatives	Actions	2025 Result
Regularly engage with workers' representatives on working conditions	**Regularly engage with workers' representatives:** The Company ensure that grievances are met and working conditions align with the standards by monthly engaging with employee welfare committee.	• **2,030 employee** are representative in the welfare committee, and 100% quarterly engagement meeting are conducted.
Routinely monitor the gender pay gap to achieve equal remuneration for men and women	**Equal renumerations :** The Company ensures equal pay for female and male who performing roles of equivalent value and responsibility by annually monitor the gender pay gap, verified by external audit and public disclosed. see 2025 assurance letter at link: *CIN template* (GRI 405-2 Ratio of basic salary and remuneration of women to men)	• **Overall Female : Male Pay Ratio:** Females earn **0.99:1.00** (salary) and **0.97:1.00** (with incentives) • **Management Level: 0.90:1.00** (salary) and **0.89:1.00** (with incentives) • **Non-Management: 1.02:1.00** (salary only)
Expand social protection coverage for workers beyond public programs	**Enhanced Social Protection & Financial Security:** The Company providing comprehensive group health and life insurance for employees beyond the regulation. Furthermore, the Company offers enhanced maternity and paternity leave that exceed legal requirements, provides a Provident Fund to ensure long-term financial security after retirement and scholarship for employee themselves or their children-adult children. Also given stock to employee through Employee Joint Investment Program (EJIP), Mobile Dental Clinic Service, Full Time Doctor & Nurse etc.	• **100%** of full-time employees are covered by comprehensive group health and life insurance beyond public programs. • **100%** of eligible employees are offered participation in the corporate Provident Fund for retirement security.









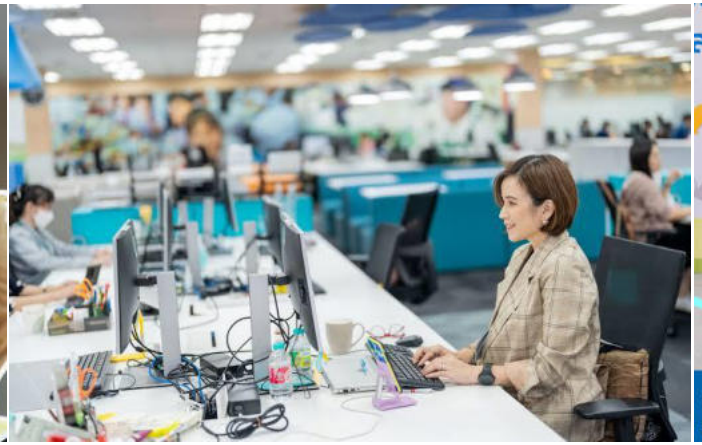


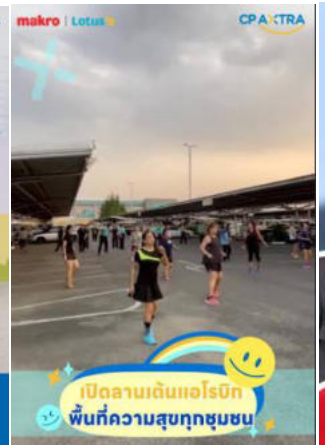


Labor Practices Programs

Initiatives	Actions	2025 Result
Ensure employees are taking their paid annual leave entitlements	**Annual paid leave**: The Company provides comprehensive annual leave entitlements that comply with statutory requirements, allowing employees adequate time for rest, personal matters, and vacation while maintaining operational continuity and supporting employee well-being.	• **100%** coverage of employees who get annual paid leave
Provide training or reskilling to mitigate negative effects of industrial or climate transition changes	**Reskilling & Internal Mobility Programs:** To mitigate negative employment impacts (job loss, skill redundancy) caused by the retail industry's transition towards automation. The Company proactively reskills at-risk employees such as a) Digital Reskilling- partner with experts (i.e Skooldio, LinkedIn etc.) to equip affected employees with AI and data analytic skills, transitioning them from repetitive manual tasks to higher-value roles. b) Cross-Functional Transition- Employee at risk of skill redundancy are integrated into agile project teams, allowing them consider and apply the new position i.e data analytics, online marketing, food expert etc. c) Change Management- mandate the 'Dealing and Managing Change' leadership course for smooth adaptation through the rapid technological and industrial shifts.	• **100%** of employees directly affected by process automation are participated in the digital reskilling program. • **100%** employee participate climate resilience training









Example of Employee Club and Event from Welfare committee engagement









Comprehensive Health Protection

Beyond public social and health program, the Company voluntarily provides a robust, fully-funded on-site healthcare ecosystem featuring a dedicated Group health insurance including **On-site Daily Medical Clinic** and a **Mobile Dental Clinic**. While local regulations only mandate part-time doctor visits, our on-site clinic is staffed by full-time doctors and registered nurses every working day at our headquarters entirely free of charge with zero out-of-pocket costs. initiatives by allowing employees to receive this professional medical and dental care during regular working hours as fully paid time off, with absolutely no deduction to their wages or leave entitlements. this comprehensive on-site program transforms standard workplace first-aid into an inclusive, corporate-funded healthcare network and long-term well-being.







Employee Joint Investment Program (EJIP)

To foster long-term employee retention and align the workforce with the company's business growth strategic and sustainability goals, the Company has implemented a comprehensive Performance Share Unit (PSU) plan as part of Employee Joint Investment Program (or called EJIP), covering a significant percentage of our employees below the senior management level. These grants possess a three-year vesting period based on the achievement of defined corporate performance targets, which include specific business and sustainability KPIs.
Distinctively, upon vesting, the EJIP, the Company provides an additional matching contribution towards employees' voluntary, also dividend payment every 6 months. This private supplementary retirement savings or enhanced financial insurance funds also proactively expands social protection coverage for our employee beyond mandatory public programs.



Safety And Occupational Health Policy

See more ***Safety, Occupational Health, and Workplace Policy and Guidelines***

The Company commits that safety and occupational health is the first priority for business operation which the highest body for endorsing of implementation is Board of directors. The policy is applicable to the company's entire operations/employees and contractors, stakeholder or individuals under our supervision.

Ensuring the company 's compliance with relevant safety and occupational health international standards and regulations, voluntary programs and/or collective agreements. Altogether with the consultation and participation of workers, and/or their representatives. also, our commitment to continually improve the performance of the safety and occupational health management system. The risk or hazards is setting up prioritization and action plans to control also, establishment of quantitative targets for improving performance metrics.

For effectively implement the policy, the Occupational Safety and Health Committee (OSH Committee) and Safety Officers which is representative from both supervisory and management levels. To eliminate risk and prevent workplace fatality, accident, and occupational illness. The Company develop the safety standards and life saving rules, actively participates in safety campaigns with relevant government agencies, and continuously improves practice and performance to achieve the goal of Zero fatality and Lost Time Injury Rate below 0.5 by year 2030.

SHE Governance

Safety, Health and Environment Structure	Persons
SHE committee	1,119
Safety officer - Management level	2,295
Safety officer - Supervisory level	2,908
Safety officer - Professional level	135

The Company follows ISO 45001, with the 15 procedures for preventing work-related injury and occupational illness as well as proactively managing SHE's performance and continuous improvement. In 2023, The Life Saving Rules are announced and implemented the whole organisation with most strictly degree of protection. Including new two performance indicators which are vehicle accident frequency rate and near miss report.

See more ***The ISO 45001 certification on website***

100% of working area are audited the compliance of Life Saving Rules

100% of employees and contractors are trained and linked to performance evaluation and remuneration.

See More ***Life Saving Rules***

2025 Target and Safety Statistics

Target : Zero Fatality and Lost-Time Injury Rate below 0.50									
Employee					Contractor & Vendor				
Total Recordable Injury Frequency Rate (TRIFR)					**Total Recordable Injury Frequency Rate (TRIFR)**				
CP AXTRA	Makro-TH	Makro-INT	Lotus's-TH	Lotus's-MY	CP AXTRA	Makro-TH	Makro-INT	Lotus's-TH	Lotus's-MY
1.81 (411 cases)	**3.12 (198 cases)**	**8.12 (3 cases)**	**0.62 (92 cases)**	**8.20 (118 cases)**	**0.75 (121 cases)**	**1.28 (99 cases)**	**0.00 (0 cases)**	**0.26 (21 cases)**	**0.43 (1 case)**
Lost Time Injury Frequency Rate (LTIFR)					**Lost Time Injury Frequency Rate (LTIFR)**				
CP AXTRA	Makro-TH	Makro-INT	Lotus's-TH	Lotus's-MY	CP AXTRA	Makro-TH	Makro-INT	Lotus's-TH	Lotus's-MY
1.57 (355 cases)	**2.44 (155 cases)**	**0.00 (0 case)**	**0.56 (83 cases)**	**8.13 (117 cases)**	**0.55 (89 cases)**	**0.92 71 cases)**	**0.00 (0 case)**	**0.21 (17 cases)**	**0.43 (1 case)**
Fatality Rate					**Fatality Rate**				
CP AXTRA	Makro-TH	Makro-INT	Lotus's-TH	Lotus's-MY	CP AXTRA	Makro-TH	Makro-INT	Lotus's-TH	Lotus's-MY
0.013 (3 cases)	**0.02 (1 case)**	**0.00 (0 case)**	**0.01 (1 case)**	**0.07 (1 case)**	**0.012 (2 case)**	**0.01 (1 case)**	**0.00 (0 case)**	**0.01 (1 case)**	**0.00 (0 case)**

Remark:

- *Accident rate per 1,000,000 working hours*
- Cover all relevant business operation and contractor

Occupational Health and Safety Management Program

The company, implement the ISO 45001 (Occupational Health and Safety Management System). The procedures are established and implemented to ensure the significant risks are effectively managed and continuously improved as the detail of activities as;

Process	Procedure	2025 Result
Identify and assess the risks & hazards	SHE risk and hazard are identified and assessment as annually basis. Significant risk are corrected and also reviewed gap of compliance with laws and regulations for the annual SHE action plan. The risk of safety and occupational health in the workplace are assessed and integrated into the corporate risk assessment system	• **100%** of sites and key activities are reviewed cover all area, change, new business unit, normal operation, abnormal operation, and crisis are identified workplace risk and hazard. • **5** risks are identified, assessed, and prioritized. All risks from moderate level and above are corrected and followed up within the quarterly risk committee meeting. • The road accident and injury is the most significant and is risen to the risk committee and integrated to ERM's risk map.
Prioritize and integrate of action	Risk are prioritized with both severity x opportunity. Then categorize to critical, Important, moderate and Low level. (The significant risk starts from moderate and up). The target is 100% of all risk must be prioritized and integrated of action plan with target correction date and followed up within quarterly risk committee meeting.	• The integrated to ERM and reported the progress in the quarterly risk committee meeting. • **100%** of significant risk are closed within 12 months and reported into the ERM system and update to the audit committee (BOD level)
Annual action plan	As the road accident are the most significant risk then company provide annual action plan i.e defensive driving training, safety training, PPE app and AI technology to detect and warning the unsafe act at site. To leverage the preventive prevention plan. The safety performance are the criteria for remuneration and annual performance evaluation of employee and supplier.	• Annual SHE Action Plan and progress each dimension **100%** initiate PPE App are implemented **100%** safety training **100%** Defensive Driving training. **31 sites** use AI unsafe act detection (increase 8 sites compared last year) **100%** CCTV monitoring to detect the unsafe behavior in store floor
Prepared for Emergency response	The risk and hazard are prepared and trained worker to respond to emergency situation i.e fire fighting drill, floods, first aid for vehicle accident and injury.	• **100%** action for ER drill. • **100%** for business continuity plan / crisis plan. • **100%** worker attend the first aid, CPR and AED usage

Process	Procedure	2025 Result
Evaluation of progress in risk mitigation plan	The worker health and occupational health risk i.e ergonomic, fatigue, pandemic flu, etc. are annual reviewed and integrated with annual SHE improvement plan, the progress are evaluated within the SHE committee and Risk steering committee as a quarterly basis.	• **100%** Health and occupational health annual improvement plan are fully implemented • Implement exercise activity all sites (weekly)
Inspection, Internal and External audit	• Store manager and internal auditor are accountable for SHE Inspection at stores and distribution centers to ensure the safety procedure is implied during the working task of employees and contractors including customer safety are inspected. • ISO 45001 Certified and surveillance audit by third party auditor	• **100%** Monthly SHE compliance audit. • **100%** Daily safety inspections. • **100%** Unsafe activity prevention by CCTV. • **100%** Area Life Saving Rules and onsite SHE audit • **60%** Distribution centers (6 out of 10 DCs) are certified ISO 45001:2018
Incident Reporting & Investigation procedure	The work-related injuries, ill health, diseases and incidents must be reported to supervisor, store manager till the top management. After the initial response and recovery back to a safe condition, the incident's root cause and corrective preventive action. must be investigated and reported within 24 hours. The procedure covers work-related injuries, ill health, diseases and incidents.	• **100%** case or incident are investigated on time • **100%** corrective preventive action. Fully closed
SHE Training and Motivation Program	To raise the awareness and reduce operational health & safety incident. The worker and/or other relevant parties i.e supplier are mandatory attend the safety training including job specific safety skill such as Forklift Training. The store manager will conduct daily Safety Talk are conducted at stores and distribution centers to motivate the employee and contractor safety awareness and reduce operational health & safety incident.	• Safety training topic: **100%** Employees are trained as legally required topics. **100%** Contractor & vendor attended annual safety training **100%** Site conduct daily safety talk • Zero accident sign board and recognition award
Criteria for procurement and contractual requirements	All supplier & vendor (both tier 1 and non tier 1) must be evaluated and passed the safety and health criteria including review historical safety statistics. The SHE criteria's included into the contractual requirement that the company terminate the contract if the supplier or vendor violates the SHE regulations or safety performance do not meet the Company's requirement.	• **100%** Contractor & vendor are assessed and passed the occupational health & safety criteria. • **100%** High risk contractor & vendor are onsite safety audited. • **100%** supplier / vendor signed the contract of punishment if non-compliance to safety standard occur.

Example of Training and Promoting Awareness on Safety

Forklift Safety Training

To ensure work safety and safety in customer service in the company's sales area. Require forklift drivers to complete a training course on how to drive a forklift safely and correctly. Both theory and practice, including requiring a spotter to block off work areas in the sales area during forklift use. In order to work properly and safely for employees and customers.





2025 Result:

100% of forklift related workers are trained

Defensive Driving Training and Onsite Safety Audit

Defensive Driving with 6 steps of preventive driving principles, consisting of pre- and post-departure inspections. Follow the life protection rules Driving techniques to prevent accidents, understand area of blind spots around the vehicle, keep safety distance, avoid distractions and safe parking. Emphasize employees and contractors to driving with knowledge and awareness leads to reduce risk of road accidents that may impact to driver, other vehicle and pedestrian and the public.









2025 Result:

100% drivers are trained and passed the testing

PPE Management Application

The Company has developed the PPE Management application that helps classify proper personal protective equipment by job risks and provide used life of each PPE. Employees can log in or scan a QR Code to request the PPE. Convenience and paperless for the PPE withdrawal, monitor stock and reduce risk at workplace.

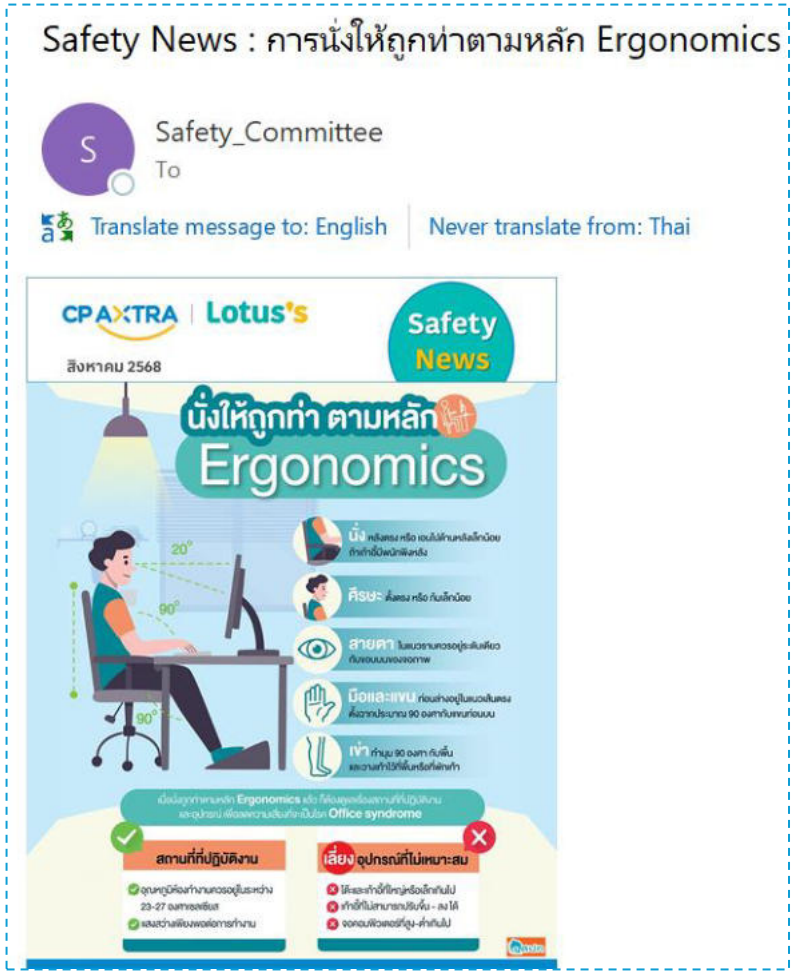




2025 Result:

100% implement to every workplace

Ergonomic Awareness via Safety Bulletines



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2025 Result:

100% communicate to every worker

The first aid, CPR and AED usage

Company conducted annually training on Basic Life Support (BLS) and Automated External Defibrillator (AED) usage to equip participants with essential life-saving skills. This initiative enhances the community's capacity to respond effectively in emergency situations, helping increase the survival chances of patients and injured persons.











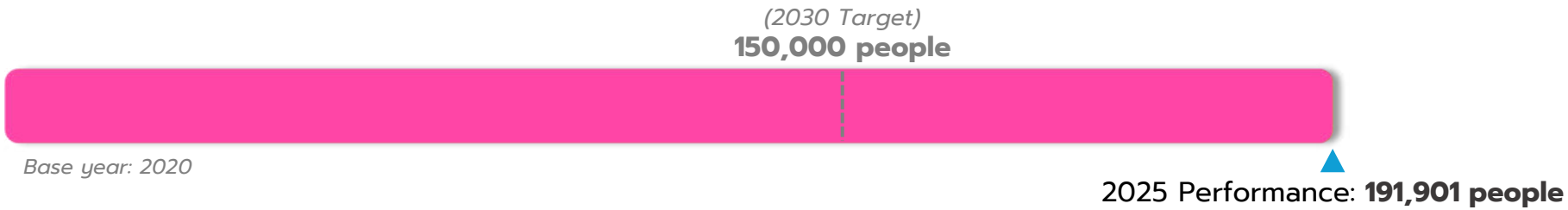


2025 Result:
100% of the targeted employees have successfully completed the training.

EDUCATION & INEQUALITY REDUCTION

Target and Performance

Long term target by 2030:
150,000 people gain access to quality education, lifelong learning opportunities, and essential skill development.



2025 Performance: Achieved the 2030 target, with **191,901 people** gain access to lifelong learning and essential skill development.



191,901 people participated in FR Transformation and Chef's Club by makro.

1,145 students had received a donation for education totalling amount of **101,187,300** Baht.

Opportunities and Challenges

Thailand is ranked among the top countries in the world for income inequality. The disparity contributes directly to social imbalances from barriers to quality education and professional development capacities that, in turn, handicap income. The Company is thus determined to close the education-admission gap by upgrading access feasibility to quality academia and developing studentship for the underprivileged-the foundation of autonomous learning and overall social wellbeing.

Policy and Management Approach

1. Promote opportunities for lifelong learning and improve education
2. Promote social support activities to reduce inequality
3. Reduce unemployment

Promoting Lifelong Learning and Educational Development

Recognizing the significance of learning never-ending, the Company promotes opportunities for lifelong learning and improves education, promotes social support activities to reduce inequality, reduce unemployment build the skills needed to do business for supporting our customers, SMEs, and underprivileged groups with knowledge-sharing programs that grant access to Company expertise to strengthen their competitiveness and competencies to create their income-generating careers.

FR Transformation

The Company implements FR Transformation program (previously known as Makro Retailer Alliance or MRA) as an integral part of the business to foster the growth of small retailers, one of the Company's core customer segments. Beyond serving as a comprehensive product distribution hub for small retailers and Shohuay stores, the Company is committed to enhance the capabilities of these entrepreneurs, from initial store setup to business improvement, through the "8 Steps to a Success" training program, enhancing knowledge and technology to improve competitiveness that impacts their business. The participants can access the knowledge center and other beneficial information via the Company's official website and Facebook page. In addition, the Company raised the store development level by identifying and analysing problems and developing business models for pater stores under the "FR Transformation".





2025 Result:

- **12,308** retailers are member of FR Transformation, increased from last year **8,426** stores
- Retailers which are member of FR Transformation has average sale increased by **2.96%**
- The Company's sales incurred from FR transformation : **802** million Baht

Number of participating retailers

2022: 199
2023: 854
2024: 3,882
2025: 12,308

"Chef's Club by Makro "

The Makro HoReCa Academy (MHA) had been renamed to **Chef's Club by Makro**, yet remains committed to driving growth in the food service sector by offering expert insights, business support, and educational resources to the general public—especially those interested in starting their own food ventures, HoReCa, restaurants, and street food retailers, which are one of the Company's core customer segments. Chef's Club by Makro has created a collection of management knowledge and cooking skills that are offered for free via offline and online channels, covering all steps and aspects, be it the preparation of raw materials, recipes, or financial management, all the way to continuous marketing techniques and advertisements through online platforms, allowing anyone to learn from anywhere at any time. Courses include creating a famous restaurant and popular digital marketing techniques, e.g., TikTok style, as well as the ancient boat noodle course, among others.

Activities with leading brands and partners are organized to provide Chef's Club member business operators with special members-only product prices, including food-business apparatuses based on points accumulated from purchase orders, which increases the opportunity to generate income.

Chef's Club by Makro is a key component of our business operation, designed to address the needs of society and local communities, particularly those in the HORECA sector, including hotels, restaurants, and street food vendors, who represent a key customer group for the Company. The program reinforces the Company's commitment to inclusive and sust development.

2025 Result:

- Over **179,593** HORECA entrepreneurs that participated in the program
- Participated HORECA entrepreneurs have the average sales growth **11%** compared with prior.
- The Company's sales incurred from Chef's Club by Makro: **88,057.19** million Baht

ดูรายละเอียดเพิ่มเติม ได้ที่ http://chefsclub.makro.co.th









"The 15th Sho Huay Flea Market"

In 2025, the 15th Sho Huay Flea Market was organised, gathering knowledge that will help the grocery stores become successful easily, conveniently, and quickly through the 3 strategies: being smart, creating profits, and successfully aiming to develop knowledge for grocery stores and retail stores so that they can generate stable income and profits emphasizing business leaders who stand by Thai grocery stores in every situation.

2025 Result:

- **30,806** participants at The 15th Sho Huay Flea Market





Organizing Workshops for Entrepreneurs

The Company organizes workshops for entrepreneurs who are HORECA academy members. such as the Dream Partner Project to build careers for those who lack opportunities (with Ejan page), the Job Creation Project with food business course for people with disabilities who want to have an income-earning and career. The SMART Restaurant course provides knowledge about restaurant management services, Science and Art course with modern beverages By experts in the food business and online marketing joining hands with the Department of Business Development, Ministry of Commerce, EATucation course provides training and knowledge in ingredients management, Food Handler Sanitation Course collaborated with Panyapiwat Institute of Management (PIM) by lecturers certified by the Department of Health. To raise the entrepreneurialism management level to maximum efficiency and profitability.

2025 Result:

- Over **25** participants joined the training course.
- The Job Creation Project support value of **500,000** Baht.

Watch Dream Partner Project

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ลุงโยธิน อดีตนักแสดง ป่วยจนไร้งาน เจอทางสร้างอาชีพ "หมูสะเต๊ะ" | อีจัน EJAN



ชีวิตที่เกือบมืดมน ของแม่ค้าเครป ประสบภัย น้ำท่วมเชียงราย | อีจัน EJAN

“Makro Stands by You, Bringing Smiles” by Chef’s Club by Makro: Supporting Thai Restaurateurs in Every Dimension

Chef’s Club by Makro continues its mission to support restaurant operators of all sizes through the “Makro Stands by You, Bringing Smiles” project. This initiative offers comprehensive benefits specifically designed for HoReCa professionals, focusing on cost reduction, expanding business opportunities, and fostering sustainable growth. The project features six core benefits, ranging from access to affordable ingredients and marketing support to offering non-binding sales spaces within Makro branches, allowing operators to tangibly expand their customer base and sales. Additionally, it provides full-scale media support across online and offline platforms, including billboard promotions throughout Bangkok to strengthen brand visibility.

A key highlight of the program is the collaboration with Heliconia H Group to bring local restaurants onto the national stage via the Iron Chef Thailand program. This partnership shares the unique stories of Thai restaurants with a wider audience, creating new opportunities and inspiring entrepreneurs nationwide.

2025 Result:

- **2,808** entrepreneurs participated in the “Makro Stands by You, Bringing Smiles” project.
- Over **20** merchants joined the non-binding in-store sales space initiative, generating over **1 million** Baht in additional revenue (within a 1-month pilot period).



VDO โครงการ“แม็คโครยืนหยัด ให้คุณยิ้มได้”











Scholarship for student

The company aims to develop youth to have the opportunity to continue study at the higher education level and step up to the be quality workforce in developing the country and organization. In 2025, the Company as issued **1,145** scholarships, valued at **101,187,300** Baht, to students to study at college and bachelor's degree level.

In addition, the Company provides an opportunity to Makro and Lotus's employees who have a Vocational Certificate and are interested in studying for a bachelor's degree, has no opportunity, in terms of time and funds. The knowledge can be applied to the work that they are doing as well as after graduation. Employees also have more opportunities to grow at Makro and Lotus's through increased educational.

2025 Result:

- **1,145** students had received a donation for education totalling amount of **101,187,300** Baht.

ConnextED

The Company contributes to advancing education for Thai youth by participating in the Leadership for Sustainable Education Development (CONNEXT-ED) program, initiated by the CONNEXT ED Foundation. CONNEXT-ED program is committed to transforming Thailand's education system toward long-term sustainability, anchored in five core strategies: transparent disclosure of school information to the public, market mechanisms and a culture of stakeholder engagement, capacity building for school administrators and teachers, child-centric learning approach that fosters ethics and self-confidence, and improved access to digital infrastructure within schools. Operational measures include the implementation of a School Management System across all schools under the Office of the Basic Education Commission (OBEC), enhancing transparency and management efficiency. The Company also supports fundraising campaigns such as the "Notebooks for Education" initiative.

Furthermore, the Company has established "Learning Center", piloting 1 high-quality school per 1 area as a model for curriculum development focused on student-centered learning. These centers aim to install core values and build self-confidence in Thai youth. The Company collaborates closely with school personnel to co-develop innovative learning programs, thereby strengthening educational institutions and empowering teachers. Ultimately, this initiative provides equal opportunities for all youth to realize their potential, equipping them with the knowledge and skills to build livelihoods and contribute meaningfully to the advancement of society and the nation.

2025 Result:

- **7** schools has been supported by CP AXTRA
- **3,839** students participated in Connext ED program
- CP Axtra supported **1,095,500** Baht to participated schools





AXTRA STAR SCHOLARSHIP

CP Axtra is committed to empowering underprivileged Thai youth by providing diverse educational opportunities. The company grants scholarships to high-achieving undergraduate students facing financial hardship in the fields of Food Science and Technology at three premier institutions: Chulalongkorn University, Kasetsart University, and King Mongkut's Institute of Technology Ladkrabang. This initiative serves as a vital catalyst in building a learning society and ensuring Thai youth have access to quality education for sustainable growth.

Beyond higher education, the company extends its support to the families of its workforce through scholarships for employees' children with outstanding academic records, including continuous financial aid up to Grade 12 for children of deceased employees. Support is also provided to primary school students at Anuban Lam Narai School (Lopburi), Wat Na Phrao School (Chonburi), Rangsi Suthawat School (Chonburi), and Wat Weruwan School (Chiang Mai). Additionally, the program funds Master's degrees for teachers at Chiawanont Uthit 2 School in Nakhon Ratchasima to enhance teaching professional potential and elevate the standard of Thai education.

2025 Result:

- **210** scholarships were supported.
- amount of **1,125,500** Baht. was contributed by the company.









CP AXTRA Campus Connect

CP Axtra, operator of Makro and Lotus's, launched "CP AXTRA Campus Connect" in Chiang Mai to align student potential with fresh food industry demands. The initiative strengthens ties between academia and the private sector while offering direct career opportunities for graduating students.

The company engaged students at Maejo University's Faculty of Fisheries Technology and Aquatic Resources with insights into career trends and professional readiness. The session featured Maejo alumni, now Makro executives, who shared practical experiences to inspire and prepare the next generation for the workforce.

This program underscores CP Axtra's commitment to developing a high-quality workforce through educational partnerships. By bridging the gap between classroom and industry, the company aims to drive the sustainable growth of Thailand's fresh food sector.

2025 Result:

- **124** schools supported by the company.
- **34,108** students participated in the ConnextED project.
- Amount of **2,451,000** THB was contributed by the company.





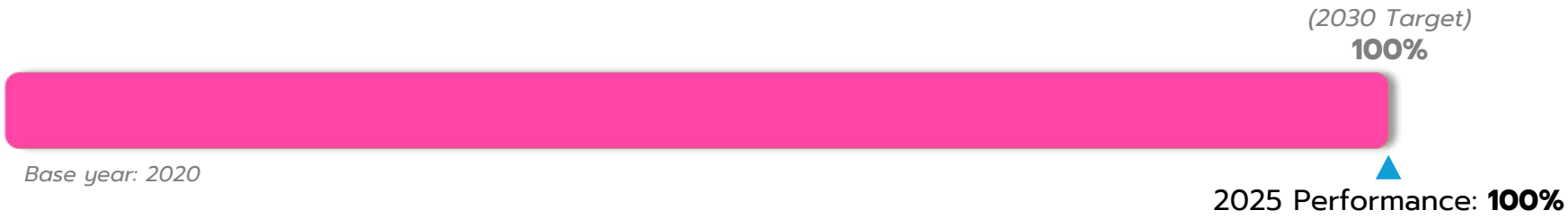


LEADERSHIP & HUMAN CAPITAL DEVELOPMENT

Target and Performance

Long term target by 2030:

All employees receive training and development for essential job skills.



2025 Performance: Achieved the2030 target, with **100%** of employees receiving necessary training and skill development.



100% employee are trained and developed

- **619** training course organized.
- **94.86%** of employees participated the development program.
- **2,109** employees participated in the leadership development program.
- **46,019** employees or **71.19%** of employees participated in ESG training program.
- **76.13** hours per person per year as the average of employee training hours.
- **892.84** Baht per person per year as the average training cost.

Opportunities and Challenges

The most valuable asset to any organization is the human resources that drive the business forward. To the Company, they are the delta between reaching set goals and falling short. Taking care of the employees that bridge the gap between available talent and organizational goals in the competitive landscape is key to operational optimization and social value creation.

Policy and Management Approach

The company prioritizes the human capital development of perspectives and mindsets that foster a professional corporate culture through 3 dimensions of the human resource management approach which are human capital development, leadership development, and talent attraction and retention to ensure effective competencies development and a happy workplace across the organization.

Human Capital Development

The Company has committed a strategic working style shift to an agile and speedy business operational model. The new technology in a digital transformation to leverage business operations meets the needs of the fast-changing world today, the human capital development to upskill and create new career paths to the future. Therefore the 5 Human capital development strategies have been defined for the dynamic, agile and accurate working environments for employees across the organization. Both classroom and online training (M-Learning) are designed to support.

2025 Total Training course = **619** course, accounted for **100%** of employees and temporary workers are trained.

5 Human Capital Development Strategies	
Customer Centricity	**47,375** persons
Agility	**496** persons
Talent	**168** persons
Data Driven-	**824** persons
Enabling People Function	**5,301** persons

Type of program offered for employee development includes:

Leadership development program	**506** persons
Cultural education	**960** persons
Transition program for retiring and terminated employees	**119** persons
Digital transition program	**1,792** persons

Learning methods (externally/internally) offered for employee development includes:

Coaching or Mentorship	**7%**
Teams and Networks (SPLD and PLP program)	**8%**
Online training	**53%**
Internal onsite training	**28%**
External training	**4%**

Total quantitative business impact	**95,132** million Baht
Employee % covers contractual or part time employees in company's own workforce	**100%**

The company arranges the training curriculum has been designed to support the necessary competencies as the Compliance Skill, the functional skill, the Leadership skill, the Digital transformation skill, the soft skill for emotional intelligence and systematic thinking from internal and external instructors to develop employee's competencies, increase self-esteem and upskill the support business growth strategies.

Store Talent Development Training Program

The Company arranges training programs to suit the employee's job level to give our employee knowledge and skills and also promote understanding of attributes and qualities that make a good leader who is able to drive business growth so as to make an advancement in their career path. The program comprises of 4 main courses: 1) STAR for assistant manager level and managers in related lines of work, preparing to be middle management, such as Store General Manager 2) Food Service Academy for assistant manager of Food Service and managers in related lines of work promotion to middle management, such as Food Service Store Manager 3) Supervisor Academy program for those promoting to be a manager and 4) Staff-2 development program for promoting staff to supervisory level. The objective of these programs is to develop the employee's potential in their line of work and for the employee to understand the qualities and behaviour of a good leader as well as able to help driving the Company growth.

2025 Result:

- **122** employees trained, accounted for **100%** of employee required to develop the skills
- Contributed to the Company's sale of **1,392.16** million Baht
- Participated employees in the training program had received an accumulated remuneration increased of **1.19** million Baht.

Leadership Development Program – CP Potential Leaders Development Program (PLP) & CP Leaders Development Program (LDP)

A leadership development program that use learning method of networking and knowledge-sharing by synergizing businesses within the CP Group through knowledge exchange between business units. The program focuses on developing knowledge and understanding of global trends and emerging technology transformations to enhance operational efficiency and drive stronger business growth. It cultivates leaders through collaborative work among program participants, streamlining work processes, reducing operational steps through flattened decision-making hierarchies, and helping participants recognize their roles in self-development and collaborative teamwork with others. This prepares the participants to effectively navigate through changes and competitiveness of the business landscape.

2025 Result:

- **279** persons participated in Leadership Development Program (PLP and LDP)
- Lead to **60 new initiatives** which uplift sales, profit, and reduce cost
- **17** of participated employees has been promoted

Skill for Online Business Model Training Program

To support the expansive growth of the online business model, employees and executives retain necessary skills through online e-training classroom platforms, featuring various invaluable courses. The objective of this program is to understand the management processes and be able to work in the same value chain both in the Online and Offline business systems. The courses to support employee performance include: Design Thinking course for innovation skill improving, Data Visualization course for complexity data prevention skill, Creative Thinking course for improving the systematic problem solving with the flexible solution, and Effective Time Management course for improving time management skill to driven the most effective performance etc.

2025 Result:

- **1,808** employee trained, accounted for **100%** of employee required to develop the skills on online business
- Contributed to the Company's Online (O2O) sale of **110,910.45** million Baht

Language and Cultural Education Course

The Company promotes diversity and inclusion across our organization, with colleagues from various nationalities and ethnicities working together at our offices and distribution centers. To support our international colleagues' successful integration, we provide comprehensive basic Thai language courses that incorporate cultural education components, helping foreign staff members understand Thai context, workplace customs, social etiquette, and local business practices for better adaptation to their work environment and life in Thailand.

2025 Result:

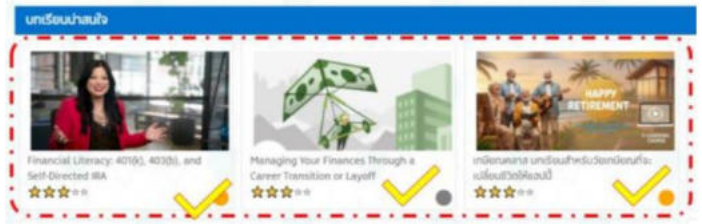
- Over **1,341** foreign personnel participated

Transition Program for Retiring Employees

Recognizing that career transitions and retirement represent significant life changes requiring careful planning and preparation, the Company is committed to supporting employees during these pivotal moments. Several development programs have been organized to help employees navigate their next chapter, equipping them with financial knowledge and practical transition skills including financial planning, saving strategies during transition periods, health insurance retention, and asset optimization. For retiring employees specifically, the Company offers an online course designed to prepare them for a happy and quality retirement life, covering physical and mental health, finance, law, technology, and hobbies. In addition to online course, expert talk by financial and investment advisors has been organised for retiring colleagues to provide knowledge on personal financial planning, investment portfolio management, and lifestyle transition preparation. These comprehensive transition programs ensure employees receive thorough preparation for their new life phase.

2025 Result:

- **120** retirees participated, accounted for 100% of employees retired.



Talent Attraction & Retention

The company focuses on creating a corporate innovation culture that fosters creative initiatives, continuous self-improvement, and reliable operational efficiency which led to a suitable and attractive working environment to retain talent.

People Analytics and Strategic Workforce Planning

Topics	Details	2025 Result
Measuring employee performance	• People working - absent performance dashboard. • PMP (Performance Management Process) at least 2 times per year	• **100%** of employees receive targeted performance evaluations.
Workforce Planning	• Analyze the organizational and manpower structure and prepare a human resource dashboard to closely and continuously monitor manpower requirements to support business growth. • Ensure annual succession management continuity. • Ensure tangible career progression with annual one-on-one supervisor-operator discussions.	• **100%** of employees who have participated in the succession development plan. • **36%** of the promotion rate comes from within the organization.
Identify current workforce skill gaps	• Determine the required work skills per required work scopes, prepare a recruitment plan under the Employee Development Program, and review required work scopes and skills annually.	• **100%** of all job positions are developed the skill as employee development program. • **100%** key positions has been completed the successor review. • **75%** of the job position already has successor

Topics	Details	2025 Result
Recruiting & hiring	• Determine recruitment and professional development strategies with skills that meet business needs according to appropriate career stages and establish Individual Development Plans (IDP) to build the strengths required to circumnavigate obstacles that limit growth along the career path. • Analyze comparable industry compensation, as well as different industries, to determine the overall demand for human resources with relevant professional backgrounds.	• **100%** of all job positions have a career growth path. • **100%** of all job positions are paid higher than peer and other industries.
Identify flight risks to improve retention	• Evaluate human resource requirements and risks due to retirements and turnover and determine the appropriate measures to retain sufficient qualified personnel to meet business growth plans. • Establish a program to support employees to reduce work-related obstacles and limitations • Exit interview analysis from every resigning employees to set up the manpower retention plan	• **100%** of the risks of all job positions have been assessed. • **100%** action from Exit interview are reviewed and corrected.

Performance Evaluation

The performance management appraisal are conducted both individual and team-based performance. Starting from goal setting, monitoring, and reviewing annual performance in close collaboration with supervisors, promoting awareness of the existing strengths and weaknesses, thus the opportunities for professional growth to prepare effective, progressive professional developmental plans. In 2025, the agile conversation are apply in the agile working teams.

Performance appraisal

Performance appraisal	By employee	Performance Appraisal Frequency
Management by objective	4%	twice per year
Team-based performance	94%	twice per year
360 Degree Feedback	1%	twice per year
Agile Conversation	1%	Every 6 months

Living wage

The Company commits to assess the living wage of all employees, contractors and supplier within 2025. In 2023, the living wage are reviewed to ensure that employees, contractors, and suppliers are paid the overall income level to support the cost of living. the living wage with Anker methodology as.

Step 1 : Calculate cost of a basic, decent standard of living for a household

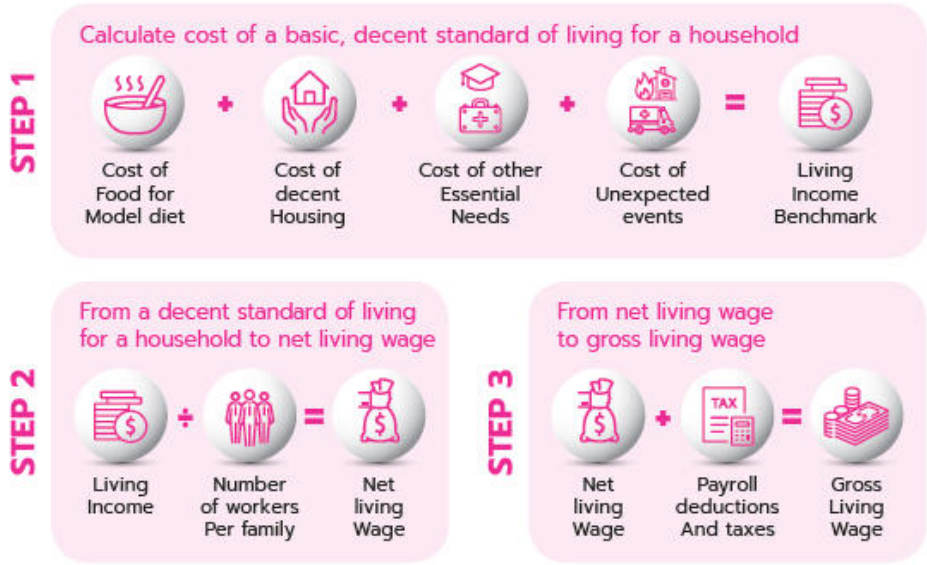
Cost of Food for Model diet + Cost of decent Housing + Cost of other Essential Needs + Cost of Unexpected events = Living Income Benchmark

Step 2 : From a decent standard of living for a household to net living wage

Living Income + Number of workers Per family = Net living Wage

Step 3 : From net living wage to gross living wage

Net living Wage + Payroll deductions And taxes = Gross Living Wage



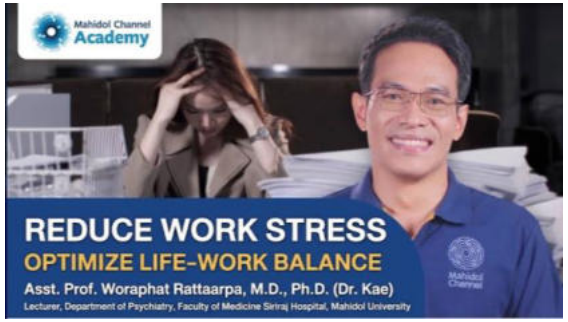
2025 Result:

- **100%** Staff are assessed.
- **100%** Contracted worker are assessed.
- **2%** Critical suppliers are assessed.
- **100%** Staff income are corrected to meet the Gross living wage.

Employee Supporting Program

The company provides facilities and programs such as annual health check-ups, by specializing occupational health-safety doctors and Stress counselling by psychologist, annual physical check up, alternative (Chinese) medical consultation, medical benefits to all employees and sport facility and health promotion programs.

- Workplace stress management
  - Stress counselling by psychologist
  - Stress and tension relief with massage by visually impaired persons (also supports visually impaired persons in generating income)
  - Stress management online training



- Sport facility and health support programs
- Alternative (Chinese) medical consultation
- Breast cancer self-screening
- Religion prayer room
- Lactation Room


Sport & Exercise Facility


Infirmary



Lactation Room


Buddhist Prayer Room


Muslim Prayer Room


Exercise Class eg. Yoga and Aerobic Dance


Stress Relief with Massage

Employee Health and Wellbeing Support Program

CP Axtra promotes employees' health and wellbeing by providing various facilities and exercise activities, including yoga classes, aerobic dance sessions, an on-site basketball court and a football pitch, and organized football tournament competitions. This initiative reflects our commitment to our employees' overall wellbeing and recognizes the importance of maintaining employees' health and cultivating a workplace culture that values the physical and mental wellbeing of every team member.







Example of Family Benefits

- Contractual childcare facility for employee to drop their children during the working hours
- Breast-feeding / lactation facilities
- Paid parental leave for the primary caregiver 7 weeks
- Paid parental leave for the non-primary caregiver 1 week
- Paid family or care leave beyond parental leave (care for a child, spouse, partner, dependent, parent, sibling, or other designated relation with a physical or mental health condition) 1 week



Lactation Room



Childcare Facilities for Employee

The Company places strong emphasis on promoting the physical and mental well-being of its employees through a comprehensive approach. A range of ongoing wellness initiatives are organized to support a healthy work-life balance, including aerobics sessions, yoga classes, and therapeutic massage services by visually impaired professionals available at corporate offices and stores. These efforts aim to enhance overall quality of life, foster resilience, and empower employees to perform sustainably. The Company firmly believes that investing in employee well-being lays a vital foundation for long-term organizational success.

Educational Loans for Employee's Children

The Company provides education loan support for employees' children to help remove financial barriers to quality education. This initiative demonstrates our dedication to supporting our employees as both professionals and parents, recognizing that our employees' personal financial wellbeing directly impacts their performance and happiness. By supporting the education of our employees' children, not only do we support our employees' financial wellbeing, but we also create a supportive workplace culture and contribute to building quality sustainable human capital for the future.

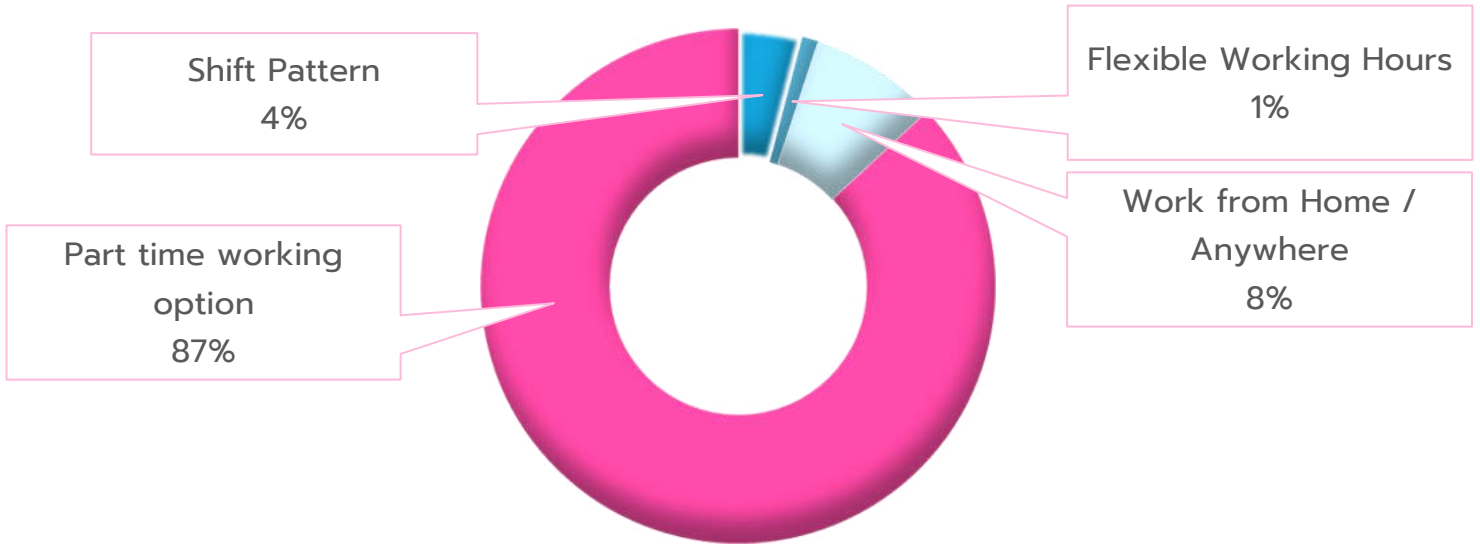


Preventing Excessive Working Hours

The Company is committed to fair and lawful treatment of employees, with strict adherence to labour regulations, including provisions on working hours and overtime. To ensure compliance and uphold fairness in the workplace, supervisory staff—particularly those at stores and distribution centres—receive regular training on labour laws. These efforts are designed to safeguard employee rights and promote a fair and responsible working environment across the organization.

Hybrid & Flexible Working Hours

The company is committed to creating a flexible working environment that is conducive to work efficiency and adaptability to fluctuating requirements and thus commenced hybrid working to facilitate a variety of working environments that encourage outcome-based achievements and appropriate time-management among employees without the unnecessary office location or working-hour restrictions, a strategic adjustment under the digital transformation.



2025 Employee Engagement Survey

Target: Employee engagement survey score at least **80%**

2025 Result: The employee engagement score is as high as **85%** from **100%** employee response the survey, detail score in dimension as;

- **85.53%** Job satisfaction (external motivation, e.g. I am satisfied with my job)
- **85.73%** Purpose (internal motivation, e.g., my work has a clear sense of purpose)
- **84.60%** Happiness (e.g., I feel happy at work most of the time)
- **83.10%** Stress (e.g., I feel stressed at work most of the time)

Long Term Incentives for Employees

CP Axtra has developed a robust Long-Term Incentive (LTI) program aimed at attracting and retaining high performing employees and talented executives. The program is designed to foster long-term commitment, enhance employee engagement, and align individual efforts with the Company's strategic goals. It encourages a sense of ownership and motivates employees to contribute meaningfully to the Company's success.

Performance Shares

- Eligible for employees who have served at least 3 years and are below senior managemen ny's workforce below senior management level = 97.42% of total employee)
- Participants can either exercise their shares for profit after a 3-year holding period, or reta investment returns.

Performance-Based Cash Bonuses

- Special cash rewards are granted based on:
    - Individual performance
    - Company-wide achievement of long-term strategic goals accordance with Corpor

Example of Corporate KPI linked to the Long-Term Incentive for Employee

- Return on Asset (ROA)
- Return on Equity (ROE)
- Reduction of greenhouse gas emissions
- Stakeholder Satisfaction (Product Quality, Cybersecurity, Health & Safety)



Human Capital Return on Investment

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
a) Total Revenue (THB)	266,367,279,275	469,131,439,242	489,949,167,345	512,041,888,147	520,706,351,252
b) Total Operating Expense (THB)	255,940,524,611	452,430,286,966	473,242,322,988	493,408,633,615	503,918,125,120
c) Total Employee-related Expenses (THB)	6,577,000,000	24,533,000,000	25,693,000,000	26,210,000,000	26,171,000,000
Resulting HC ROI (a - (b-c)) / c	2.58534	1.68076	1.65025	1.71092	1.64148
Total Employees	68,096	71,591	64,645	73,268	75,233

Remark:
Refer to 2025_Annual Report (AR2025 e-report)
- Total Revenue (Total income) on page 352 (pdf search tool)
- Total operating Expenses (Total expense) on page 352 (pdf search tool)
- Total Employee related expenses (Employee benefit expense) on page 464, topic 24. Expenses by nature (pdf search tool)
- 3rd party audit letter by KPMG for financial statement on page 348-497

CYBER SECURITY & DATA PROTECTION

Target and Performance

Long term target by 2030:

The company achieves international standards for cybersecurity and data privacy certifications.



2025 Performance: Achieved the 2030 target, with the company receiving NIST assessment scores for the 3rd consecutive year. The Company's average score is **4.22** (while National average score is 1.91)



100% Complied with Charoen Pokphand Group and external party action list for cybersecurity and data privacy.

- Total number of information security breach case = **0** case
- Total number of clients, customers and employees affected by the cybersecurity and data privacy breaches = **0** person
- Total number of clients, customers and employees affected by the data privacy breaches = **0** case
- **100%** of employees have been trained in cybersecurity awareness and phishing E-mail.
- **100%** of data routes have been conducted the cybersecurity risk assessment.
- **100%** of web and mobile application have been conducted the security testing service.

Opportunities and Challenges

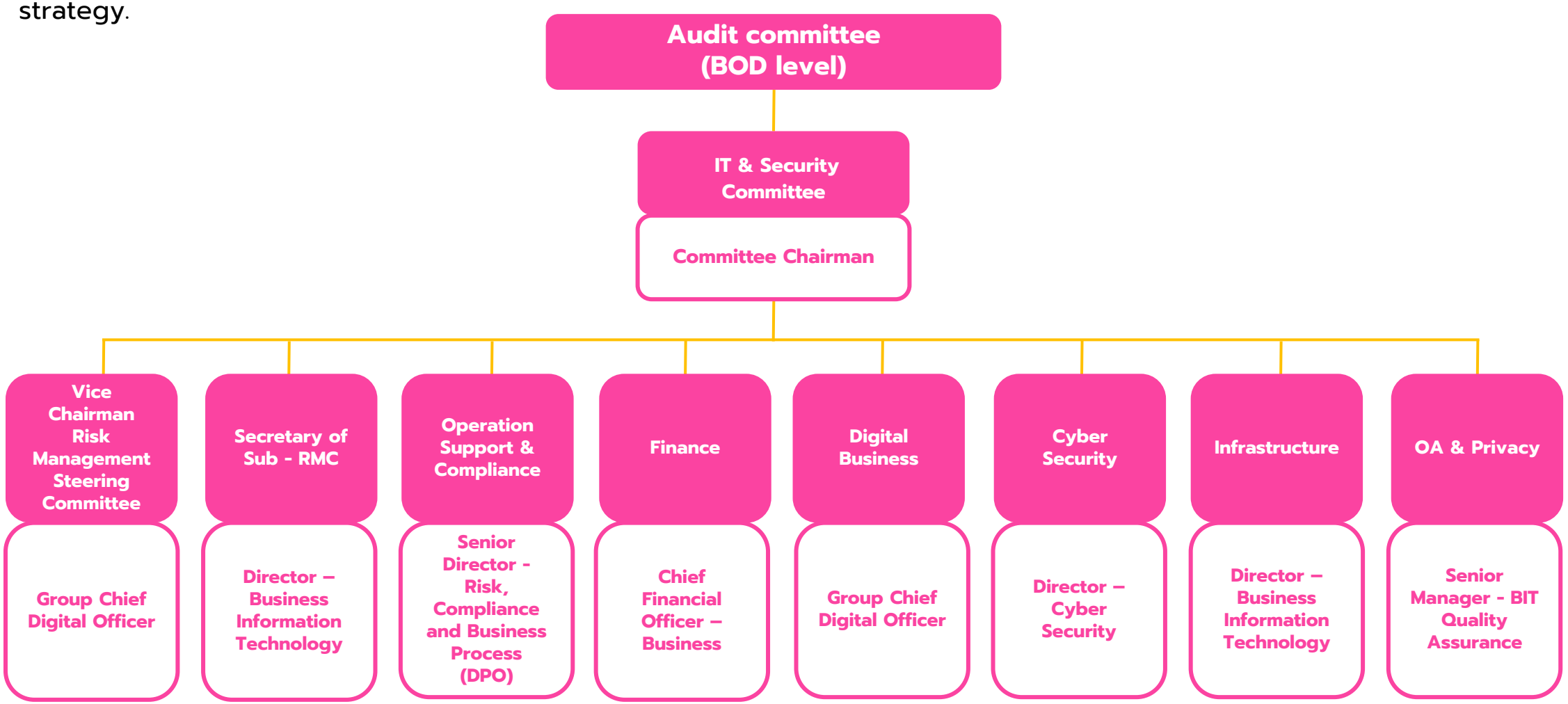
Presently, business operations need to apply information technology to maximize operational efficiency, effectiveness, and more creativity. On the other hand, increasing the risk of emerging risks of cyber-attacks or threats. The Company is enhancing and developing the cybersecurity and data privacy policy to protect data and trustworthiness for customers and stakeholders throughout the value chain.

Policy & Management Approach

The Company prioritizes cybersecurity and data privacy, started assessing risks to prepare a plan to deal with various cyber threats, and announcing policies for all Company personnel to be thoroughly informed, serving as a guideline for raising cyber awareness and attaining ISO27001, international information security standards and Charoen Pokphand Group.

Cybersecurity Governance

The Information Technology and Security Committee reports to the Audit committee (Board level). The committee chairman is Chief Information Technology Officer, Risk committee on the engaged on the cybersecurity strategy process and the Executive Management team with relevant background in IT oversees the company's cybersecurity strategy.



Cybersecurity Policy Structure



Cyber Security Management | Cyber Security Risk Assessment | Cyber Security Risk Mitigation | Cyber Security Continuous Management | Cyber Security Awareness

Cybersecurity Management Program

Scope and Implementation	2025 Result
Information security-related business continuity plans	• Following the framework of the ISO22301 to prepare for various crises that may occur and impact key business operations and the Company's risk management protocols. The BCP drills are conducted twice as the Cybersecurity Business Continuity Plan.
Information security vulnerability analysis	• Information security vulnerability analysis was done (Verification and Vulnerability Analysis by External Party)
Internal audit of the IT infrastructure and security management systems	• **100%** are internally audited as annual basis
Independent external audit of the information security management systems	• The company participate the NIST Function Rating, result score = 4.22 of 5 which was the highest ranking of 202 participated companies. • External audit by KPMG for IT Controls Review
Escalation process for employees to report incidents, vulnerabilities or suspicious activities	• **100%** employee are trained and communicated the Policies, information, and practices through training, internal communication email, and bulletin.
Information security awareness training	• **100%** of employee has trained and communicated the cybersecurity policies
Total number of compliant of breaches	• **Zero** Case

Cybersecurity Risk Management

Presently, cyber threats and attacks are more complex and impact cybersecurity risk. The company thus conducts 5-dimensional risk assessments cover a wide range of data routes that could be used to access company data, from head office, mobile phone applications, websites, as well as store and business partners.

Risk Assessment Guidelines	Risk Assessment Scope
Connecting to public networks	Company's servers
Phishing and ransomware	Employees
Identity theft	System administrators and employees
Supply chain attack	Information technology third parties
Information leakage	Employees

Cybersecurity Awareness Training and Discipline

Awareness being the key to ensuring information system security against cyber threats and data leak prevention, approach is reinforced to raise corporate awareness; communication to introduce and create awareness, alerts to activate response awareness, and testing to assess cyber security awareness.

The cybersecurity is everyone's responsibility with being the one criteria of Annual Performance Evaluation and the year end bonus for employee both staff and manager levels must be reviewed the performance of discipline that related to cyber security and data protection policy.

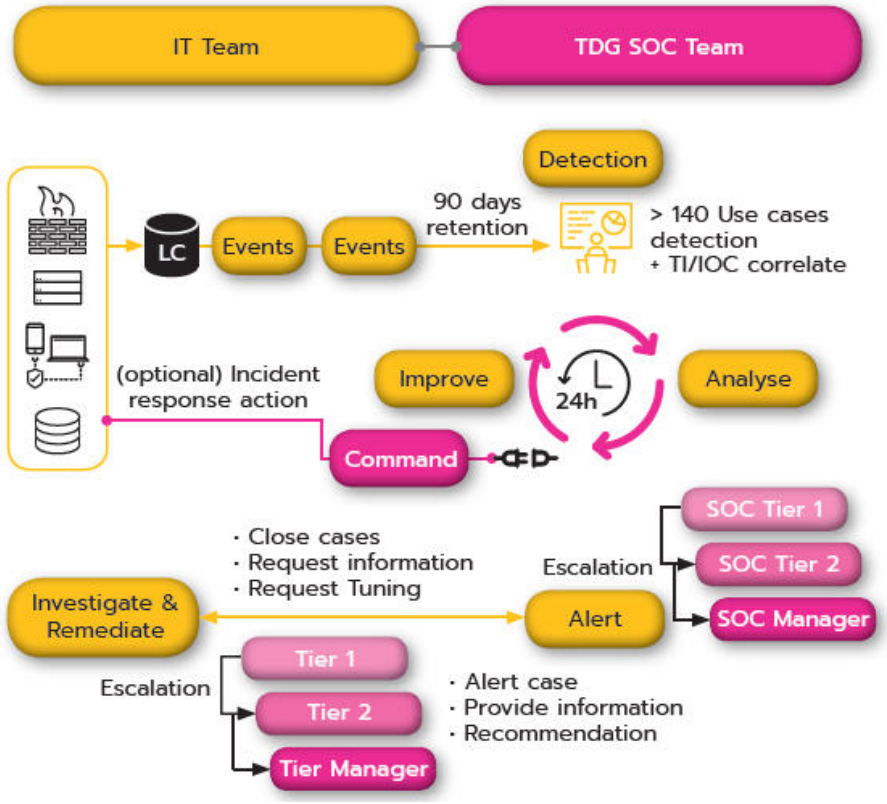
Policy accessibility	• **100%** employees, can access relevant policy through the organization's internal communications website.
Communication	• **100%** employee are trained and communicated the Policies, information, and practices through training, internal communication email, and bulletin.
Response Instruction	• **100%** alerts that alarm relevant parties to internet leakage, security breaches, or susceptible emails.
Testing	• Identity theft phishing simulation (Phishing Test) to test employee awareness
Disciplinary	• **100%** employee must be reviewed the performance of discipline that related to cyber security and data protection policy and acknowledged prior computer login as below picture.





The Security Operation Center (SOC)

The Company acknowledges the risks and has set up a 24-hour cyber security team to manage the Security Operation Center (SOC) with the objective of monitoring and responding to various threats in a timely manner under specified SLA and Charoen Pokphand Group information security standards.



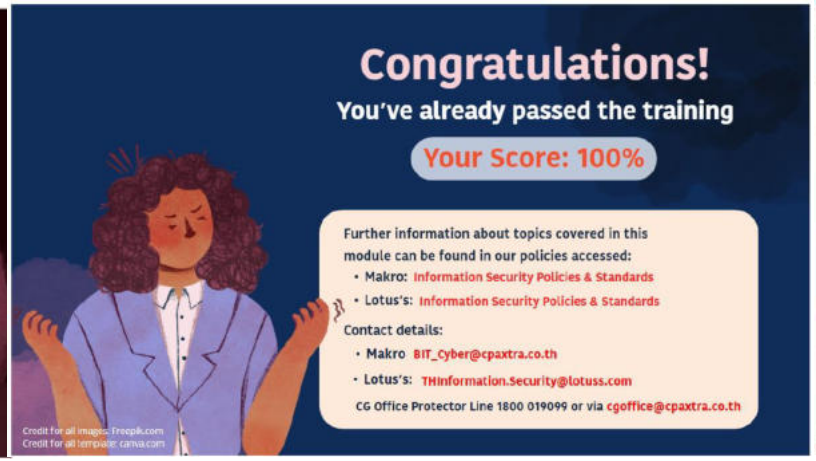
Cybersecurity Awareness Training

The Company has organized training of the cybersecurity policy, awareness of suspicious and proper responding instruction to all employees as annually basis. The training course provides techniques to notice the 4 key scam patterns which are:

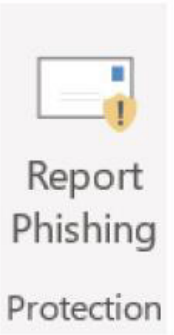
1) Emotive content
2) Invalid links
3) Invalid sender email addresses
4) Invalid email attachments

Including the instruction to response whenever they notice suspicious email or incident.







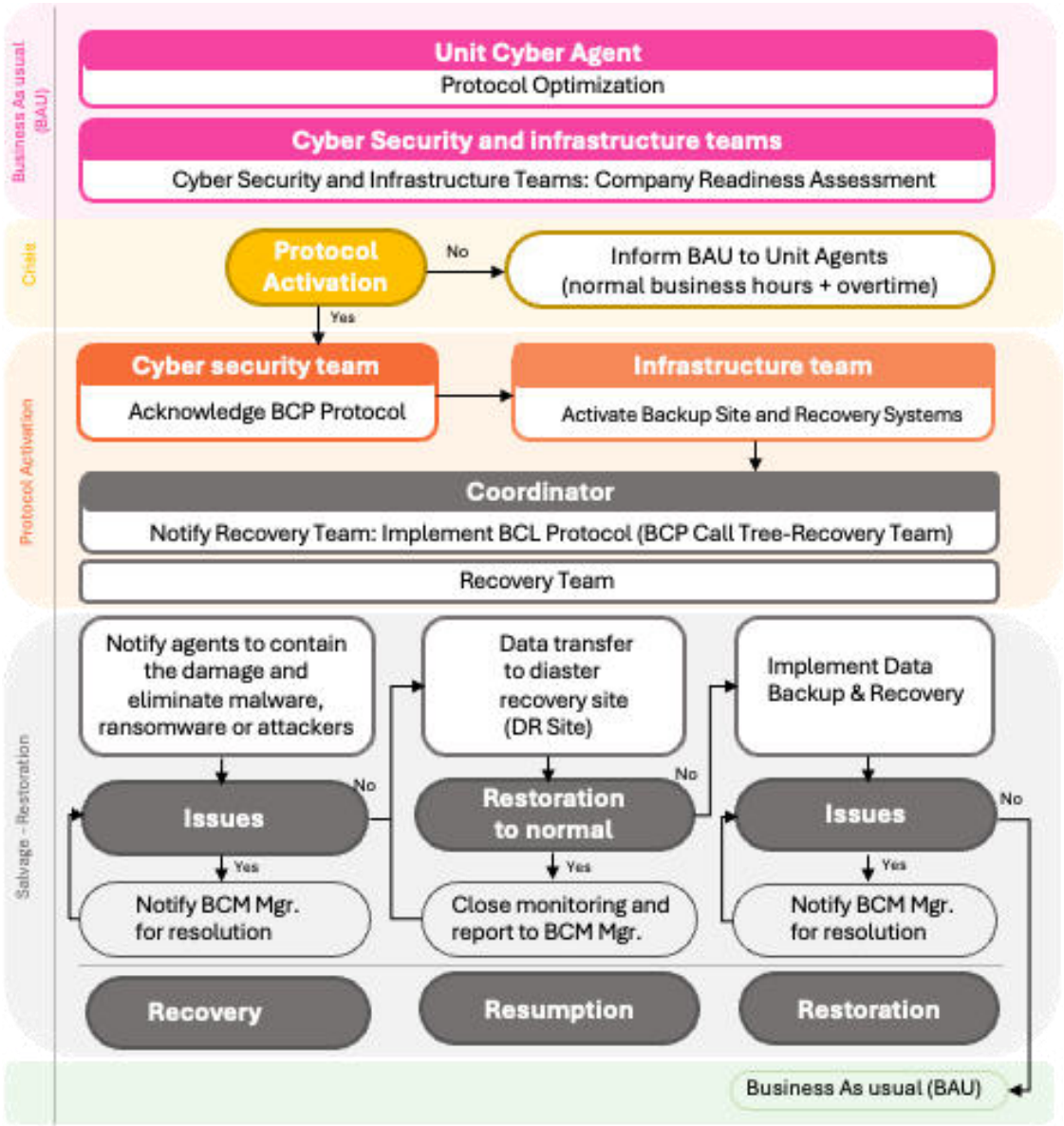


2025 Result:

- **2,953** trained employees (**100%**)
- **2,110** employees participated in email scam tests.
- **73%** has properly responded and **4%** reporting suspicious email.

Cybersecurity Business Continuity Plan

Following the framework of the ISO22301 to prepare for various crises that may occur and impact key business operations and the Company's risk management protocols. In 2025, the BCP drills are conducted twice.





"The simulation scenario on cybersecurity or data privacy incidents that may occur within the organization. It is designed to test the incident response plan and the coordination among teams, ensuring preparedness to effectively respond when an actual event occurs"

Verification and Vulnerability Analysis by External Party

The company has conducted the external audit & Vulnerability Analysis by external party as NIST and external auditor to verity effectiveness of cybersecurity management system, infrastructure, and process.

Internal Audit

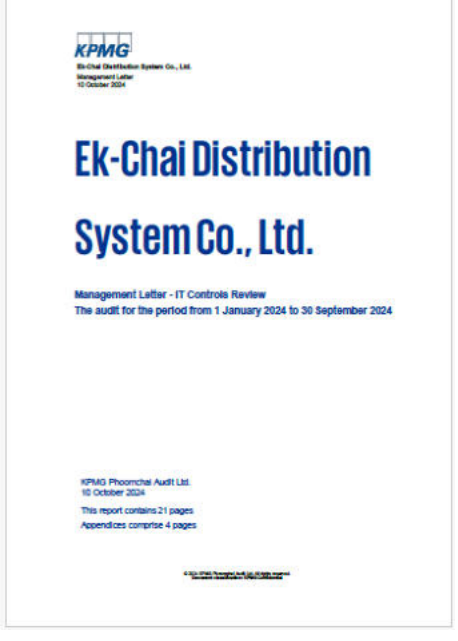
Infra-structure & management systems have been audited

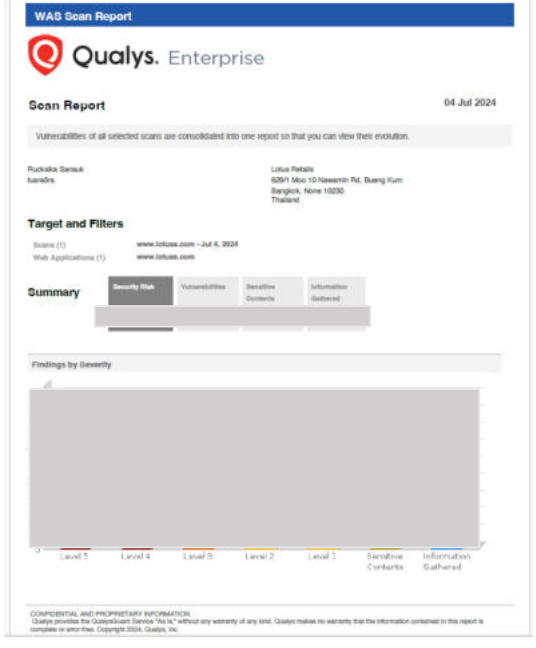
Vulnerability analysis by third party

Simulated hacker attacks by third party

" See more details in page 12"



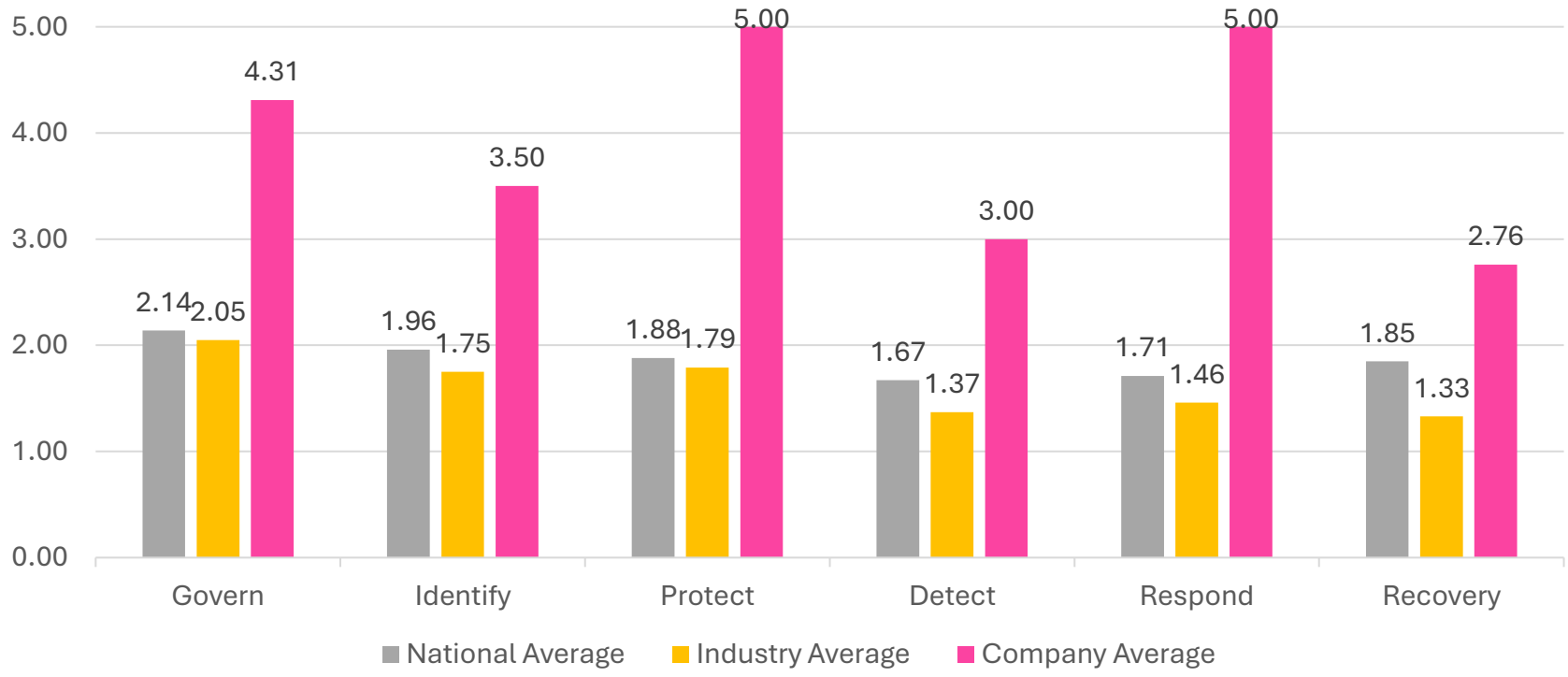




The NIST Function Rating by SEC

The Company participated the Cyber Security Assessment Program for Listed Companies under the Office of the Securities and Exchange Commission (SEC) and the NIST Cyber Security Framework that ranks organizational cyber security by readiness level. The program regularly verified the NIST Function's in 6 dimensions of Controlling system which are Govern, Identify, Protect, Detect, Respond, and Recovery for whole organization. The result shows the Company's score of **4.22** out of 5 levels which is highest rated comprising 202 of the companies that participated.

Score 4.22
Above NIST Function Average Rating



"Infrastructure Security Testing" (Hecker Attacks)

The Company hires the external party to simulate external hacker attacks (Red Teaming) to test the effectiveness of protection and evaluate the vulnerabilities in the system for improvement such as ASPX Debug Mode, Azure Domain Tenant, and Git-config Publicly Accessible.

2025 Result:

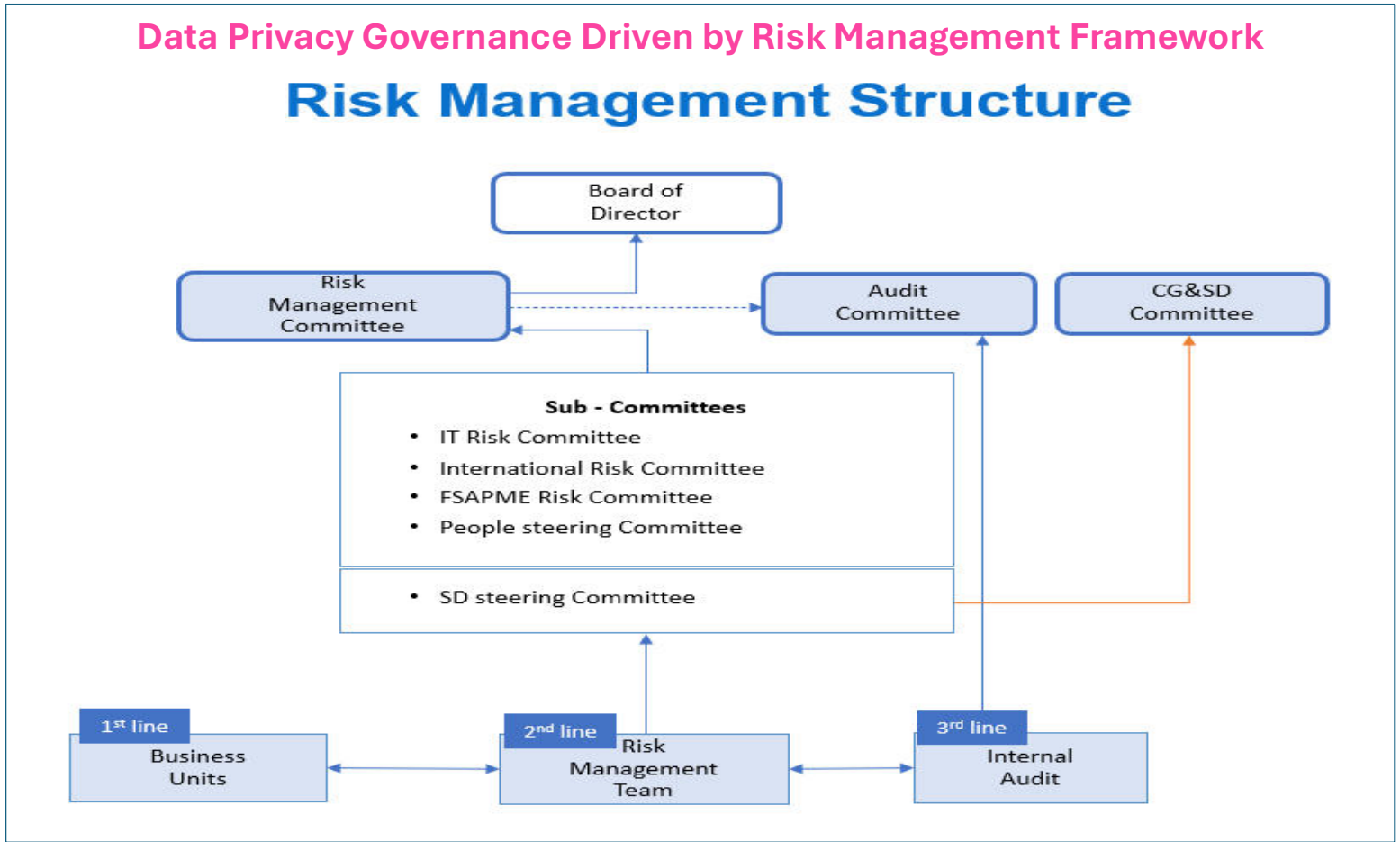
- **100%** passed the security system test on all topics.
- No incidents of damage from cyber-attacks.



DATA Privacy Protection

Governance

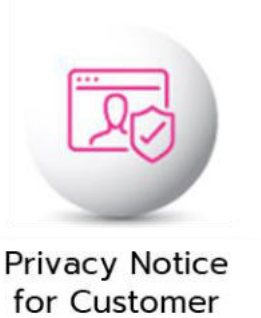
The Company has appointed a Data Protection Officer (DPO) with responsibilities to monitor and evaluate compliance with data protection laws, raise awareness and provide training on personal data practices, advise the Board, executives, and employees, act as the primary contact point for data subjects and the Personal Data Protection Commission, and maintain the confidentiality of personal data in the performance of duties. The DPO plays a pivotal role in governing privacy matters in close collaboration with relevant functions and senior management, who place strong emphasis on ensuring that privacy and data protection are taken seriously and embedded into the Company's governance and operations.



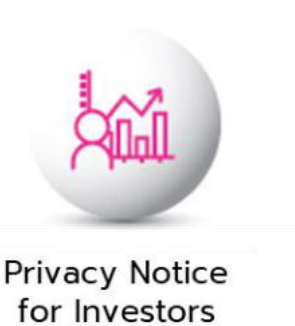
Data Privacy Protection Policy

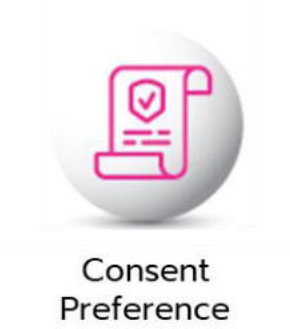
Privacy policy is applied to the entire Company and its subsidiaries, supplier, vendor, contractor, including any foundations or funds established or to be established by the Company in the future. They are also applied to suppliers, where applicable, through contractual obligations and in compliance with the Personal Data Protection Act (PDPA). See more detail at https://www.cpaxtra.com/en/personal-data-protection-policy















1. Process personal data in a fair and lawful manner.
2. Process personal data in accordance with the purposes for which it was collected, used, or disclosed.
3. Ensure that personal data processed is adequate, relevant, and not excessive.
4. Ensure personal data is accurate and up-to-date.
5. Do not retain personal data longer than necessary.
6. Process data in accordance with individuals' rights to access and correct their data.
7. Ensure personal data is kept secure.
8. Personal data must not be transferred to countries with inadequate data protection standards, unless consent is obtained or as required by law.
9. Personal data must be used correctly and in a way that does not cause harm to the data subject.

Data Privacy Protection Management System

The Company implements measures to prevent unauthorized access and mitigate potential breaches of personal information. In line with the Personal Data Protection Act (PDPA), the Company prioritizes the protection of Personally Identifiable Information (PII) and has announced comprehensive Personal Data Protection Policy along with supplementary documents. Data management tools such as data classification and labelling for confidentiality, along with data loss prevention (DLP) systems, have been implemented to automatically detect and prevent potential data leakage.

The effectiveness of these measures is regularly monitored and reported, with statistical tracking such as the number of employees assessed, the number of employees found in breach of data protection requirements, and other relevant performance indicators. These monitoring results are consolidated and reported under the Company's risk management framework to ensure accountability and continuous improvement in line with international practices.

The Company also promotes a strong speak-up culture by providing multiple secure whistleblowing channels for employees and suppliers. Reports, including data privacy concerns, can be made confidentially and anonymously, with the option to use an independent third-party channel. All reports are treated with strict confidentiality, with a strong commitment to non-retaliation and the protection of whistleblowers' rights.

Action	2025 Result
Embedded in group-wide risk management	• The company has embedded the privacy policy in group wide risk management. The Risk Management Steering Committee (RMSC) as a working committee under the oversight of the Audit Committee. The RMSC supports the effective implementation of the corporate risk management framework, including oversight of privacy risk as part of the Company's significant corporate risks. By aligning with international practices, the RMSC enhances the Company's ability to manage risks proactively, promote accountability across functions, and provide assurance to the Audit Committee and the Board that key corporate risks are being effectively governed and monitored. • **100%** of data privacy risks were reviewed, and mitigation plans were identified.
Disciplinary actions in case of breach	• **100%** of employees were evaluated on compliance with company policies, including privacy policy, adherence through the disciplinary process as part of the annual performance review and year end bonus evaluation. • **100%** of employees, suppliers, and contractors were communicated with regarding incidents and responsibilities for personal data leakage in compliance with Personal Data Protection Act. • If any company personnel directly or indirectly violate or fail to comply with policies, practices, or measures, they will be subject to disciplinary action in accordance with the Company's work regulations.
Third-party audits of the privacy policy compliance	• **Completed** 3rd party audited. CLICK HERE *to external audit report on web*
Internal audits of the privacy policy compliance	• **100%** implementation of the privacy compliance program was audited as part of the annual internal audit plan.

Third-party audits of the privacy policy compliance by PDPC firm

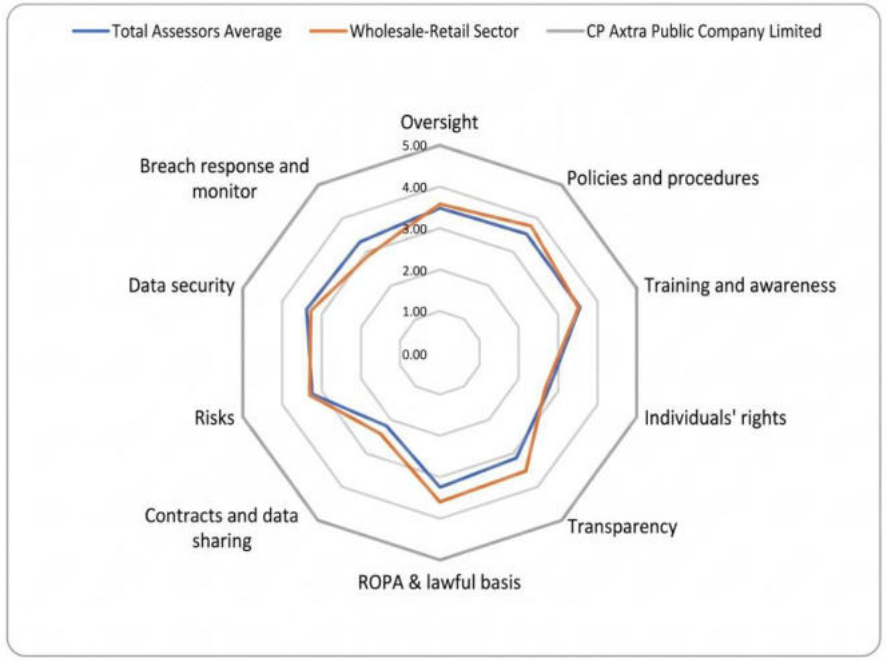
รายงานผลการประเมินระดับการคุ้มครองข้อมูลส่วนบุคคล

(Privacy Maturity Model)

บริษัท ซีพี แอ็กซ์ตร้า จำกัด (มหาชน)

External privacy policy compliance audit report:
Office of the Personal Data Protection Commission
Personal Data Protection Level Assessment Report (Privacy Maturity Model)
CP Axtra Public Company Limited.

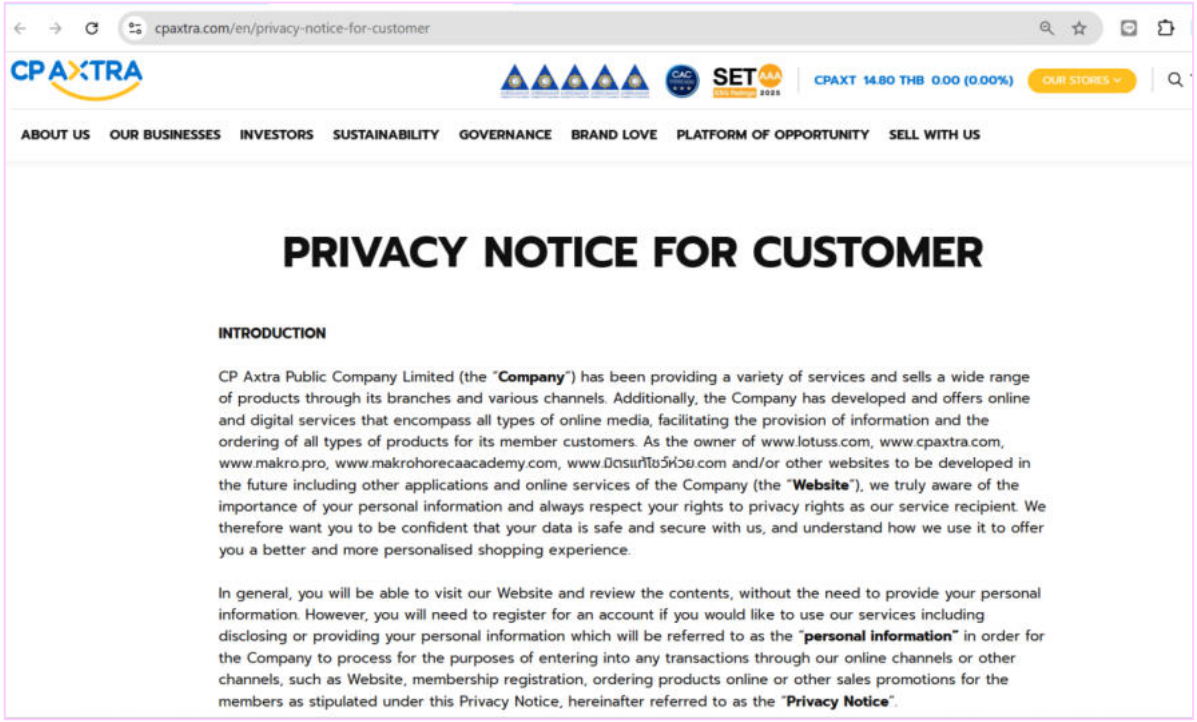
Evaluation Score 5.00 Points	Your current score is higher than the average score of all participating organizations. (Average score of all assessors is 3.18 points)	Your current score is higher than the average score in the Wholesale-Retail and Online Commerce group. (Average score for your industry group is 3.26 points)



Customer Privacy Notice

The Company places the highest importance on protecting our customers' personal data. In line with the Personal Data Protection Act (PDPA), we ensure transparency in how customer information is collected, used, disclosed, and safeguarded. Beyond compliance, our commitment reflects genuine care for our customers and stakeholders, ensuring their rights are respected and their trust is maintained. In our Privacy Notice for Customers, the topics below are covered:

- Scope of the Privacy Notice
- Personal Information We Collect When We Interact With Customers
- Purposes of Collection, Use and Disclosure
- Disclosure of Customer Personal Information
- Sending or Transfer of Customer Personal Information to Overseas
- Retention Period of Customer Personal Information
- Customer Rights
- Updating Customer Personal Information
- Security Measures for Customer Personal Information
- Marketing Research and Communications
- Cookies and Similar Technologies
- Redirecting to Other Parties' Websites
- Changes to the Privacy Notice
- Notification of Customer Data Breach and Leakage
- Contact Us
- Data Protection Officer



http://www.cpaxtra.com/en/privacy-notice-for-customer

2025 Result:

- **3%** of users whose customer data is used for secondary purpose.

Customer Privacy Notice



1. NATURE OF INFO CAPTURED

Personal Information We Collect...

Details categories of collected data: profiles, purchase history, device info.



2. USE OF COLLECTED INFO

Purposes of Collection, Use and Disclosure

Specifies primary objectives: enhance services, operations, customer experience.



3. OPT-OUT OPTION AVAILABLE

Customer Rights (Right to Object / Withdraw)

Ensures right to decline data processing or revoke consent.



4. OPT-IN CONSENT REQUIRED

Consent Basis

Explicit and proactive consent acquired prior to data collection.



5. REQUEST ACCESS TO DATA

Customer Rights (Right to Access)

Empowers customers to request access and obtain copies of held data.



6. REQUEST DATA PORTABILITY

Customer Rights (Right to Data Portability)

Request data in structured format and transfer to another controller.



7. REQUEST DATA RECTIFICATION

Customer Rights (Right to Rectification)

Channel for correcting inaccurate or incomplete personal information.



8. REQUEST DATA DELETION

Customer Rights (Right to Erasure / Deletion)

Request deletion or anonymization under legal conditions.



9. RETENTION PERIOD

Retention Period of Customer Personal Information

Strict timeframes and criteria for data retention.



10. INFORMATION PROTECTION

Security Measures for Customer Personal Information

Rigorous cybersecurity protocols, encryption, data protection.



11. THIRD-PARTY DISCLOSURE

Disclosure of Customer Personal Information

Transparentizes conditions, purposes, and entities for data sharing.



12. MONITORING SECONDARY USE

Percentage of users whose data is used for secondary purposes.

2025 RESULT: 3%

Remark: (*) means topic of privacy notice for customer which disclose at http://www.cpaxtra.com/en/privacy-notice-for-customer

Fostering Organization-Wide Commitment to Personal Data Privacy

The Company requires all employees to complete mandatory annual training with a 100% pass rate. In addition, a variety of e-learning modules are available throughout the year, enabling employees to refresh their knowledge and strengthen their understanding of data privacy and compliance at their own pace. The Company also extends privacy awareness to suppliers through contractual obligations aligned with the PDPA, including the Supplier Code of Conduct, as well as ongoing communication channels.

By fostering continuous learning among employees and reinforcing privacy awareness with suppliers, the Company ensures that the personal information of customers and stakeholders is protected with vigilance, accountability, and care.







2025 Result:

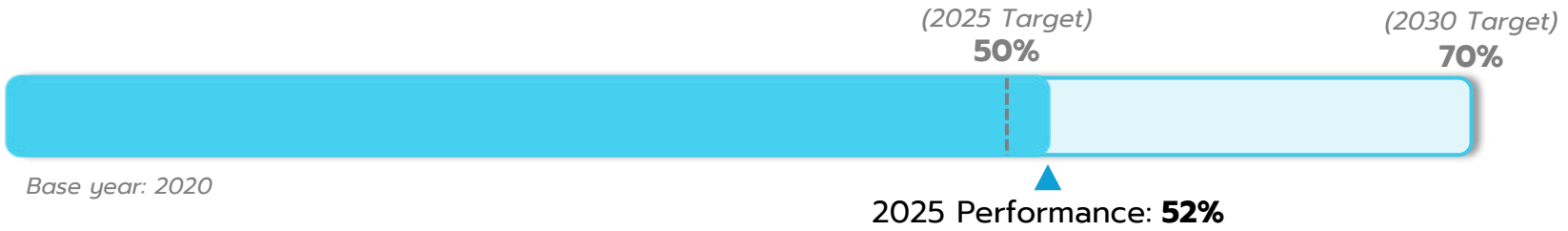
- **100%** employees completed mandatory annual training.
- **Zero** employees, suppliers, and contractors were impacted by any material data leakage or privacy breach cases.

HEALTH & WELL-BEING

Target and Performance

Long-term target by 2030:

70% of sales come from B2B and B2C products and services that promote health and well-being



2025 Target:

50% of sales come from B2B and B2C products and services that promote health and well-being

2025 Performance:



Of Target

52% of sales come from products that promote health and well-being.

6% of sales from food products have reduced fat, trans fat, sodium, and sugar.

6% of sales from food products that increased nutritious ingredients like fiber, vitamins, minerals, phytochemicals, or functional food additives.

34% of sales from food products are safe for consumers of all ages

9% of sales from non-food products and services that promote health and well-being.

Product Quality Programs

Policy: "We deliver high-quality, safe products with a steadfast dedication to consumer safety and social responsibility"

Target: 100% sites have related quality certificate and All own brand product are traceable by i-Trace by 2030

2025 Result: 100% site have certified and 100% own brand product are traceable on i-Trace

CP Axtra strive to ensure food safety and quality development through these following guideline;

Responsible Sourcing:

- purchasing, production, distribution to ensure quality and safe product and service are delivery to customer. The specification of product & service are reviewed to ensure compliance with regulation and stakeholder's expectation.
- Requirements for supplier adherence to the company's product and service quality standards are communicated and all supplier are enforced through the contract agreement, prerequisite certificate and supplier code of conduct.

Process Control: ensuring that all process will be operated and control appropriately

- 100% Internal audits of stores and DCs as annual basis
- Stores and DCs are certified ISO22000:2018 and other standards by the external party (more detail at page 4, Product Quality Program Certification)
- 100% products are inspected and non-performing are identified, segregated and controlled before deliver to customers to avoid product recalls

Personnel and Resource:

- Roles and responsibilities are clearly defined and communicated to personnel.
- Annual training related to quality management system for internal stakeholders (i.e QA, buyer, operation, delivery)
- Integration of emerging technologies to enhance product and service quality.

Customer Centric:

- Having the mechanisms in place for employee, customer and external stakeholders (i.e consumer, government, NGO, etc.) to submit complaints about defective products for better product development and decision-making.
- Utilizing data analytics to deep down customer Insights for better product development.

Traceability:

- Adopted the "i-Trace" which is block chain technology for traceability the origin and product nutrition information. The customer and end user able to find information through QR Code on packaging.









Nutrient criteria for food products

Product Quality Inspection Process

Temperature Checking *

Checking for
1. Supplier's Truck Temperature
2. Product Temperature

(*) for temperature-controlled product



Document Checking

Checking for
1. Movement permit and source of origin documentation for meat products (every delivery)
2. Laboratory test results, e.g., ASF (African Swine Flu) - applicable to every delivery.
3. Weight inspection certificate from suppliers (pork and poultry) – every delivery.

Quality Checking

1. Physical inspection (external and internal):Size, weight, defects, shape, color, sweetness (Brix level)
2. Chemical inspection using test kits:
   - Pesticide residues (fresh vegetables/fruits)
   - Formalin (fresh fish)
   - Beta-agonists (pork/beef)
   - Bleaching agents (beef offal)
3. Packaging
4. Labelling
5. Product Shelf-life

Final prior Selling

1. Accept – receive the product on self or deliver to customer
2. Or Reject the non-performing and follow product withdrawal procedure.

**** In case of **imported product**, refer to the QC inspection results of makro or Lotus's*

Note: The criteria for product acceptance must ensure the No beta-agonist, growth hormones, added accelerators, formalin. The residual pesticide levels must comply with FDA requirements.









Watch more videos at https://youtu.be/8k0eL5BL1X0

Product Quality Program Certification

To support farmers and partners, the Company developed the 'MIA' guidelines to ensure agricultural production meets industry standards. Through this system, users can conduct self-assessments to improve production knowledge and deliver quality products to consumers. MIA has since been expanded for internal evaluations at our distribution and retail centers ahead of official certification. Furthermore, the Company continues to implement 'i-Trace' to ensure raw material traceability and provide product nutritional data."

Up-stream: Food safety from farm	Mid-stream: Control food safety along the process					Downstream: Product traceability
	มาตรฐาน	Makro	Lotus's	Wholesale Distribution center*	Retail Distribution center**	
- Sourcing from farms that complied with Good Agriculture Practices (GAP) standard. - Qualified by "MQP" and "Selected". - Over 900 farmers and suppliers have qualified for the standards "MQP" and "Selected".	GMP (1)	166	98	2	1	- 100% of products sold in Makro and Lotus stores must indicate the origin of production and production lot on the label for customers can trace back the products. - i-Trace, which able to trace products in the fresh food category and bakery category, More than 14,000 items are implemented (100% of Under "aro" brand) - Smart CoA software to provide proper CoA to customers.
	GHP (CODEX) (2)	166	2	3	n/a	
	HACCP (CODEX) (3)	142	2	3	n/a	
	ISO22000:2018 Compliance Certified (4)	166	n/a	n/a	n/a	
	ISO22000:2018 Accredit Certified (5)	13	2	2	n/a	
	HALAL (6)	11	10	1	0	
	Livestock – Ok (7)	167	2,446	0	0	
	Q-Modern Trade (8)	167	0	0	0	
	Organic Shop (9)	167	0	0	0	
	TISI Shop (10)	167	226	0	0	

(1) GMP no. 420 Certified by the ISO Certification Institute (MASCI)
(2) GHP (Codex) Certified by Bureau Veritas (Thailand) Co., Ltd.
(3) HACCP (Codex) Certified by Bureau Veritas (Thailand) Co., Ltd.
(4) ISO22000:2018 Compliance Certified Certified by BSI Group (Thailand) Co., Ltd.
(5) ISO 22000:2018 Accredit Certified Certified by Bureau Veritas (Thailand) Co., Ltd.
(6) HALAL (มาตรฐานฮาลาล) Certified by the Central Islamic Committee of Thailand
(7) Livestock – Ok (Livestock standards OK) Certified by the Department of Livestock Development.
(8) Q-Modern Trade Certified by the National Bureau of Agricultural Commodity and Food Standards.
(9) Organic Shop Certified by the National Bureau of Agricultural Commodity and Food Standards
(11) TISI Shop (TIS shop standards) Certified by the Industrial Product Standards Office.
** 167 stores of wholesale business (as of December 31, 2024)*
*** 2,526 stores of retail business (as of December 31, 2024)*

Product Recalls

Target: Zero quality breach case that impact to customer and consumer's health and well being

	2021	2022	2023	2024	2025
Number of recalls issued • Own Brand • Supplier's Brand	**10** • 0 • 10	**2** • 0 • 2	**0** • 0 • 0	**0** • 0 • 0	**0** • 0 • 0
Quantity of products recalled (ton)	No Data	9.85	0	0	0
Cost impact to company	0	0	0	0	0
Corrective action	See below description	See below description	N/A (due to zero incidents)	N/A (due to zero incidents)	N/A (due to zero incidents)

During 2021-2022, the product recalls occurred from the suppliers' branded which sold in store but never occurred in own brand products. The company corrective actions by comprehensive inspection, monitor and develop the best product standard both own brand and suppliers. And implemented the digitalization platform for centralized quality inspection, approval list, product specification, lab-test result database for fasten monitoring, NC handling and decision-making process at every stores and distribution centers.

Furthermore, recall volumes and expenses are monitored as the enterprise risk and quarterly follow up to mitigate risk of liabilities. and investment costs. These continuously improvement cause to during 2023-present, there was zero breach case that caused to product recalls.

Integration of emerging technologies to enhance product quality and service

link to website: Digital Transformation | CP Axtra

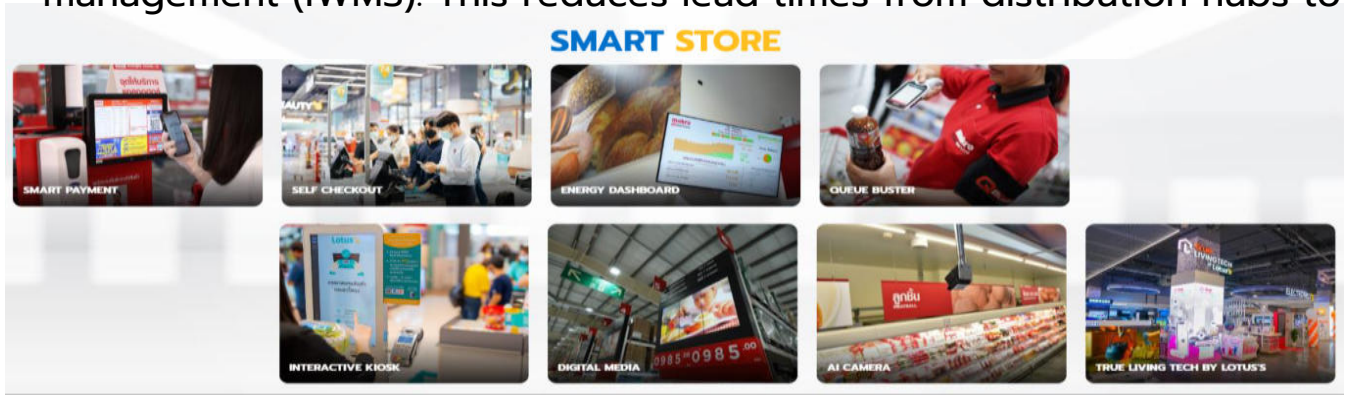
CP Axtra leverages digital transformation to create best customer experience through;

SMART STORE: Better quality of products and services

- **Demand Forecasting & Merchandising:** Partnering with Tencent Cloud, CP AXTRA utilizes machine learning to forecast demand accurately and optimize its product assortment. This minimizes stockouts of fresh food categories while remains best quality of product.
- **AI Planograms:** Collaborate with Cainiao, the company implements AI-based store layouts to optimize in-store selling and inventory placement, making popular items easier to find.
- **Own Brand Differentiation:** Data analytics allow CP AXTRA to design and expand its high-margin own brand product lines, tailoring products directly to evolving consumer health, wellness, and lifestyle preferences.

SMART APPLICATION: Better Delivery & Omnichannel Convenience. Successfully becomes Thailand's #1 grocery e-commerce platform by merging physical stores with digital convenience:

- **The Digitalized Ecosystem:** the **Makro PRO app and Lotus's SMART App** serves as a seamless B2B/B2C ecosystem. It features a tailored loyalty system and hyper-personalized customer promotions based on historical purchasing data.
- **Rapid Delivery Scaling:** By modernizing their application infrastructure, have drastically upgraded their service speed, with over 1,000 online delivery orders per day.
- **Fulfillment Innovation:** Partnered with CJ Logistics to integrate robotics, advanced fulfillment data, and smart warehouse management (iWMS). This reduces lead times from distribution hubs to stores, guaranteeing fresher products for customer.



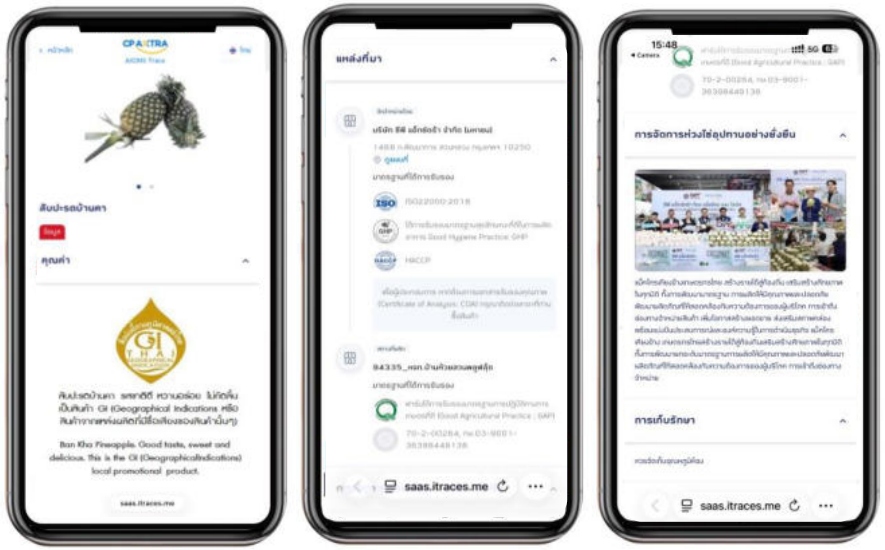


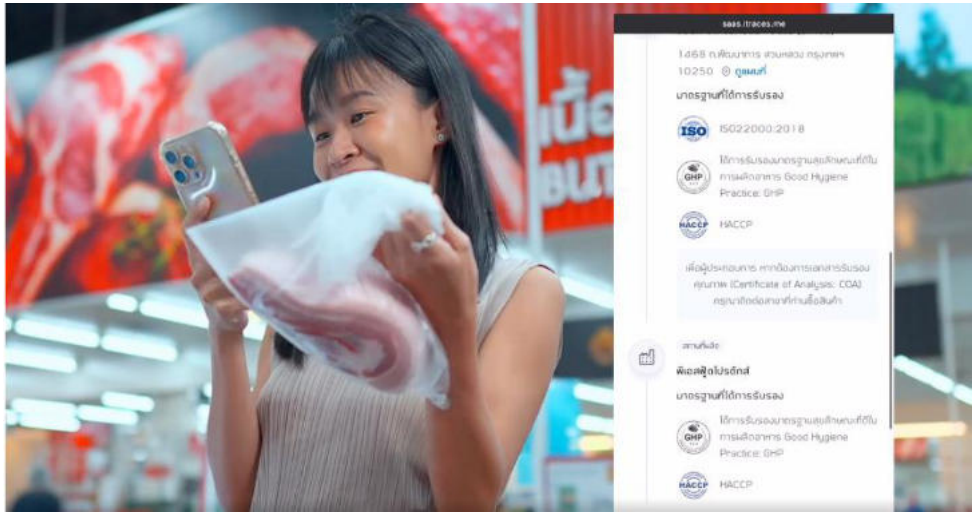
Integration of emerging technologies to enhance product quality and service

Block Chain Traceability (i-Trace)

The i-Trace system is seamlessly pairing consumer interfaced QR codes for product traceability, quality and nutrition fact. The immutable blockchain infrastructure are adapted rather than relying on easily alterable traditional databases. The system utilizes a distributed ledger where every stage of the agricultural supply chain—from initial harvest and origin data to distribution center logistics—is securely recorded and mathematically linked into tamper-proof blocks. The printed QR code functions as a transparent digital key, allowing consumers and stakeholders to instantly retrieve this unalterable product journey, which not only guarantees quality and GI (Geographical Indications) product, but also provides highly reliable primary data and prevents greenwashing , or support crucial corporate sustainability assessments like Scope 3 emissions tracking, human rights due diligence, and food loss reduction.

Example: i-Trace QR Code





Employee Capacity Development - Product Quality and Standard Requirement

“Annual Halal Training 2025 to Enhance Employee Knowledge” Project

The Company recognizes the importance of strict compliance with religious principles and food safety requirements. In collaboration with the Central Islamic Council of Thailand, the Company organized training on halal regulations and requirements for all related employees (operation, buyer, QA etc.) The training aims to integrate halal standards into supply chain management, covering every stage from raw material selection and storage to product delivery. This initiative helps build consumer confidence and improve quality of life through products and services that comply with Islamic principles, while reinforcing the Company’s image as an organization that values cultural diversity.





2025 Result:

- **130 (100%)** related employee have trained.
- **21 stores and 1 distribution center** got certified Halal Standard

Supplier Capacity Development - Product Quality and Manufacturing Standards

“CP Axtra collaborates with FDA to buildup supplier capacity”

CP Axtra, in partnership with the Thai FDA), conduct training to supplier during the annual seminar. The initiative aimed to enhance food safety standards and build consumer confidence and Requirements for supplier adherence to the company’s product and service quality standards. During the event, FDA representatives provided guidance on comprehensive product quality management, covering the entire supply chain from upstream to downstream. Additionally, experts from leading laboratories shared their knowledge on inspecting residual substances in fruits and vegetables, encompassing both domestically produced and imported goods. This strives to deliver high-quality, safe products that meet international standards.









2025 Result:
CP Axtra enhances the capabilities of farmers, SME partners, and community enterprises by promoting knowledge in standardized agricultural production.

- **925** agricultural products under the MQP (Makro Quality Pro), aro Gold, and Selected labels.
- **990** agricultural packing facilities to meet GMP* standards and developed. (increased 51 from last year)

“Developing Thai SMEs and Farmers in Product Standard Management“

The company continues to support Thai SMEs and farmers by collaborating with both public and private sector partners to develop their potential and increase their competitiveness in all dimensions. This is achieved through training and knowledge transfer, developing the quality of agricultural products to align with Makro and Lotus's standards. This initiative aims to promote employment in communities and create sustainable income for over 60 small entrepreneurs and farmers in Saraburi and Pathum Thani provinces, reinforcing the company's commitment to being a "Platform of Opportunity" to help SMEs grow strongly.






2025 Result:

- Developing over **60** small entrepreneurs and farmers in the pilot project in Saraburi and Pathum Thani provinces.

“CP AXTRA Partners with the Department of Livestock Development to Enhance Meat Quality and Standards, Support Distribution Channels, and Strengthen Traceability Systems”

The Company signed a Memorandum of Understanding (MoU) with the Department of Livestock Development to support Thai farmers by promoting fair distribution channels while enhancing product quality. This includes strengthening an integrated traceability system throughout the supply chain and certifying quality standards, with the aim of creating stability and sustainability for Thailand’s livestock industry.







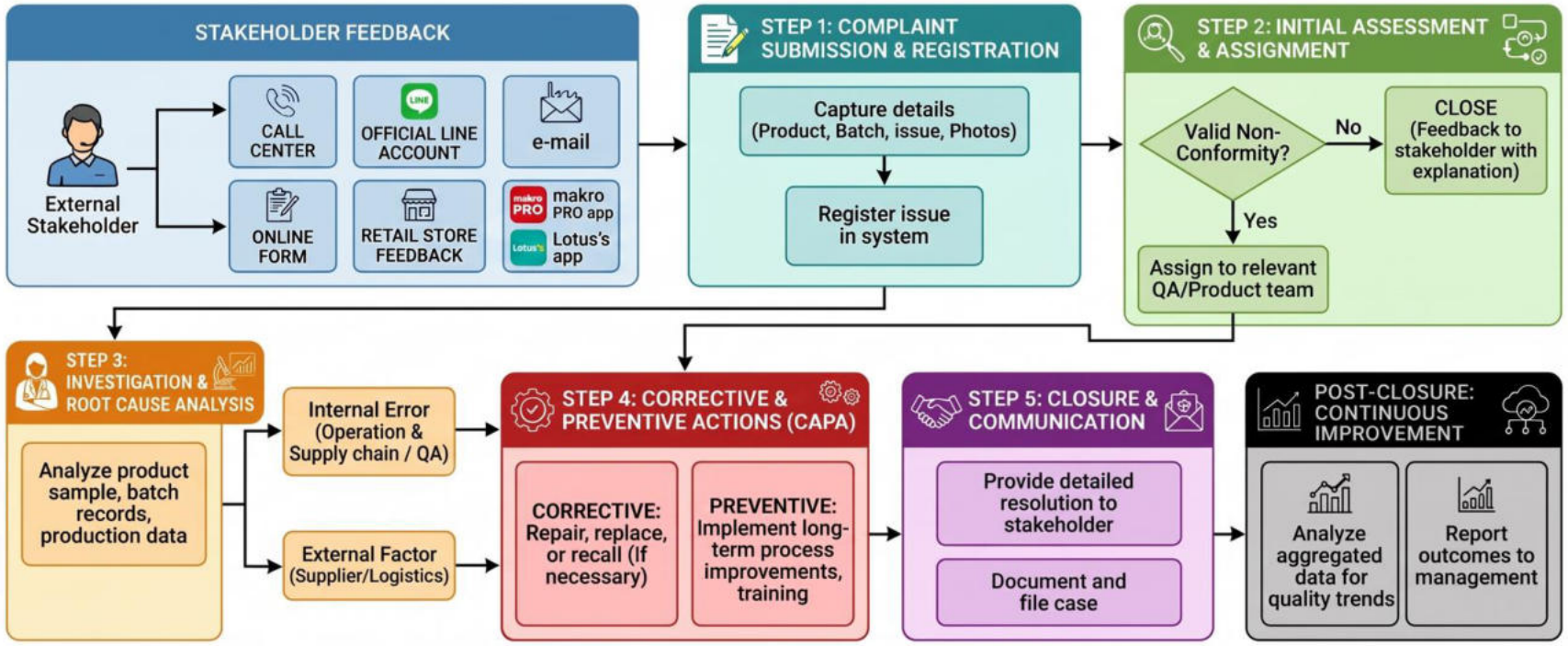


2025 Result:

- Collaborating to Develop Quality, Safety, and Product Traceability Standards to Promote and Elevate Beef Standards from Farmer Groups
- Smallholder farmers can supply products for sale at **5** Makro branches in the northern region, with the pilot area covering Chiang Mai Province.

Mechanisms in place for external stakeholders to submit complaints about non-conforming products

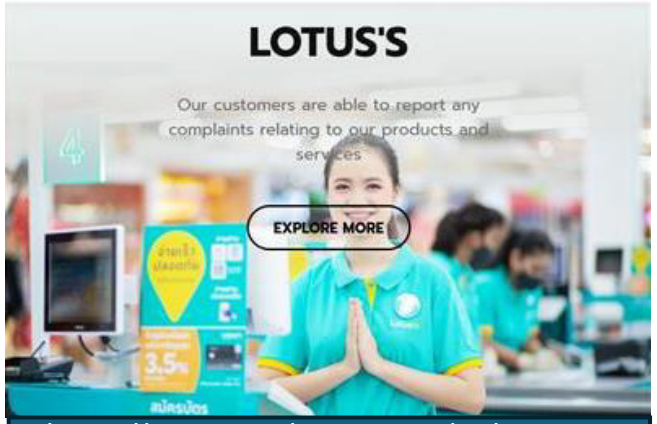
All complaints about defective products for better product development and decision-making. And utilizing data analytics to deep down customer insights for better product development.





www.makro.co.th/en/contact-us

☎ hotline 1432



https://corporate.lotuss.com/en/contact-us/

☎ hotline 1430

Health and Nutrition

Policy: To promote good health and well-being among the public through the consumption of healthy food, as well as to support physical exercise and access to health services and knowledge.

Long term target: By 2030, **60%** of sales comes from healthy product, **20%** from product that reduce level of fat, sodium and sugar and **30%** from fortified foods that increased nutritious ingredients like fiber, vitamins, minerals, phytochemicals, or functional food additives.

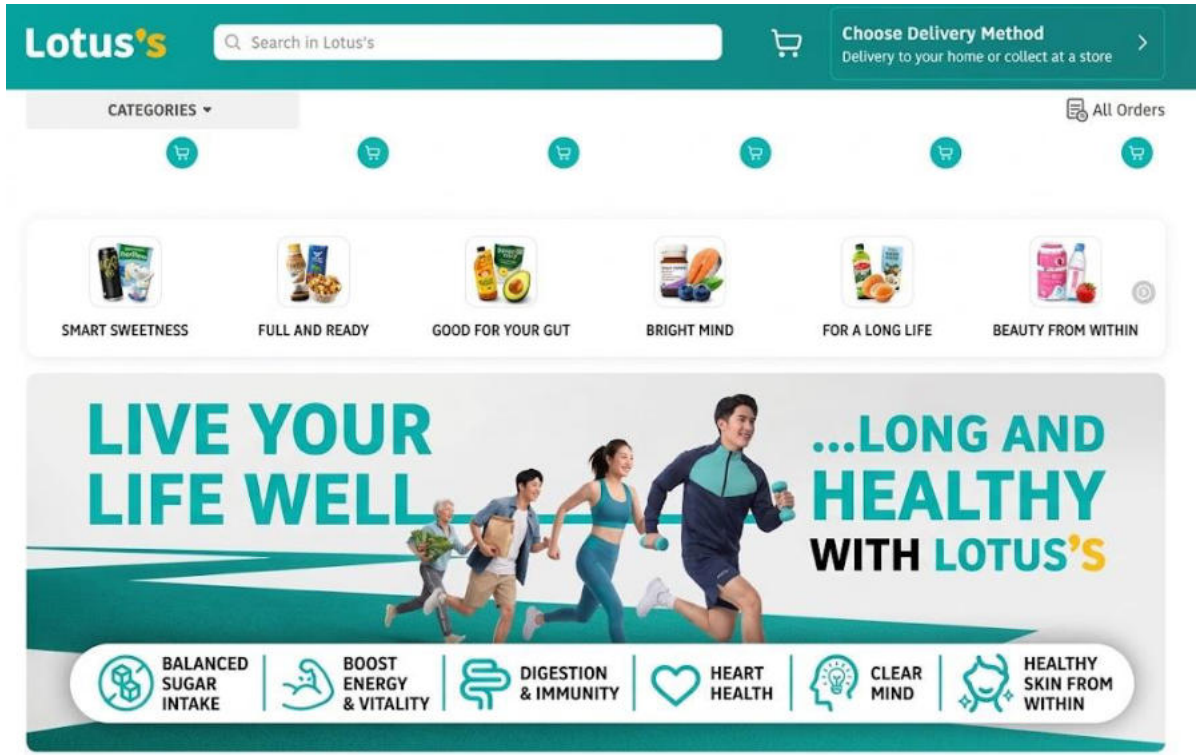
2025 Target: **54%** of sales comes from healthy product by 2030, **14%** from product that reduced fat, sodium, and sugar, **25%** from fortified foods that increased nutritious ingredients.

2025 Result: Achieved all annual targets;

57% of sales comes from healthy product

15% of sales from product that reduced fat, sodium, and sugar

25.43% of sales from fortified foods that increased nutritious ingredients



The company promotes health and well being society by

Increasing the Healthier product in store

Education health and nutrition to consumer

Health-service to Society

Reporting on Progress of Health & Nutrition Targets

The Company use of a nutritional profiling system, health & nutrition criteria aligned with external benchmarks as Thai FDA "Healthier Choice" and Health Star (HSR) with nutrition values from Mahidol University database, define healthy product must have HSR score at least 3.5 or certified "Healthier Choice".

To achieve the target of 60% sales from healthy product by 2030. The Company implemented many health & nutrition improvement program such as developing health-oriented own brand products, improving product traceability through the i-Trace system, enhancing food safety through supplier capacity-building, and promoting healthier choices in the supply chain. The company also launched public health education programs, introduced in-store health services, and collaborated with regulatory and academic partners to ensure safe, nutritious, and transparent food offerings for all consumers.

Category	Revenue (THB)					
	Target by 2030	2022	2023	2024	Target by 2025	2025
Revenue from product that reduced fat, salt, sugars	20%	8,935,562,540.67	7,561,999,436.82	9,427,294,861.72	14%	11,466,568,382.51
Total revenue of this groups		76,308,292,461.29	61,159,046,113.74	68,549,362,312.71		76,034,764,852.77
% of revenue		**11.71%**	**12.36%**	**13.75%**		**15.08%** Achieved annual target
revenue from enrich food products with beneficial nutrients such as dietary fiber, vitamins, minerals, phytochemicals, or other functional food additives.	30%	9,640,135,893.00	20,322,612,193.72	18,912,145,424.04	25%	24,058,010,328.45
Total revenue of this group		50,511,851,970.24	91,255,555,427.57	76,207,948,346.00		94,604,838,098.51
% of revenue		**19.08%**	**22.27%**	**24.82%**		**25.43%** Achieved annual target

Health & Nutrition Revenues

Category	Revenue (THB)			
	2022	2023	2024	2025
Nutrition quality rating (HRS)	121,696,547,819.00	119,033,213,679.87	128,235,134,337.27	129,957,379,339.67
Healthier Choice	18,575,698,433.60	27,884,611,630.54	28,339,440,285.76	35,524,578,710.96
Total revenue of healthy product*	140,272,246,252.67	146,917,825,310.41	156,574,574,623.03	165,481,958,050.63
Total food & beverage revenue	266,684,790,118.28	285,447,305,778.15	302,253,699,129.05	288,697,268,955.35
% of healthy products revenue	52.60	51.47	51.80	57.32
Total revenue from health and well being product & service**	163,457,958,873.19	176,574,129,564.42	190,956,640,890.98	201,472,771,503.58
Total Revenue	359,395,094,588.00	363,131,513,872.30	379,728,363,532.50	384,903,044,471.36
% Health and well being product & service Revenue	45.48	48.63	50.13	52.34

Remark:
**Food and beverage (Fresh Food, Dry Food and Beverage exclude Non-Food categories)*
***All product include Non-Food categories and Service*

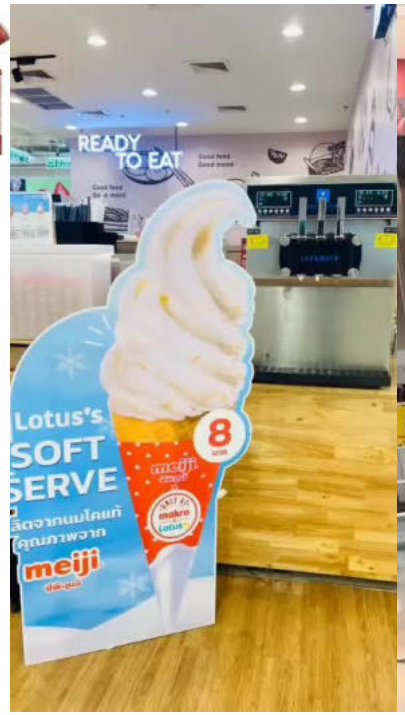
Improving Nutritional Profile, Affordability and Accessibility

R&D investment to improved new formulations, reduced sugar, sodium, trans-fat and increasing essential nutrients to support better public health outcomes. Also conducting R&D that focus on making nutritious food products more cost-effective and accessible to underserved populations, particularly those with economic constraints, through innovative product modifications and distribution strategies.

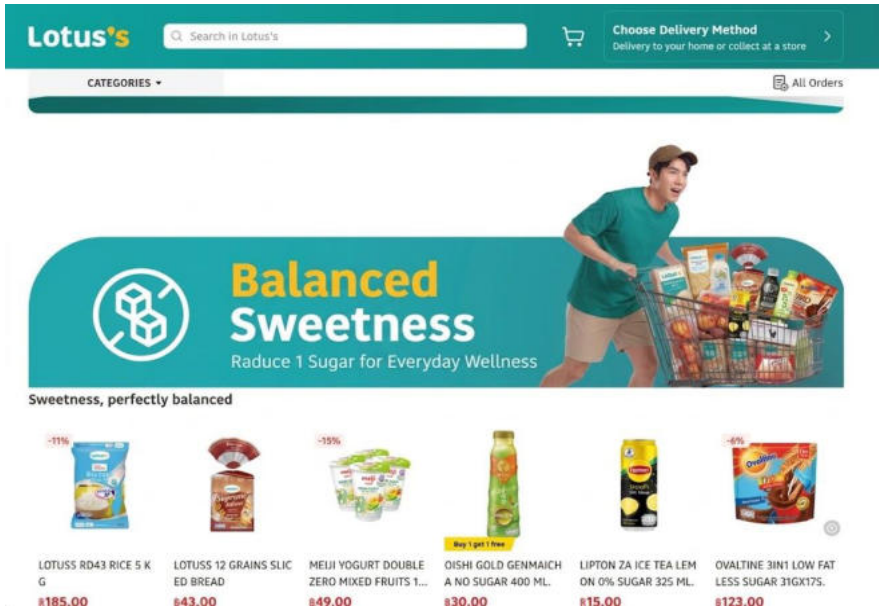
2025 Result:

Invest **11,850,000 THB/yr**, 25 own brand products are certified Healthier Choice (+5 items from last year) sales amount of these product is **161,137,360.39** THB while new 69 items of vegan, plant-based and protein products, sales amount **98,787,875** THB. The investment **20,328,000** THB for product innovations and distribution channel to reduced prices, enhanced shelf life and improve accessibility of healthy products i.e. Low-Fat Rotisserie Corner and Natural milk soft serve available at 84 stores (increased 5 stores from last year).









Products specifically aimed at priority populations

Enhancing nutritional profiles to everyone, including specialized formular that suitable for priority group as infants, young children, pregnant and lactating women, elderly, people with chronic health issues i.e diabetes, allergic or diet control. Also the low-income community, ensuring they have adequate nutritional needs with affordable price and proper diet i.e low sugar, salt, fat.

2025 Result:

The Company successfully launched product specifically for priority populations, contributing to improved access to nutritious foods for these groups. Sales amount **8,498,880,858.93** THB.



For diabetes, allergic, vegan etc





Healthier choice formular for Infants and Children



Own brand products for low-income groups

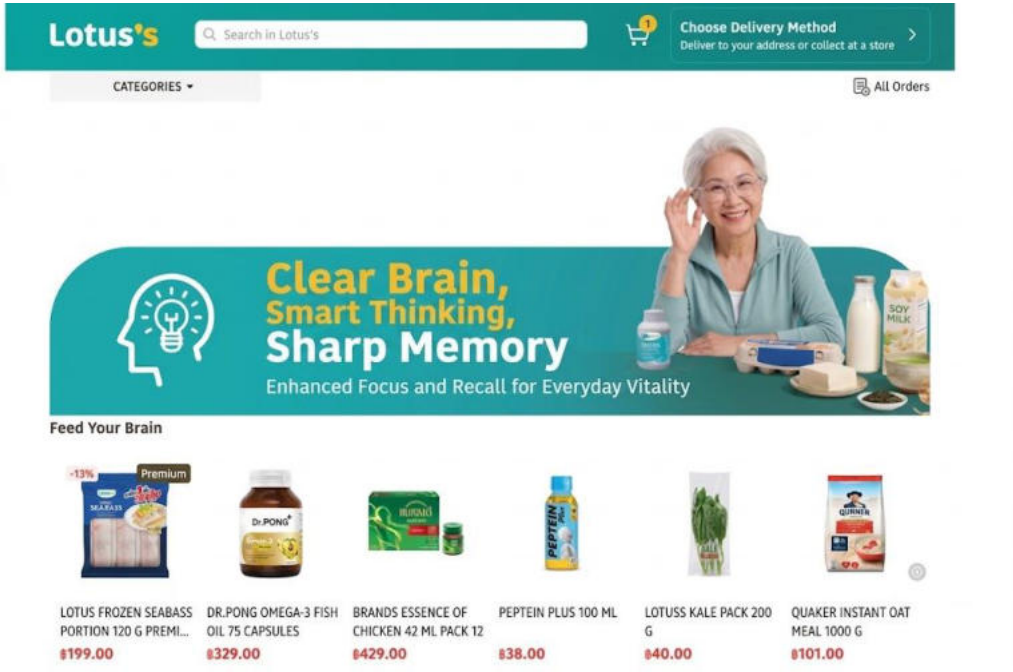
Example of Products specifically aimed at priority populations (continue)



For Pregnant and Lactating woman



For Elderly group

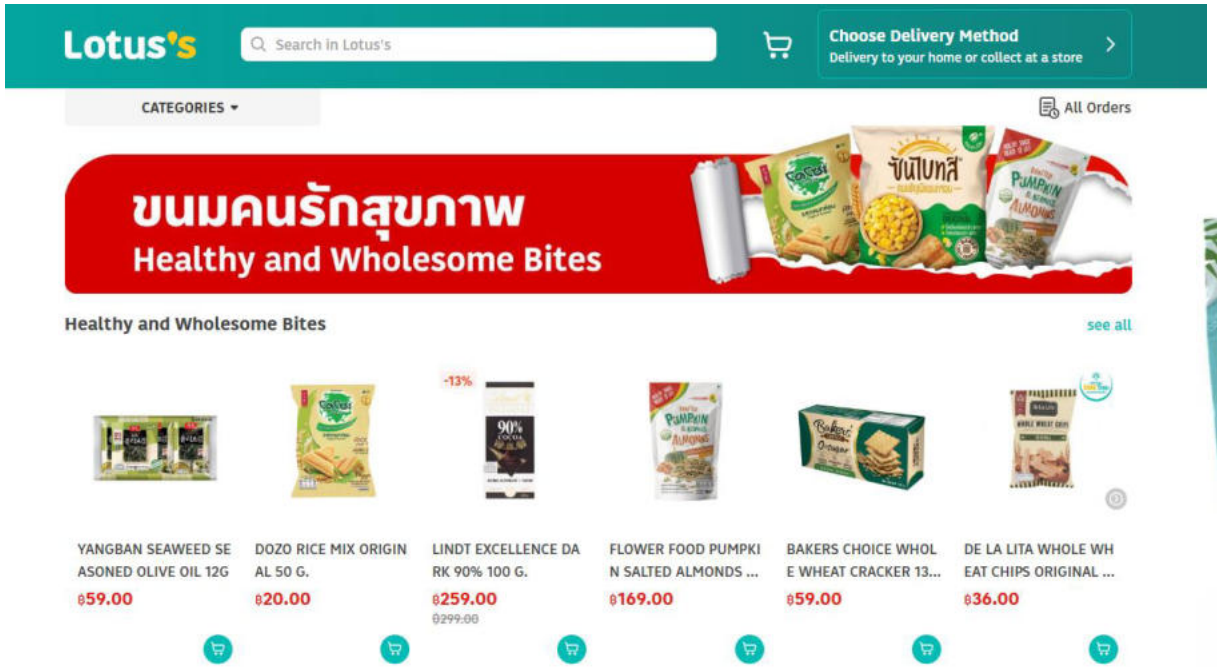


Portion-Control packaging design

The Company enhance transparency and accessibility of health-related information. The packaging design promotes healthier consumption by encouraging appropriate portion control and highlighting healthier product options. such as nutritional content, ingredients, and portion sizes, to informed and educated consumers through visuals, readable labels, and Healthier choice logo. Altogether, redesign the smaller packaging for children, add zip lock packaging or container to maintain quality for multiple serves.

2025 Result:

100% items of own brand products adopted portion-control packaging, contributing to improved consumer understanding of serving sizes and portion-based nutrition. The sales amount **598,467,453.73** THB.









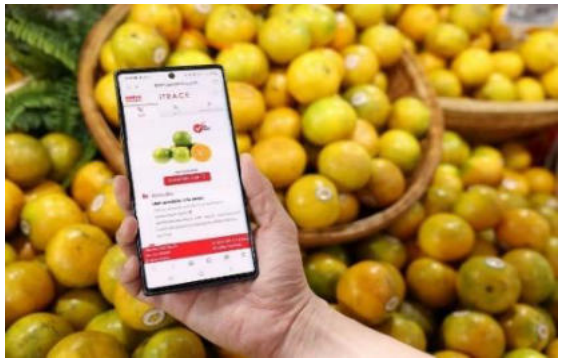
Enhancing Food Safety from Farm to Table

"Safe Oranges Save Thai Smile 12th Consecutive year" Project

The company has partnered with the Ministry of Public Health, the Ministry of Agriculture and Cooperatives, and Kasetsart University to support orange farmers in managing cultivation throughout the entire supply chain. This includes the use of bio-substances as chemical substitutes, environmentally friendly management practices, and chemical residue inspection using international ISO 17025 accredited laboratories both domestically and internationally. Furthermore, the oranges have received Good Agricultural Practices (GAP) certification, ensuring that every orange is of high quality and safe from chemical residues. Traceability is also possible through scanning the QR Code of the i-Trace system attached to the packaging or displayed at the point of sale. This initiative promotes the production of Thai oranges, creating sustainable careers and income for Thai farmers.







2025 Result:

- Over **60** farmers participated covering an area of 23,000 rai across a total of 7 provinces.
- Totaling support agriculture of **8,400** tons per year.

Promote Healthier Choice Product in Supply Chain

To encourage supplier's products that are certified "Healthier choice". In 2025, The Company recognized the supplier's healthier products through the "Supply Chain Sustainability Excellence Award" in the category of "Health and Well-Being" Awards at 18th Makro's HoReCa Event at Muang Thong Thani Convention Hall during 30 October-2 November 2025





2025 Result:

- **263** items are recognized increased **180** items from last year.
- The sale amount of Healthier Choice products increased **5,036,657,051** Bath compared to last year.

Partners with CheckGo Launch New Health Check-Up Service at Makro Rangsit

CP AXTRA and CheckGo by Occicare have announced a strategic partnership to launch a new health check-up service at Makro Rangsit, with plans to expand the service through a franchise model to 50 Makro and Lotus's branches nationwide by the end of 2026.This initiative is part of CP AXTRA's 2025 business goal to continuously develop its rental spaces under the concept of "A Happy Space for the Community." The spaces are designed to align with the context of each local community, strengthening CP AXTRA's role as a destination for good food and health, while advancing toward becoming a community lifestyle center that brings together a comprehensive range of products, services, and experiences to meet the needs of modern consumers who are increasingly health-conscious.







"True Healthy Corner" the Free Medical Consulting Service at Wholesale store

The Company has collaborated with True Digital to launch the drugstore True Health Corner to provide a new healthcare experience for all customer groups through easy medical service access. Customers can access several health services through MorDee; Health smart platforms that connect online and offline health care services, online preliminary health checks, consultation with doctor and order the prescriptions in one click.





2025 Result:

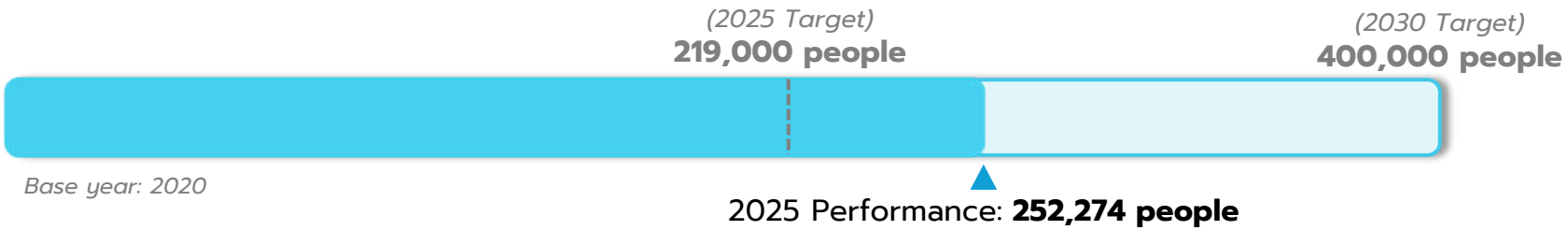
- **2** stores have True Healthy service.
- **21 stores** of wholesale and retail stores have healthcare services.
- Total sales amount **6,242,824,638** baht.

SOCIAL IMPACT & ECONOMIC CONTRIBUTION

Target and Performance

Long-term target by 2030:

400,000 jobs supported to generate incomes for the community



2025 Target:

219,000 people have jobs supported to generate income.

2025 Performance:



252,274 people have jobs and generate income

Direct jobs or income support
- 73,281 employed or purchased their product.
- 19,268 SME and famers are supported.

Indirect jobs support in value chain
- 57,446 SME's workers on farmer's member group
- 102,279 vender's workers.

Sustainable community support – "Makro Alongside Thai farmers" Project



Purchased meat and alternative protein
over **682.21 tons**
totaling support of **162 million Baht.**



Purchased poultry, eggs and milk over
6,323.11 tons
totaling support of **566 million Baht.**



Purchased seasonal fruits over
15,242.74 tons
totaling support of **881 million Baht.**



Purchased aqua & seafood over
15,464.33 tons
totaling support of **6,174 million baht.**



Purchased vegetables and local vegetables
over **56,665.18 tons**
totaling support of **1,921 million Baht.**



Support local product
188 items
totaling support of **923,332 Baht.**

Note: Total purchases from farmers total **9,704.92** million baht. The company has sales of fresh food products of **35,945.57** million baht.

Example of Commercial Activity Donation

"Longan of Choice Give Back Joy to Locality" 6th year

The company realized the traditional Longan plantation then seeks to strengthen the income of longan growers as well as improve farm product safety and quality to meet the standard and return benefit from sales to the community with local farmer cooperative in Pasang, Lamphun province to implement GAP guideline for better food safety and quality products also traceability and meet the customer's preference. Furthermore, the research for installation of the machine for packing workshop to extend shelf life and retention time of products. This project is part of Makro's Job creation project whose purpose is to improve the life quality, a sustainable economy in society to strengthen the community through local jobs including the donation of money from product selling to buy medical equipment and hand over to public health unit in the community as return the happiness to the community





2025 Result:

- **650** farmers generate income.
- **1,100** tons whole year purchasing or **58,046,197** Baht.

Job Creation to the Society

"Support Productivity and Local Products from Farmers"

Makro and Lotus's support agricultural products and produce from local farmer groups and small entrepreneurs, including produce from highland farmers and the Royal Project Foundation, such as Mae Hia, Mae Hae, and Ler Tor. These products are sold at Makro and Lotus's branches nationwide through both offline and online channels. Concurrently, they also develop the potential of their partners, elevating food production to meet quality and safety standards, as well as promoting stable and sustainable income.









2025 Result:

- Purchased amount **94,377.57 tons.**
- Totaling support of **9,704.92 million Baht.**

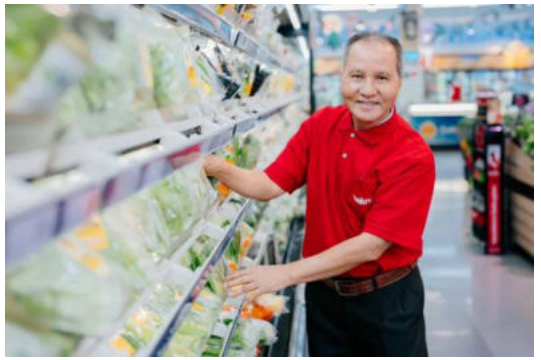
Job Creation to the Society

“60 Yang Jaew” Project

CP Axtra, in collaboration with the Ministry of Labour, is offering opportunities to seniors aged 60 and above through the "60 Yang Jaew" project. The initiative recruits seniors to work and participate in skills training, while also providing sales space within Makro and Lotus's stores. This includes employing 292 seniors to work in branches and enrolling 352 seniors in vocational training under the "Aged Entrepreneur" program. The aim is to create income for seniors who desire independent work or wish to run their own businesses. Additionally, the "Joyful Aged Market" provides free sales space for 100 seniors to sell their products. This project is a testament to the organization's commitment to creating economic value and benefits for society. In total, 644 seniors have participated in the project's activities.













Job Creation to the Society

"Create the Jobs for the Disabilities" Project

The cooperation project with the Department of Empowering of Persons with Disabilities to upskill and purchase handicraft products from disability upskilling centers in many provinces for the 3rd consecutive year. This year, the Company increased the purchase of more than 13,700 handcraft products or customers who wish to arrange fruit baskets, the service is available in the fruit and vegetable section of participating branches. This initiative helps create sustainable careers and income for people with disabilities and their families. The company supports disabled individuals and their families by offering fruit basket assembly services in stores, creating sustainable income. They also provide low-investment food business training to four disability centers, enabling 491 individuals to create street food menus and earn income. Consequently, the company was honored by the Department of Older Persons as a role model for promoting senior employment and income in 2025.






2025 Result:

- **12,810,420 Baht** purchasing amount.
- The sale amount increase **1,320,155 Bath.**
- Job creation for **491** disable people.

Example of Social Investment

"PLATFROM OF OPPORTUNITY" Project

SME business matching events are under the "PLATFORM OF OPPORTUNITY" project, is the activity to open the opportunity for farmers and SMEs to become the company's suppliers. The local farmer and SME can register their product to the platform, then the platform will proceed with the initial screening and matching the buyer to the product and set up the business discussion. The variable product can be registered such as agricultural products, processing food, other consuming product, etc. Altogether knowledge sharing and provide advisory to farmer and SMEs to improve product quality and productivity for both local market and exportation.







2025 Result:

- **205** farmer and SMEs entrepreneur registered.
- **36** product has been selected.

Social Support in Other Crisis

"Donate Food and Water during Natural Disaster & Crisis"

The Company is committed to standing alongside communities especially in times of crisis. In 2025, in response to a natural disaster, an earthquake, the Company extended support to those affected—including local residents, officials, and rescue teams. Essential supplies such as clean drinking water, food, and other necessities were delivered to impacted individuals and first responders in both Thailand and Myanmar.







2025 Result:

- **60,000** sets of food and drinking water were delivered to help natural disaster victims.
- **393,760.77 THB**, total contribution value

CP AXTRA Provides Assistance to People Affected by the Thailand–Cambodia Border Situation

In response to the Thailand–Cambodia border situation, the Company stands alongside Thai society in every circumstance by providing food ingredients, beverages, ready-to-eat boxed meals, and essential consumer goods to help relieve hardship among affected communities.

The assistance covers people impacted across 22 districts in 8 provinces, namely Ubon Ratchathani, Si Sa Ket, Surin, Buri Ram, Prachin Buri, Sa Kaeo, Chanthaburi, and Trat

2025 Result:

- **48,936** people received food ingredients, beverages, ready-to-eat boxed meals, and various essential consumer goods
- **380,374** THB, total contribution value







CP AXTRA Stands Alongside Thai Society in Every Circumstance, Supporting People Affected by Disasters

Throughout 2025, Thailand experienced various disasters, including earthquakes, building collapses, forest fires, flooding in the South, flash floods, and forest runoff in the northern and northeastern regions, among others. These disasters affected a large number of people.

The Company has remained committed to standing alongside Thai society in every circumstance by providing timely assistance to disaster-affected people. This includes donating essential consumer goods needed for daily living to help relieve hardship among affected communities.

In response to the major flooding in the South, the Company supported affected people by providing food ingredients, seasonings, beverages, boxed meals, and other essential consumer goods. The assistance covered people impacted across 17 districts in 10 provinces, namely Ranong, Chumphon, Surat Thani, Nakhon Si Thammarat, Phatthalung, Songkhla, Pattani, Yala, Satun, and Trang.

2025 Result:

- **25,478** people received food ingredients, beverages, ready-to-eat boxed meals, and various essential consumer goods
- **1,084,979** THB, total contribution value











The Royal Project continuously purchases produce.

CP Axtra is expanding its continuous collaboration with the Royal Project Foundation, a partnership spanning over 30 years. This initiative aims to promote careers and create sustainable income for highland farmers, while also helping customers and the public access high-quality fresh produce at affordable prices. CP Axtra purchases produce from the "Royal Project Development Center Ler Tor" in Tak Province and distributes it to Lotus's branches nationwide and through online channels.







2025 Result:

- Over 80 Royal Project items sold in 75 Lotus's hypermarkets, generating over **115** million baht.
- Donated 60 water tanks and a production water system, valued at **350,000** baht, to support their water infrastructure.

“ Continue Direct Product Sourcing from Farmers (Non Khwao Model)“ Project

Lotus's supports farmers through direct purchasing, ensuring fair and stable income. The company collaborates with government agencies such as the Ministry of Agriculture and Cooperatives and local authorities, aiming to empower farmer groups to manage their cultivation more efficiently. Lotus’s encourages nearby farmers to form cooperatives in line with the government's large-scale farming policy and helps raise standards for quality and safety in agricultural products. Through a pre-cultivation planning and contract farming model—aligned with the "production driven by market demand" approach—Lotus’s also facilitates access to distribution opportunities within its network.

Currently, Lotus’s operates four major Farm Model production sites across Thailand’s 4 regions. These sites provide stable and fair livelihoods for over 546 farming households. By working closely with farmers under the Farm Model, the company ensures stronger quality and safety control over its produce. One key project involves direct sourcing of 27 vegetable varieties from farming households in Ban Non Khwao, covering more than 282 rai of farmland. This initiative yields over 750 tons of vegetables annually, generating an average additional income of 12,000 THB per household per month.





2025 Result:

- **1,092** farmers from all regions participated in the program
- **750** tons of annual volume procurement

“Creative School Break Program: Fun Every Day at Lotus’s” Project

Lotus's, in collaboration with the Thai Health Promotion Foundation (ThaiHealth) and the Department of Women’s Affairs and Family Development under the Ministry of Social Development and Human Security, launched a pilot initiative titled “Creative School Break – Fun Every Day at Lotus’s. ”

The program opened dedicated family-friendly play areas, called "Lotus's Kids Corners," across four Lotus’s branches, providing a creative and engaging space for families with young children to spend time together.

A key component of the program is the empowerment of single mothers. Nearly 30 single mothers were employed as Play Workers – facilitators who lead children’s activities in the play area. This initiative not only offers a supplementary income but also enables them to care for their own children while working.

The project included collaboration with the Thai Health Promotion Foundation and the Department of Women’s Affairs and Family Development to provide training for interested single mothers, equipping them with the skills to work in this role. Lotus’s supports the initiative by offering employment opportunities and providing space in its stores for the children’s play corners.



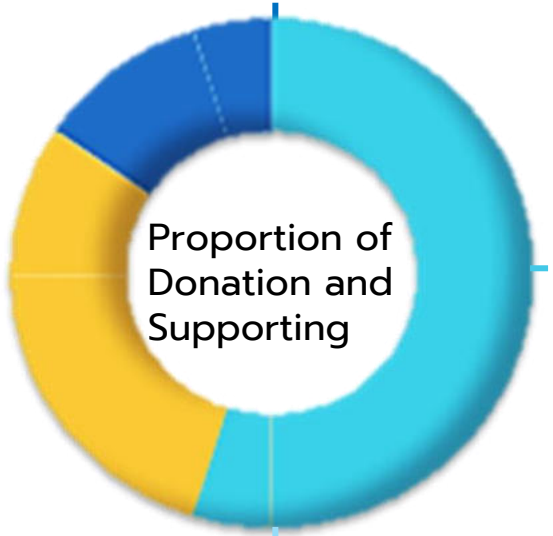





Donation and Supporting

Employee
Volunteer Hours
74,081 ชั่วโมง

Donating Stuff **2,763,055 บาท**



15% Social Investment
12 million Baht

56% Commercial Activities
44 million Baht

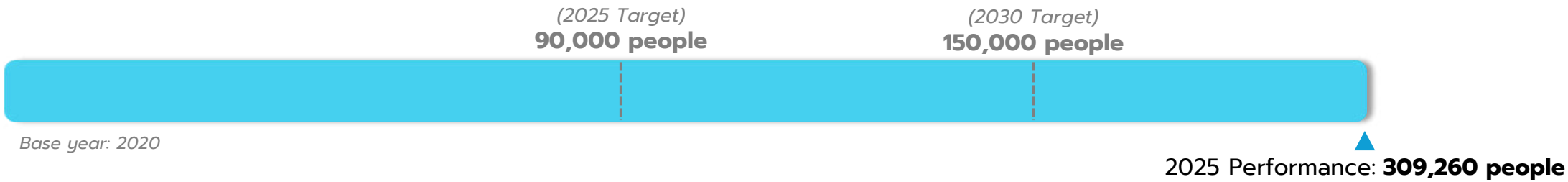
29% Charity Donations
23 million Baht

FOOD SECURITY & ACCESS TO NUTRITION

Target and Performance

Long term target by 2030:

150,000 youth and individuals gain access to safe and nutritious food.



2025 Target:

At least **90,000** people gain access to safe and nutritious food.

2025 Performance:



of target

309,260 people get access to safe and nutritious food.

296,952 people get donated food.

12,308 members of Community Kitchen

"Donate Food and Water during Natural Disaster & Crisis"

The Company is committed to standing alongside communities especially in times of crisis. In 2025, in response to a natural disaster, an earthquake, the Company extended support to those affected—including local residents, officials, and rescue teams. Essential supplies such as clean drinking water, food, and other necessities were delivered to impacted individuals and first responders in both Thailand and Myanmar.









Providing Drinking Water to Travellers During Songkran Festival

In collaboration with the Department of Highways and local authorities, the Company established 50 roadside service points during the Songkran Festival to support travellers. These stations offered drinking water, cooling towels, ice cream, and waterproof pouches to help road users refresh, cool down, and reduce travel fatigue. The service points were located along key inbound and outbound routes from Bangkok—including provinces such as Ayutthaya, Saraburi, Chainat, Prachinburi, Kanchanaburi, and Nakhon Ratchasima—areas with high traffic volumes during the long holiday as people returned to their hometowns or travelled for leisure.



"Food Surplus Donation - Food Waste Reduction Program"

To promote better health and increase access to safe food and clean water for Thai communities, 350 stores participated in a food donation initiative. Surplus food, totalling over 36 tons, were distributed to sanitation workers under the Bangkok Metropolitan Administration across all 50 districts of Bangkok. Bangkok metropolitan's workers were able to collect the food from our stores within their designated work areas. This initiative not only helps reduce the cost of living for workers but also ensures surplus resources are used meaningfully—supporting food security and reducing waste.









"Fresh Food Community Kitchen"

To expand people's accessibility to fresh food from local grocery stores. The Company has continuously developed low-carbon refrigerators, frozen fresh food with proper sizing to prevent food waste also affordable, and variable protein sources including plant-based meat for the community.



2025 Result:

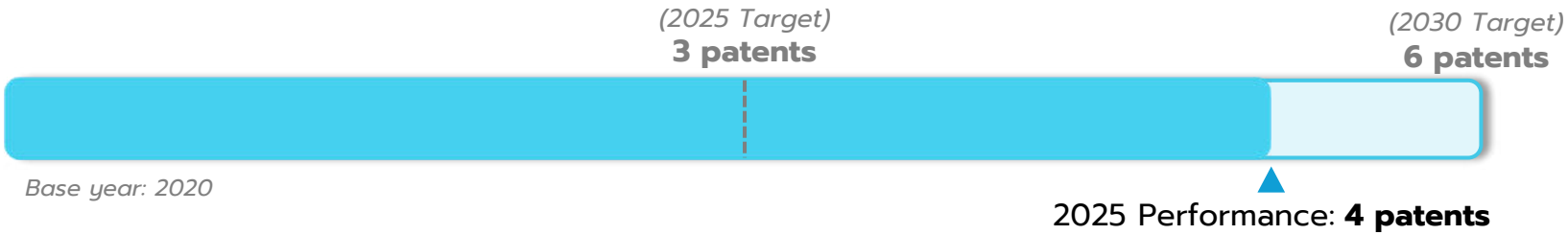
- **30,619** groceries participated in the program.
- Accumulated as **12,308** groceries.

INNOVATION

Target and Performance

Long term target by 2030:

Register **6 patents or petty patents**



2025 Target:

4 patents or petty patents will be registered in 2025.

2025 Performance:



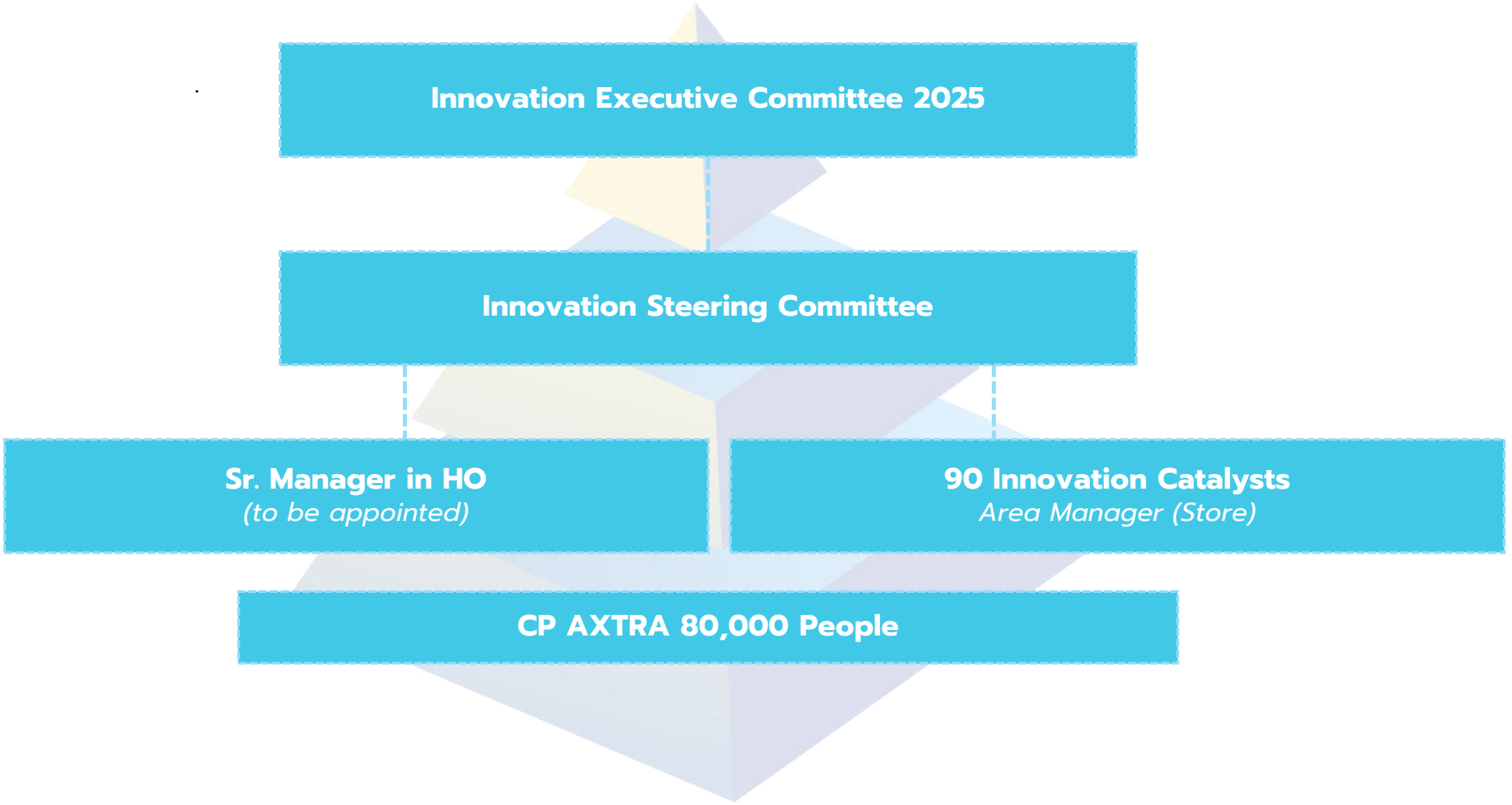
Of Target

4 of patent or petty patent are pending patent numbers.

5,837 of employees are innovators.

2 innovation projects contributed cost-saving **172 million Baht.**
2 innovation projects contributed sale increased **741 million Baht**

Innovation Committee



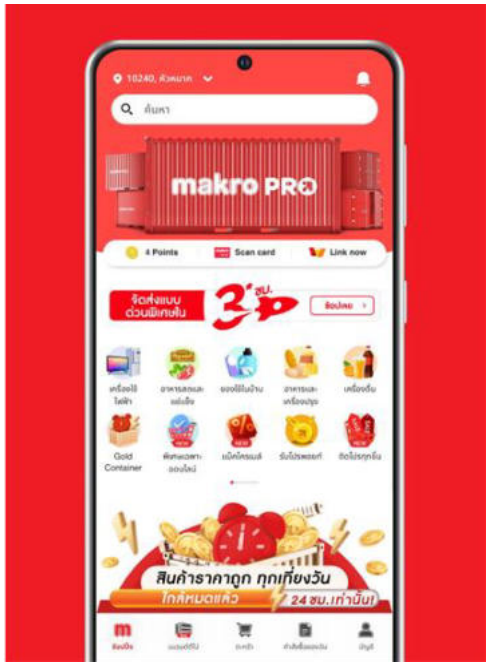
Indicator

Indicator	2020	2021	2022		2023		2024		2025	
			Makro	Lotus's	Makro	Lotus's	Makro	Lotus's	Makro	Lotus's
Innovators (person)	560	1,118	1,189	294	1,150	111	512	147	806	184
Innovations participate CP All and CPG Innovation Contest (No. of Project)	20	11	13	8	6	5	5	2	28	5
Award-winning innovations from CP All and CPG Contest (No. of Project)	10	6	11	6	6	2	5	1	4	0
Business impact (Million Baht)	315.04	3,975	3,882	1,507	1,369	1,208	20,483	29,250	913	0

Example of Patented Innovation



VIP Cool Box



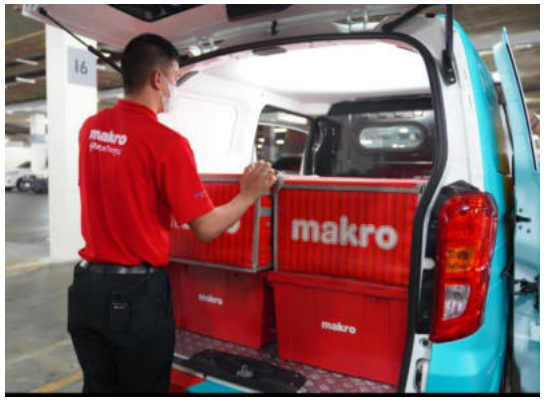
Hybrid lexical and semantic search
For app searches in Makro pro

“Smart Cool Box” Project

The issue of accumulated waste from foam boxes that cannot be repaired has resulted in a disposal rate of up to 20% per year, as well as the loss of storage space. In response, the Company developed the Smart Cool Box, an innovation capable of maintaining a stable temperature for more than 24 hours and supporting multi-temperature delivery within a single box. .

This significantly helps reduce food waste and optimize transportation space.This innovation also helps eliminate plastic waste from single-use foam boxes, which have a damage rate of up to 20% per year, by replacing them with durable packaging that can be repaired in separate parts through a modular design. This enables resources to be circulated and utilized to their maximum value.

In addition to being environmentally friendly, this innovation also emphasizes ergonomics. The carrying straps and box structure are designed to reduce physical strain and minimize workplace accidents, thereby improving employees’ quality of life while establishing a sustainable and resource-efficient standard for product delivery.







2025 Result:

- **38** tons of foam boxes diverted from landfill (2kg x 19,000 บาท)
- Reduced electricity consumption by **43,200** kWh per year (160 branches x 270 kWh)
- Avoided greenhouse gas emissions of **20** tCO_2e per year
- Cost savings of THB **170** million

"Automated Ordering System to Improve On-Shelf Availability"

To address the issue of insufficient on-shelf inventory that leads to missed sales opportunities and unnecessary storage costs, the Company developed an Automated Ordering System. This system leverages Artificial Intelligence (AI) to accurately forecast sales and optimize inventory planning. By streamlining the ordering and inventory management process, the system reduces planning complexity, minimizes imbalances in stock levels, and enhances the Company's ability to respond promptly and consistently to customer demand. Through efficient resource utilization, the initiative has generated over 1 billion Baht in incremental sales annually compared to 2023.



2025 Result:

- **97%** better On-Shelf Availability Rate, incremental annual profit of **83,200,000 Baht** compared to 2023
- Over **1,280 million Baht** reduction in missed sales opportunities
- **138.9%** increased in Return on Investment (ROI)

"E2E Last-mile Intelligence Management System "

The Company has developed the E2E Operation Visibility Dashboard, an automated end-to-end delivery management analytics tool. Serving as a centralized data platform, the dashboard enables branches to manage last-mile delivery operations more efficiently by minimizing delays and reducing process errors. It provides real-time insights into delivery statuses and pending orders, enhancing the Company's capability to handle increased order volumes swiftly and accurately. This ensures timely responses to customer demands, strengthens the overall purchasing experience, and supports the sustainable growth of the online business channel.





2025 Result:

- **30,210 hour/year** in reduced working hours, equivalent to **1,678,333 Baht/year**
- Over **5.7 million Baht/year** in total cost reduction
- **18,532,000,000 Baht** increase in sales compared to 2022

Stakeholder Engagement

Target and Performance

Long term target by 2030:

Stakeholder engagement score at least **80%**



2025 Target:

Stakeholder engagement score at least **80%**

2025 Performance:

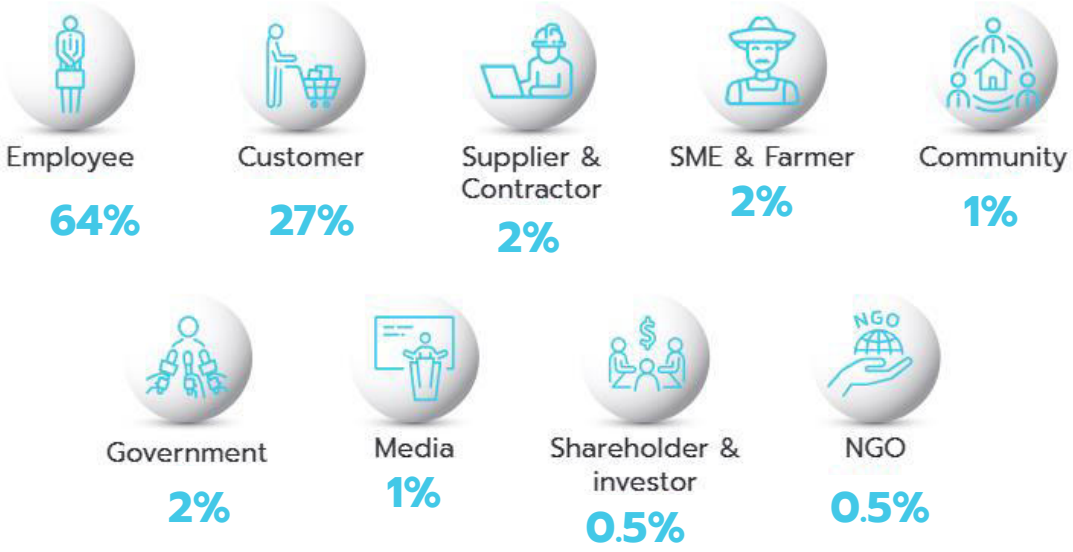


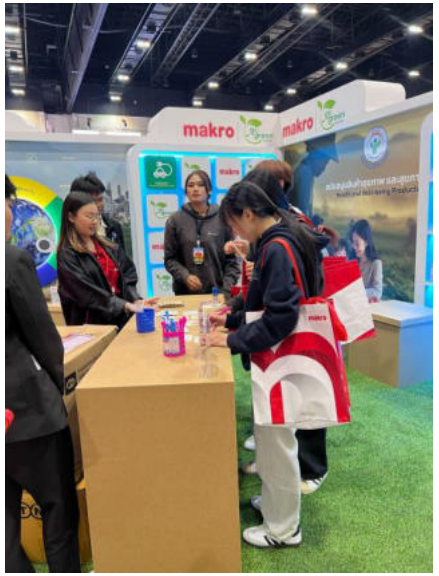
88% score from Stakeholder's ESG engagement survey

- External stakeholder engagement score is **93%**
- Employee engagement score is **85%**
- Customer satisfaction score is **86%**

Annual Stakeholders ESG Engagement Survey

in March 2025, the annual stakeholder engagement survey from 781 people as

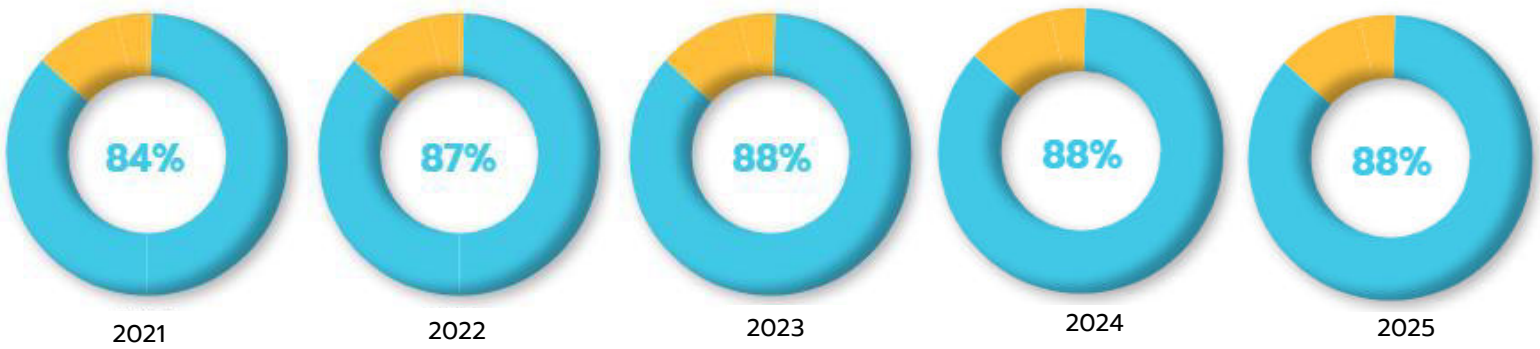






Stakeholder Engagement Score

2025 Target = 80%

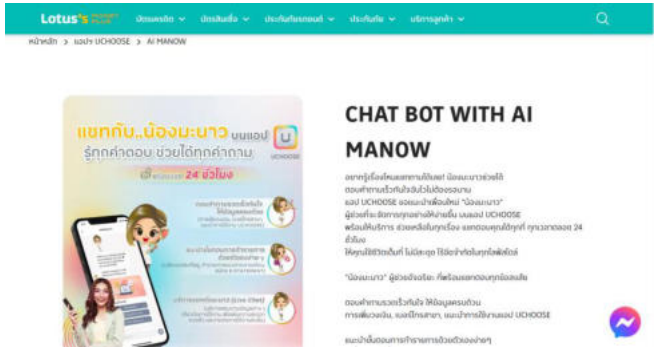


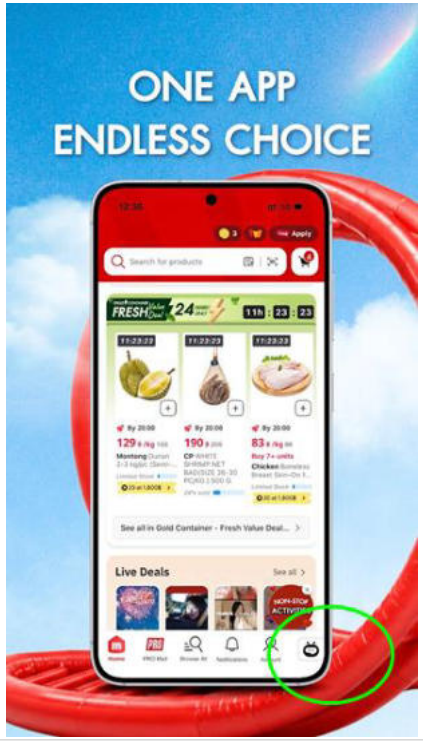
Customer Relations Management

Scope	Action
Channels that customers can use to request support and give feedback:	• AI-based chatbot • Social Media (own channel & outside channel) • Online form submission at https://www.makro.co.th/en/contact-us and direct email contact at customer-service@lotuss.com • Dedicated phone line : **1430, 1432** • In person : **contact store (customer service) directly**
Process to incorporate customer feedback into product and service development	Coordination process with relevant team *(see attachment in page 5)* • Daily Operation feedback • Regular Feedback and Updating (Weekly) • Regular meeting with related parties - Operation Team...every Monday - O2O Governance (Online Shopping)...every Wednesday - VOC .... every Thursday - Product Quality ..... every Thursday - NWT Online ..... every Friday
Customer service improvement mechanisms for disabled or elderly customers	• Prioritize feedback from customers with disabilities, elder and use it to drive improvements. *(see example in attachment in page 6-8)*
Complaint handling and resolution process	• Confirmation to the customer that the complaint has been received *(see page 10-12)* ☑ Process for Handling Complaint Case – Normal ☑ Process for Handling Complaint Case – Urgent ☑ Case Management from Social Media Channels • Transparency on timelines for complaint resolution *(see page 9)* ☑ SLA by case type • On process for Independent external verification of the complaint handling process: please provide the names and standards used (such as ISO 10002)

Channels for customer (to request support or give feedback)

AI-based chatbot





Social Media (own channel)

Lotus's Official : www.facebook.com/lotussth
Go Fresh Official : www.facebook.com/lotussgofreshth?locale=th_TH
Lotuss Shop Online Official : www.facebook.com/LotussShopOnlineOfficial
FB Lotus's Prive : www.facebook.com/lotussprive?locale=th_TH

https://www.instagram.com/lotuss

https://www.tiktok.com/@lotussthailand

https://x.com/LotussTh

https://www.youtube.com/c/Lotussth

Website

- Makro : https://www.makro.co.th/en/contact-us
- My lotuss : https://my.lotuss.com/en/
- Lotus : https://www.lotuss.com/en/

Online form

https://www.makro.co.th/en/contact-us

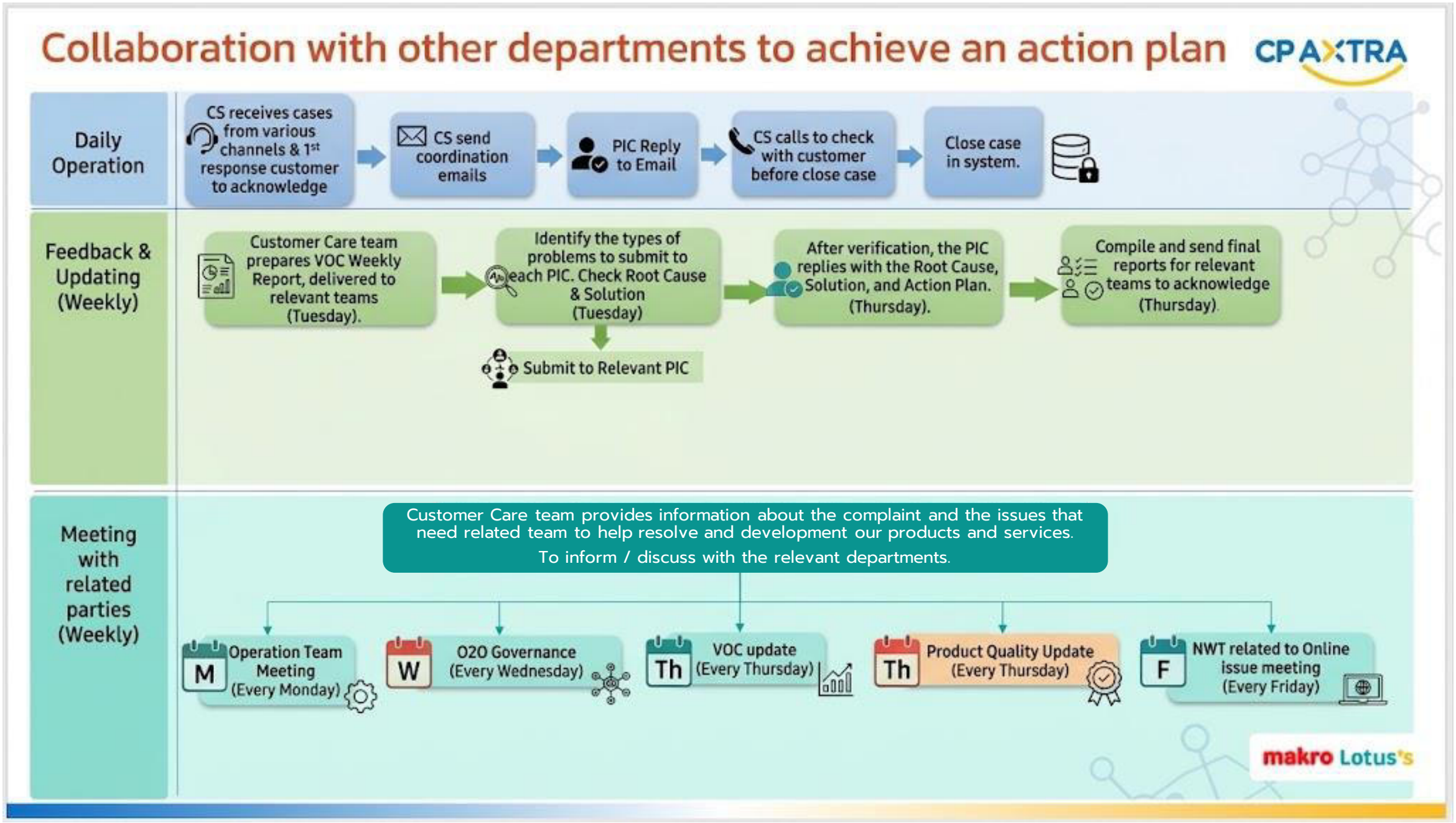
Direct email

customer-service@lotuss.com

Phone line

1430, 1432

Process to incorporate customer feedback into product and service development



Customer service improvement mechanisms for disabled or elderly customers – 1/3

Example case for Special Customer at *Hypermarket-Nongbualumphu*

(Action Taken)

Accessibility Is Freedom เข้าถึงและเท่าเทียม
3 สิงหาคม 2025 ·

สำรวจการปรับปรุง #โลตัสหนองบัวลำภู
"Survey on Improvements at Lotus Nong Bua Lamphu" <English👇👇👇>

เมื่อ 4 เดือนที่แล้วเราได้พูดคุยกับทีม ผบห. โลตัสหนองบัวลำภู, สรุปรายการที่เรา**ร้องขอให้แก้ไขตามนี้ครับ:**

#ที่จอดรถคนพิการ
ขอให้ตรวจสอบจำนวน + เพิ่มการดูแล + ติดป้ายเพิ่ม
ปัจจุบัน:
1. เห็นมีป้ายเพิ่ม(ดีใจX คนใจพิการน่าจะถูกกระตุ้นได้ไม่มากก็น้อย(ปะ?)
2. รปภ. ไปมาหลายครั้งไม่พบครับ
3. ที่จอดรถยังถูกคนใจพิการจอดหน้าตาเฉย เหมือนเดิม
4. จำนวนช่องจอดที่จอดรถคนพิการมี 4 ช่องจอด, ได้รับข้อมูลยืนยันตอนที่คุยกันว่า เพียงพอ(ผมจำช่องจอดทั้งหมดไม่ได้ คงต้องไปนับมัง ใครว่างช่วยเดินนับหน่อยจ้า)
5. แปลกใจ ทำไมเอาถังขยะมากองไว้ตรงที่จอดรถคนพิการ

#ทางเข้าอาคาร
ทางลาดตรงทางเข้า ชันมาก อันตรายอยู่ ลูกค้าทุกคนแหละครับ เพราะมีรถวิ่งเข้ามาตลอดเวลา แต่กลุ่มคนที่ใช้รถเข็น โดยเฉพาะคนที่ช่วยเหลือตัวเองได้น้อยนี่อันตรายมากกว่าเยอะ
ปัจจุบัน:
1. เห็นมีการเปิดปีกฝั่งขวาให้แล้ว ผมลองแล้ว ดีขึ้นครับ, แต่แผงขายสลากกินแบ่ง ยังนั่งบังทางขึ้น/ลงครับ

#ห้องน้ำคนพิการ
ขอให้เพิ่มการดูแล ประกาศ ควบคุม
ปัจจุบัน:
ผมไปหลายรอบ ก็เหมือนเดิมครับ พนักงานจากไหนไม่รู้ ชอบใช้ เอาไว้วันหน้าสงสัยต้องไปนั่งถ่ายคลิปอีก

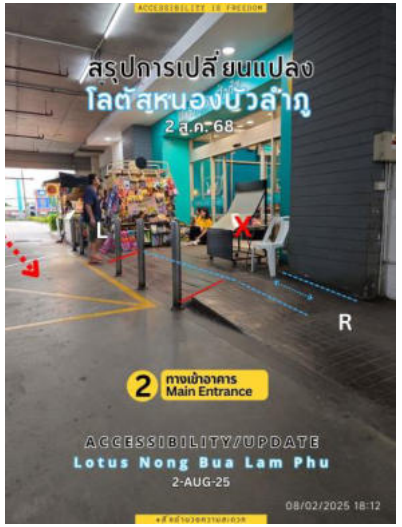
และได้รับข้อมูลคร่าวๆ ว่าเป็นทีม ผบห. ชุดนี้ เป็นทีมที่ดูแลทั้งภูมิภาค เป็นความหวังครับ อยากเห็นโลตัสภาคอีสาน และทั่วประเทศปรับปรุง ให้ความสำคัญในเรื่องนี้เพิ่มขึ้น สิ่งดีๆ เหล่านี้จะกลับคืนร้อยเท่าพันทวีครับ

ถ้าไม่เห็นการเปลี่ยนแปลงที่เป็นรูปธรรม ผมจะเดินหน้ายื่นจดหมายแล้วครับ

03 สค. 68
/ชาบะ
Accessibility Is Freedom









Link: https://www.facebook.com/share/p/1JxtUou7qZ/

Customer service improvement mechanisms for disabled or elderly customers – 2/3

Example case for Special Customer at *Hypermarket-Nongbualumphu*
(Feedback from Customer)

Accessibility Is Freedom เข้าถึงและเท่าเทียม อยู่ที่ **โลตัสหนองบัวลำภู**
15 ตุลาคม 2025 · เทศบาลเมืองหนองบัวลำภู, หนองบัวลำภู ·

#ที่จอดรถคนพิการ #โลตัสหนองบัวลำภู

1. หลังจากโลตัสช่วยติดป้ายประกาศเพิ่ม แม้จะป้ายเล็กไปซักนิดแต่อย่างน้อยก็ส่งผล เกิดการกระตุ้นคนได้พอสมควร ผมอยู่ตรงนั้นซักเกือบๆ 2ชั่วโมง พื้นที่ดูดี ตามภาพครับ

2. ถังขยะที่วางไว้ เอาออกไปแล้ว

3. ทางเข้าอาคาร จุดที่มีขายล็อตเตอรี่-ด้านขวา ถูกยกเลิกและเปิดเป็นทางให้เข็นรถขึ้นง่าย ปลอดภัยกว่าเดิมแล้ว

ขอบคุณทีมบริหารที่รับฟังเสียงสะท้อนจากเราครับ

* * *

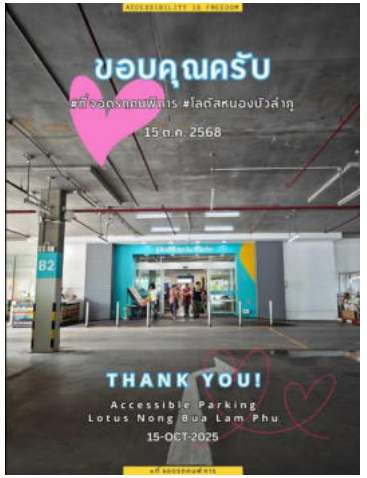
Accessible Parking And Accessibilities Update at Lotus Nong Bua Lamphu:

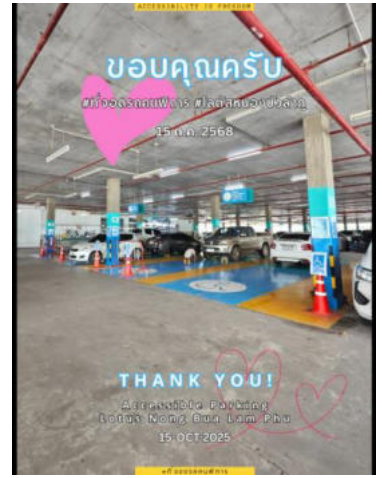
1. After Lotus helped put up additional signs — though they're a bit small — they've had a noticeable positive effect in raising awareness. I stayed there for almost two hours, and the area looks good, as shown in the pictures.

2. The trash bin that was placed right closed to the accessible parking has now been removed.

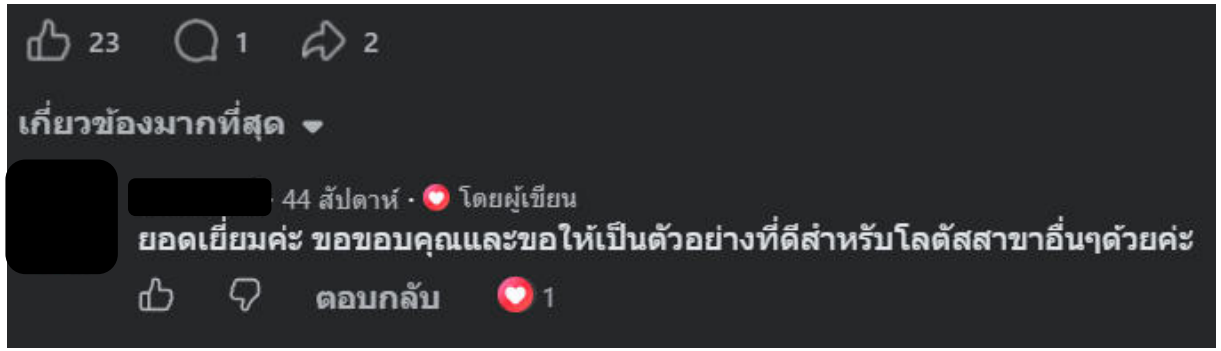
3. The building entrance, where lottery tickets were being sold on the right side, has been cleared and turned into an accessible ramp, making it easier and safer for wheel-users.

Many thanks to the management team for listening to our feedback.





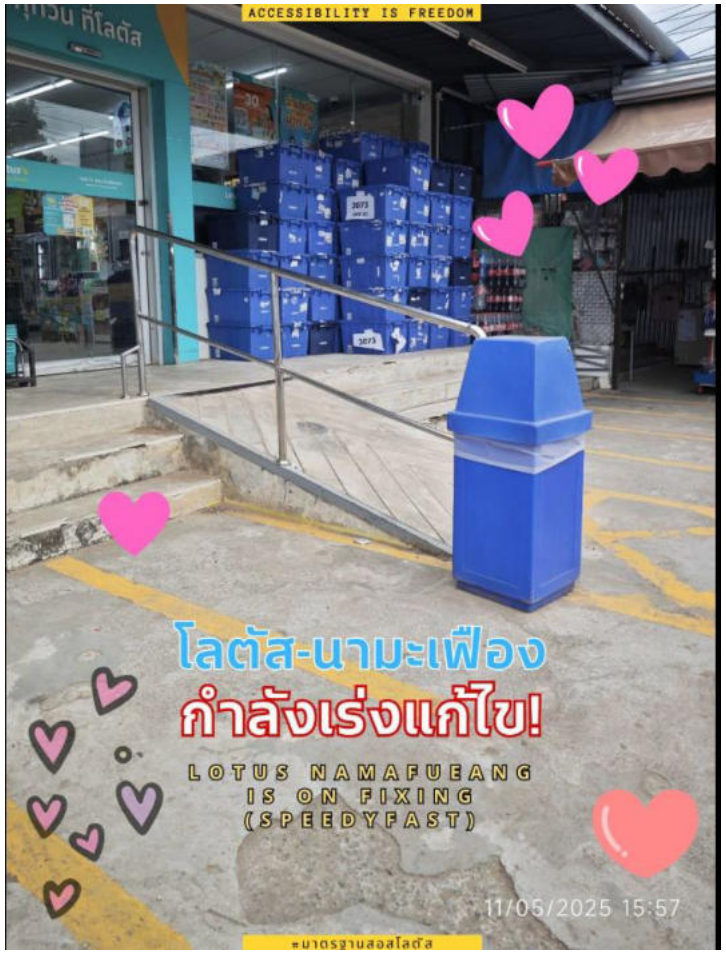




Link: https://www.facebook.com/share/p/1E8M5RQEge/

Customer service improvement mechanisms for disabled or elderly customers – 3/3

Example case for Special Customer at *Hypermarket-Nongbualumphu*
(Action taken and Feedback from Customer)



Accessibility Is Freedom เข้าถึงและเท่าเทียม
6 พฤศจิกายน 2025 ·

[ข่าวล่ามาด่วน] #โลตัสนามะเฟือง กำลังเร่งแก้ไขทางลาด!

เมื่อหัวค่ำได้พูดคุยกับทีมบริหารโลตัสหนองบัวลำภูครับ สรุป กำลังแก้ไข เร่งด่วน และทีมบริหารจะลุยงานแบบโปรแอ๊ฟทีพ เร่งตัวสอบสาขาอื่นๆ
ผมฝากตรวจสอบ สิ่งอำนวยความสะดวกพื้นฐานอื่นๆ อ้างอิงตามกฎกระทรวงฯ เพิ่มเติมไปด้วยครับ

กราบขอบพระคุณโลตัสที่ติดต่อประสานงาน แก้ไขปัญหากันอย่างรวดเร็ว

เพิ่มเติม: จากระดับถนน ผ่านขึ้นทางเท้า ด้านหน้า ไม่มีทางลาด, หากต้องแจ้ง อบต. สามารถแจ้งโดยใช้ชื่อ ใช้ภาพและให้เบอร์โทรผมไป ได้เลยครับ

รอเชียร์แน่นอนครับ

* * *

[Breaking Update] Lotus Namafueang is urgently fixing the ramp!

Earlier this evening, I spoke with the management team at Lotus Nong Bua Lamphu.
Summary:
They are urgently addressing the ramp issue, and management will take a proactive approach by checking other branches as well.
I also requested that they review all basic accessibility facilities in accordance with the Ministerial Regulations.

Many thanks to Lotus for reaching out and responding quickly.
I'll be cheering you on!

#มาตรฐานสอสโลตัส
#มาตรฐานสอส ดูน้อยลง

30 2 4

Link: https://www.facebook.com/share/p/1Bjaybk2HK/

Case Type Complaint & SLA

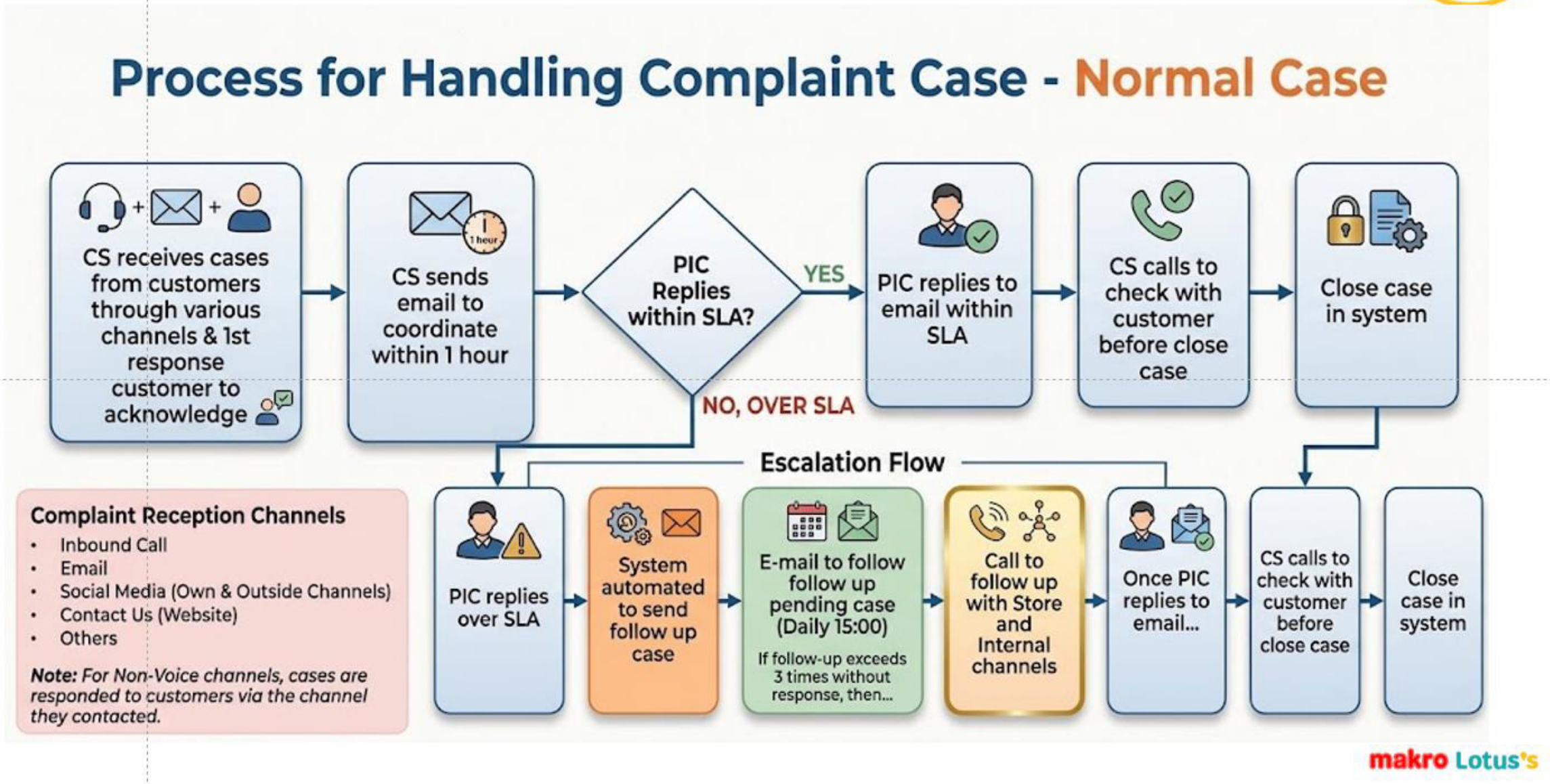
Shop Online

SLA	Case Type
24 Hours	• Delivery Issue • Incorrect Items • Late Delivery • Missing Items • Order Cancellation • Product Quality • Refund • Request Remedy • Staff
48 Hours	• Promotion Issue • Payment Issues • Web / App Issue
72 Hours	• VAT Receipt Request

Offline

SLA	Case Type
24 Hours	• Accident • Basket / Trolley • Car Park • Cashier (Helpful & Friendly) • Cleanliness • Convenience • Customer Service • Mall • Offline Coupon Issue • Offline Payment Issue • Offline VAT Receipt Request • Price Accuracy • Price Competitive (Price / Promotion) • Product Availability • Product Quality • Queue • Sales Floor Staff • Store Service

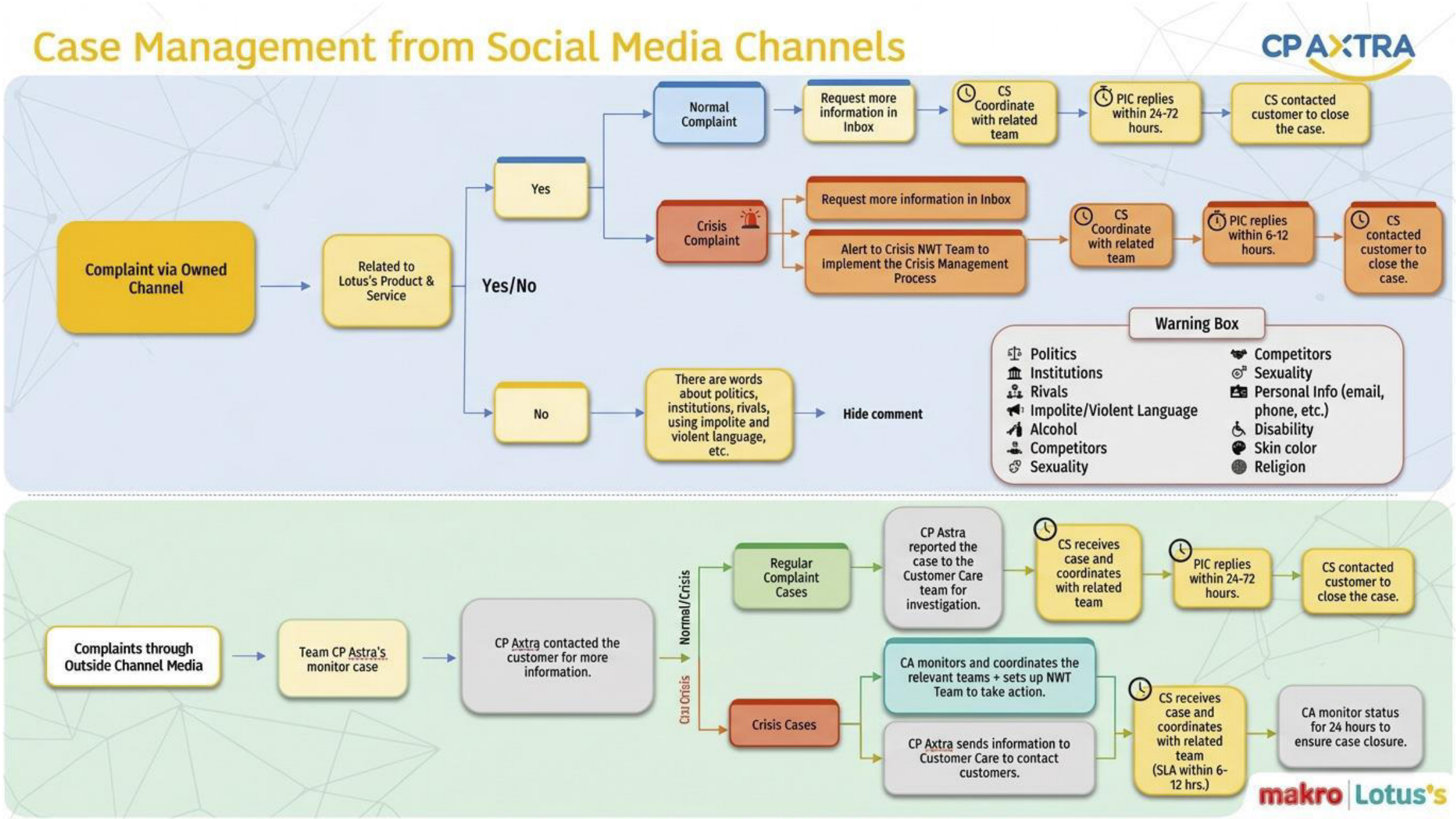
Complaint handling and resolution process - 2 / 4



Complaint Handling and Resolution Process - 3 / 4



Complaint Handling and Resolution Process - 4 / 4



Identify the material issue from Stakeholder Engagement Channels

The feedback from the variable engagement channel will be collected and considered to the material issue. The negative feedback i.e., complaint, number of breach case, incident etc.The result will be counted as the negative issue. In the other hand, the positive feedback as suggestion and expectation from external stakeholder are considered either. Also-the performance gap or significant-change-that potentially impact-to-ESG-management system-such-as-the-migrant-worker-hiring-in-store which-are-review-for-human-rights non-discrimination, labor practice and living wage and safe work condition etc.

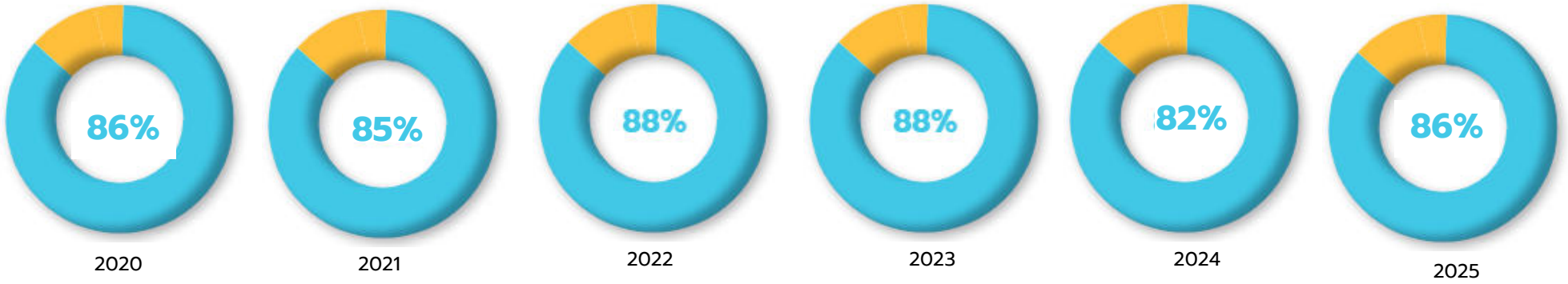
Stakeholder	Engagement Channels	Expectations / Impact / Performance gap	Materiality Issue
 Shareholders and Investors (External stakeholder)	• Annual General Meeting of Shareholders (AGM).. • Quarterly Analysts Meeting. • Investor meeting.	• Accurate, complete, and timely information disclosure. • Transparency Management. • Protect shareholder's rights. • Business growth & Competitiveness.. • Comply with Stock market's new CG and transparency disclosure.	• Corporate Governance. • Stakeholder engagement.. • Innovation product & service.· • Cybersecurity & data privacy.
 Employees (Internal stakeholder)	• Annual ESG engagement survey.. • Whistleblowing, Suggestion box, website, and hotline. • Annual employee engagement survey.. • Quarterly meetings of Welfare Committee.	• Benefit, Welfare, Compensation, and Career • Growth.· Safe working condition and equipment.. • Work Life Balance and Flexible working hours. • Upskill and reskill for modern competency. • Equality, non-discrimination diversity and inclusionfor migrant worker at store.	• Human rights-Non Discrimination.. • Health & Safety. • Human capital development.. • Human rights - migrant workers at store (NEW). • Human rights - Discrimination (NEW).
 Customers (External stakeholder)	• Annual ESG engagement survey.. • Complaint channels as website, customer service call center and customer interviews.	• Ontime delivery with safe, quality and promote health. • Affordable food prices. • Stock availability. • Reliable & traceable product label & information.· • Personal data protection. • Product and service that support the competitiveness	• Supply chain management.· • Health & Well Being product.· • Innovative product & service.. • Cyber security and data privacy. • Education & inequality reduction.

Stakeholder	Engagement Channels	Expectations / Impact / Performance gap	Materiality Issue
 Suppliers (External stakeholder)	• Annual ESG engagement survey.. • Supplier audit and capacity-building program. • Onsite visits and audits.	• Support agricultural products local SME and farmer. • Fairness and transparency supplier selection process. • Better understand the certified sustainable agriculture product requirement.	• Job creation and local SME and farmer. • Stakeholder engagement. • Supply chain management.
 Contractors (External stakeholder)	• Annual ESG engagement survey • Complaint and suggestions channels.. • Monthly meeting. • Onsite visits.	• Selection and encourage business partners with transparency. • Better understand the human rights and labor practice in Supplier's Code of Conduct manual.. • Knowledge sharing for road accident prevention.	• Job creation for small local service company and worker. • Supply chain management. • Human rights & Labor practice. • Health & Safety - Road safety.
 Community and Society (External stakeholder)	• Annual ESG engagement survey.· Communication charnels via Makro's website, social media, call center. • Complaint channels for suggestions and complaints. • Dialogue / Monthly visits.	• Collaborative with local firms to develop and support communities.. • Job and carrier opportunities for local community members. • Protection of accident and environmental impaction the community. • CSR activities / donations / continuous support for disaster.· • Support for student's education in community.	• Social impact Job creation and economy contribution. • Waste water & waste management. • Health & Safety. • Food security and access to nutrition. • Education & inequality reduction.
 Financial Institutions (External stakeholder)	• Key contact email and phone number. • Regular meetings. • Performance reports such as annual reports and financial statements.	• Strict compliance with accuracy, transparency, and punctuality principles. • Compliance with contractual terms and conditions. • Climate change target and action. • Encourage environmental and social support to local farmer.	• Corporate Governance. • Job creation and economy impact to local. • Climate resilience and GHG reduction.

Stakeholder	Engagement Channels	Expectations / Impact / Performance gap	Materiality Issue
 Government (External stakeholder)	• Organize meetings with the government agencies. • Open for government agencies visits. • Collaborative agreements with government agencies.	• Compliance with target and regulation. • Support activities beneficial to the community, society, and the environment. • Encourage BCG Model and protect natural resource. • Encourage and protection of human right in among value chain. • Collaboration to prevent food shortage from demand and supply including control or reduce price for end user during economic concern.	• Corporate Governance: • Supply chain management. • Human Rights & Labor Practice. • Circular Economy. • Climate Resilience. • Water stewardship. • Food security & Access to Nutrition.
 Media (External stakeholder)	• Annual ESG engagement survey. • Communication channels such as website, social media, email, and TV programs. • Interview press releases.	• Communicate relevant, factual, and timely performance. • Strategy for business impact on the economy and society.	• Corporate governance transparent. • Social impact and economic contribution.
 ESG Rating Agency & NGO (External stakeholder)	• Meetings to discuss and exchange information. • Research and discussion.· Participate disclosure and rating program.	• Human rights along supply chain. • Supplier screening with ESG criteria. • Carbon reduction strategy in own operation and supply chain. • TNFD disclosure. • Prevent ocean plastic waste. • Promote the gender equity in supply chain.	• Supply chain management. • Climate resilience. • Sustainable packaging. • Biodiversity & ecosystem protection. • Human rights - Indigenous (New). • Human rights - Non discrimination in the supply chain (New).

Customer satisfaction score (%)

2025 Target = 85%

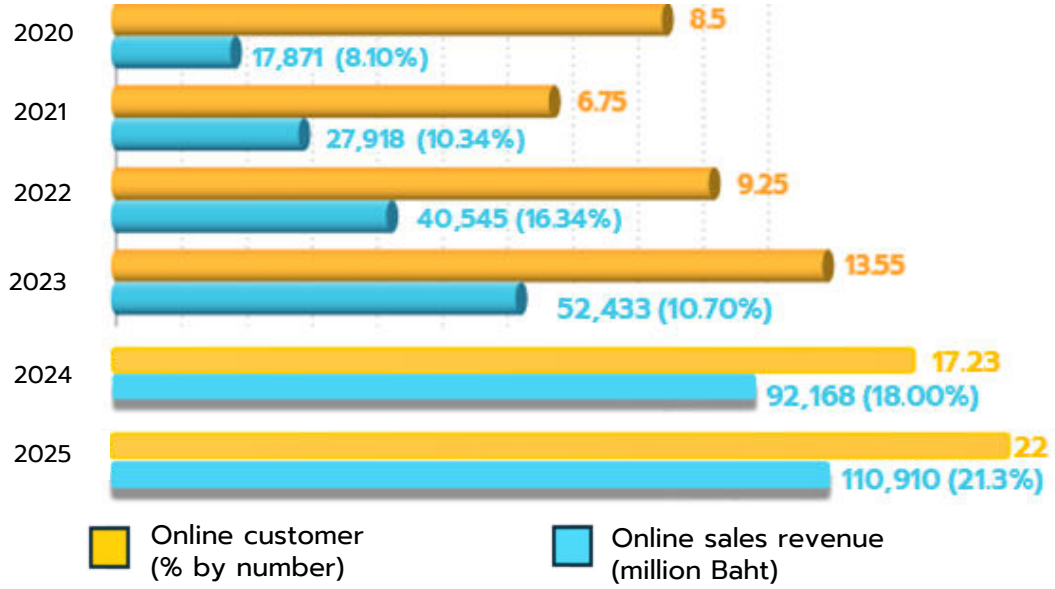


Online customer and revenue

The company recognizes the importance of the online and cashless society including covid-19 pandemic changed consumer behaviour and their expectation for more convenience and faster service. This challenge represents the opportunity for the company, to develop omnichannel sales and services under the online to the offline platform which are dramatical growth in both the number of customers and sales revenue.



2025 Target: **online customer and revenue generated from online at least 20%**



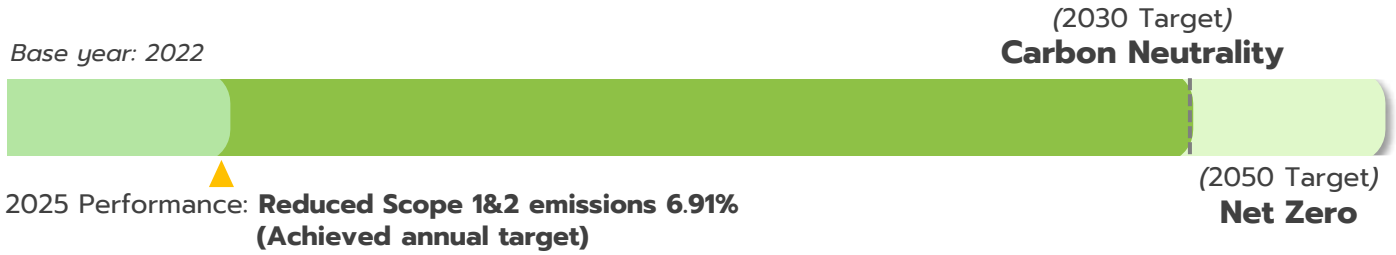
Climate Resilience

Target and Performance

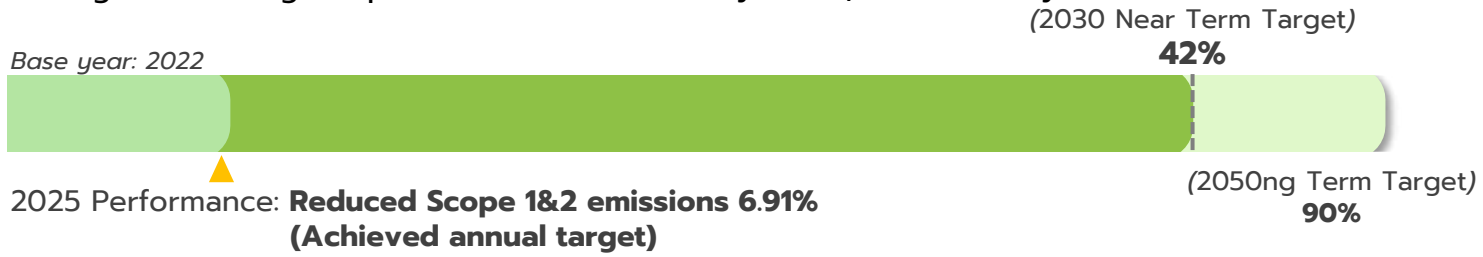
Long-term target by 2030

Achieve carbon neutrality by 2030 reducing Scope 1+2 emissions by 42% (compared to the 2022 baseline) and Scope 3 emissions by 25% (compared to the 2025 baseline), with a goal of net-zero carbon emissions by 2050 (reducing Scope 1+2 by 90% and Scope 3 by 90%).

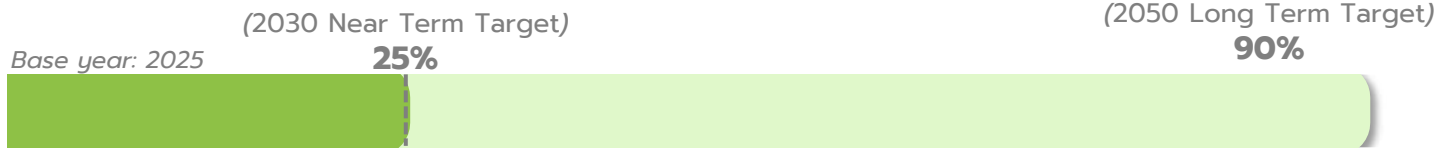
- Achieve carbon neutrality by 2030 (Scope 1+ 2) and Net Zero by 2050.



- SBT Target: reducing Scope 1+2 emissions 42% by 2030, and 90% by 2050.



- SBT Target: reducing scope 3 emissions 25% by 2030, and 90% by 2050.



Annual Target of 2025

- Reduce Scope 1&2 emissions at least **8%**
- Increase renewable energy utilization ratio to **2%.**



Of Target

Increase renewable energy

2025 Performance:

- Scope 1&2 emissions **909,830.30** decreased by **67,489.24** tons CO_2 equivalent (Reduce **6.91%** from base year)
- Renewable energy utilization ratio increased to **307,046.97** tons or **16%** of total energy.

Opportunities and Challenges

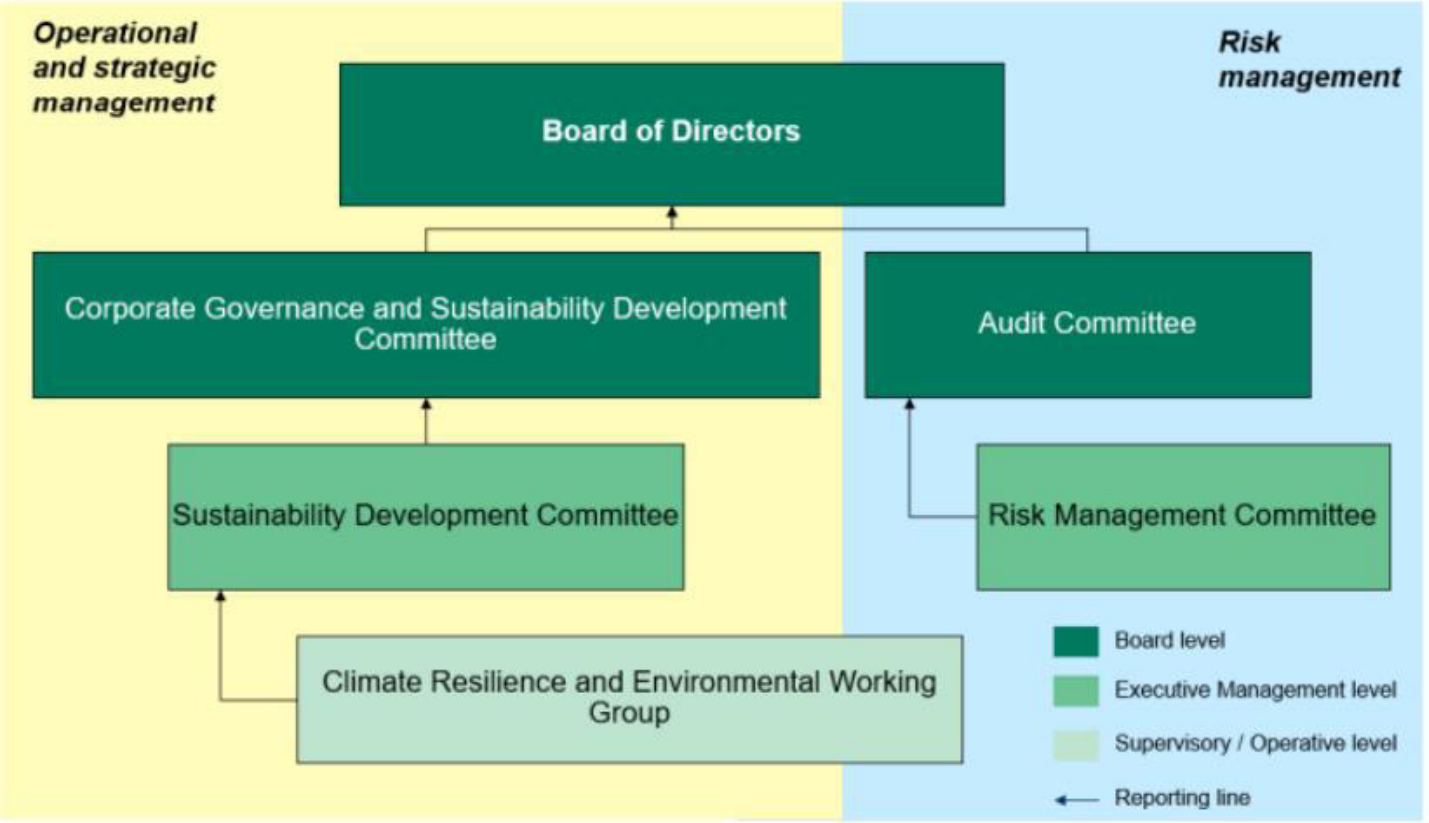
The environmental crisis is becoming more intense due to Climate Change. The solution is, seemingly, an insurmountable task for every sector's cooperating. The Company has been a team player in reducing the targets of Achieving Carbon Neutrality in 2030 and Net Zero in 2050. This includes ensuring readiness to face the Climate Change impacts and supporting the development of projects and innovations on the sustainability path to an energy-efficient and low-carbon society. Believing Sustainable business growth must go with the accountability for environmental protection and responsible natural resource utilization, where everyone has a role to play from a communal perspective.

Policy and Management Approach

The company commits the environmental protection policy, which is public disclose on the website https://www.cpaxtra.com/storage/document/sustainability/environmental-policy-en.pdf Further aims to be carbon neutral in 2030, coping with the impact of climate change as well as the reduction of direct and indirect greenhouse gas emissions. The resilient strategy is increasing renewable energy and maximizing energy efficiency also compliance with laws and regulations involved with energy conservation of buildings and the ISO 50001:2018 energy management system Retail business is certified ISO 14000 environmental management system.

Climate Resilience and Environmental Committee

At CP Axtra, a robust governance structure is in place to facilitate the oversight of climate-related issues. The Board of Directors (the Board) is the ultimate decision-making body and is responsible for the overall oversight of the Company, including overseeing and approving business strategic plans and managing approaches, driving response measures related to environmental, social, and governance (ESG) issues, which also covers the management of climate-related risks and opportunities. The Board considers and reviews its sustainability-related issues and performance as well as mission and strategic plans at least once a year, and assigns relevant functions to develop respective action plans to address these issues.



Under the Board's oversight, several committees are established to assist the Board in the Company's management of climate-related risks and opportunities, as well as oversee daily operations and report back to the Board in a timely manner.

These committees include the following:

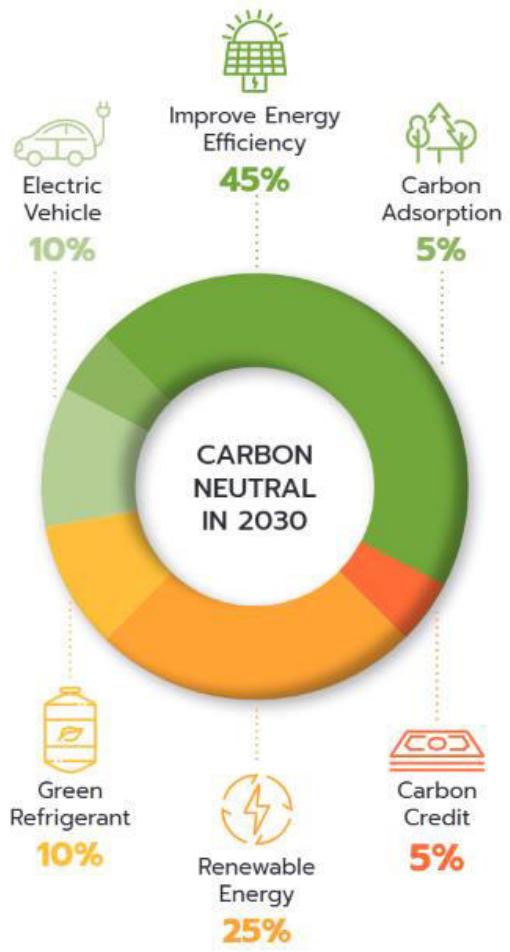
- Corporate Governance and Sustainability Development (CG&SD) Committee
- Sustainability Development Committee
- Risk Management Committee, under the Audit Committee

In addition, the Climate Resilience Working Team was established in June 2022 under the Sustainability Development Committee to enhance the implementation of climate strategy. The roles and responsibilities of each committee are summarized in the table below.

CP Axtra Function	Composition	Climate-related Roles and Responsibilities
Board level		
CG & SD Committee	Chaired by an independent director and consists of non-executive directors knowledgeable and experienced in sustainability issues	• Identify and monitor material climate-related risks and opportunities • Endorse policy, framework and strategies to promote sustainability development and climate resilience in the company for the Board's approval • Supervise, monitor and review the Company's operations against its climate strategy, action plan and goals through corporate-level oversight • Report directly to the Board
Executive management level		
Sustainability Development Committee	Chaired by one of the Board members, the committee consists of senior executives from all departments responsible for economic, social and environmental performance	• Oversee the efficiency and effectiveness of sustainability and climate performance throughout the Company • Establish targets, develop strategies, management approaches, and performance indicators for climate related issues • Assign working groups to drive organizational performance to comply with the Company's objectives • Monitor and review progress on climate actions on a quarterly basis, prepare annual action plans on materiality issues and ESG risks, for the CG & SD Committee's approval • Communicate the progress and commitment of the climate dimension within sustainability strategies to internal and external stakeholders
Risk Management Committee	The committee consists of company executives and 12 executives with expertise and experience in risk management. It is structurally independent of the business lines and reports directly to the top management of the Company.	• Formulate a risk assessment framework and risk management policies covering environmental risks (including climate change) • Oversee climate-related risk management • Defines the direction of risk management of the Company according to its risk appetite and risk policy • Review corporate strategies to ensure the adequacy and appropriateness of risk management for climate-related issues • Report to the Audit Committee and the Board on its performance annually
Supervisory / Operative level		
Climate Resilience Working Team	Chaired by a member of the Sustainability Development Committee and consists of 17 representatives across departments including Sales and Operations, Supply Chain Management, Construction and Facilities, Risk Management and Compliance, Sustainability, Finance Planning and Analysis, Corporate General Affairs, Account	• Establish operational targets related to climate resilience, such as increasing the share of renewable energy and low-carbon energy, in line with the company's sustainability strategy • Implement GHG emissions reduction and offset programs and provide quarterly updates to the Sustainability Development Committee • Examine technology options and identify solutions for emissions reduction and climate change mitigation that are suitable for the Company • Monitor and ensure compliance with internal environmental policy and guidelines, as well as laws and regulations on GHG emissions • Engage with stakeholders to raise awareness on climate issues, and collaborate with relevant stakeholders on climate change management and climate resilience • Communicate environmental performance to the Sustainability Development Committee and to other stakeholders via reports and other disclosure channels at least once a year

Greenhouse gas management plan and result

Carbon Neutralization Strategy



Achieving Carbon Neutrality by 2030 and reaching Net Zero emissions by 2050.

Climate Strategies	Projects & Action	2025 Result:
Improve Energy Efficiency	• High-efficiency chillers project • LED Replacement and installation project. • Change the Fixed-speed air conditioners to VRF (Variable Refrigerant Flow) • Energy-saving building at the head office.	• Scope 1&2 emissions reduced by **1,878** tons of CO_2 eq.
Renewable Energy	• Solar rooftop at stores and distribution centers. • Solar Thermal for water heater. • Solar tube for lighting at head office.	• Renewable energy utilization ratio increased to **307,046,970** kilowatt-hours per year or **16%** of total energy.
Green Refrigerant	• Use low-carbon refrigerant • Low EF refrigerant i.e R290 and R-448A.	• Reduce energy consumption by **9,250,764** kilowatt-hours per year • Reduce emissions by **4,623.70** tons of CO_2 equivalent per year
Electric Vehicle	• Converted to an electric forklift in own operation • BEV and HEV for online delivery service.	• Reduce greenhouse gases emission **10,011.57** tons of CO_2 eq per year.
Carbon Adsorption	• Promote perennial planting on Company premises and unused areas.	• **7,204** cumulative tree planting at **119** wholesale distribution centers.

GHG Emission Scope 1, 2, 3 with the target and progress covers all company's business operation, for Third-party Verification (click here) (unit: Ton of CO_2 eq.)

Scope 1+2 Market-base

2020	878,069.83
2021	875,582.16
2022	977,319.54
2023	871,977.51
2024	864,829.73
2025	**909,830.30**

Scope 1+2 Location-based

2020	898,447.20
2021	914,863.64
2022	1,058,272.68
2023	972,122.34
2024	982,711.84
2025	**1,052,455.19**

Scope 2 Market-based

2020	748,814.82
2021	702,343.63
2022	738,482.83
2023	714,098.94
2024	739,871.90
2025	**764,399.39**

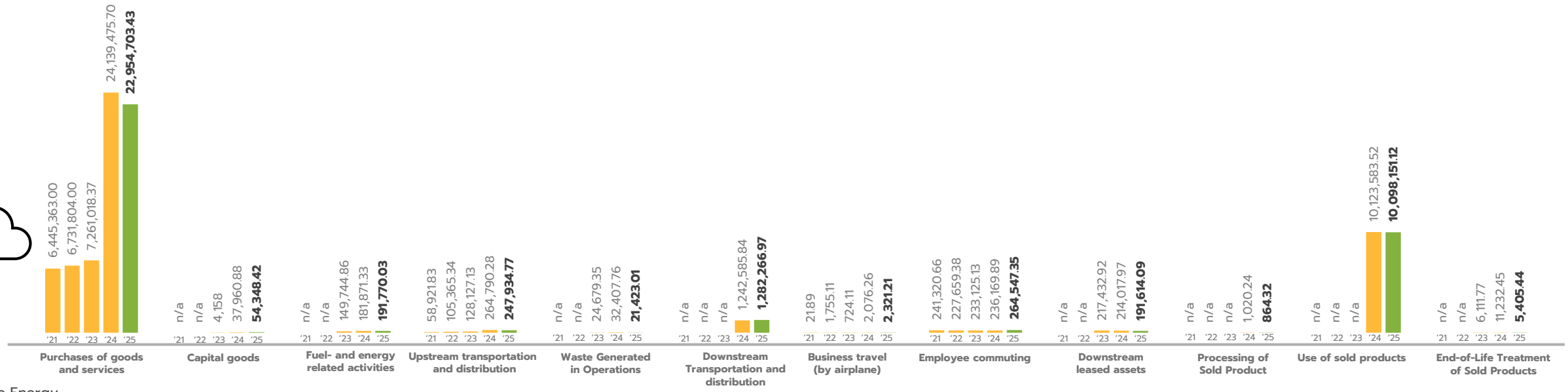
Scope 2 Location-based

2020	769,192.19
2021	741,625.11
2022	819,435.98
2023	814,243.78
2024	857,745.01
2025	**907,024.28**

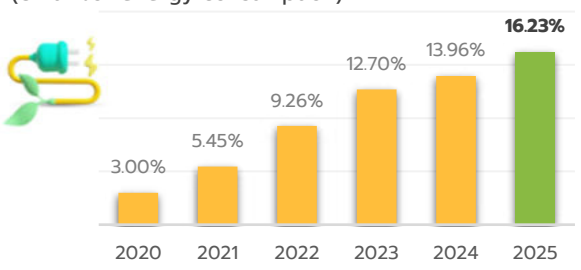
Scope 1

2020	129,255.00
2021	173,226.99
2022	238,836.70
2023	157,878.57
2024	124,957.83
2025	**145,430.91**

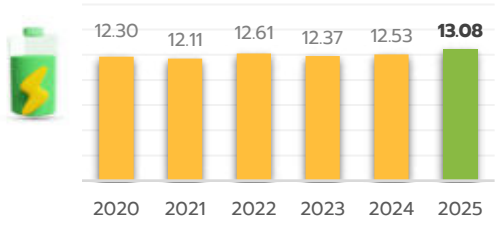
Scope 3



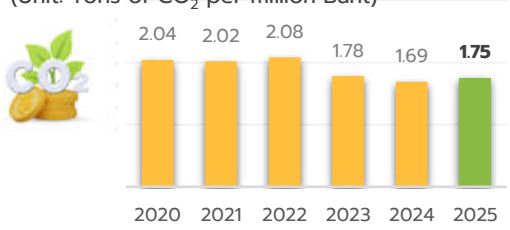
Renewable Energy
(Unit: %of energy consumption)



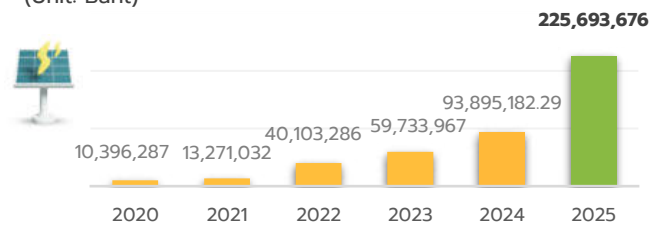
Energy Intensity per revenue
(Unit: Gigajoules per million Baht)



GHG intensity (Scope 1 & 2) per revenue
(Unit: Tons of CO_2 per million Baht)



Cost Saving from the Energy Efficiency Improvement
(Unit: Baht)

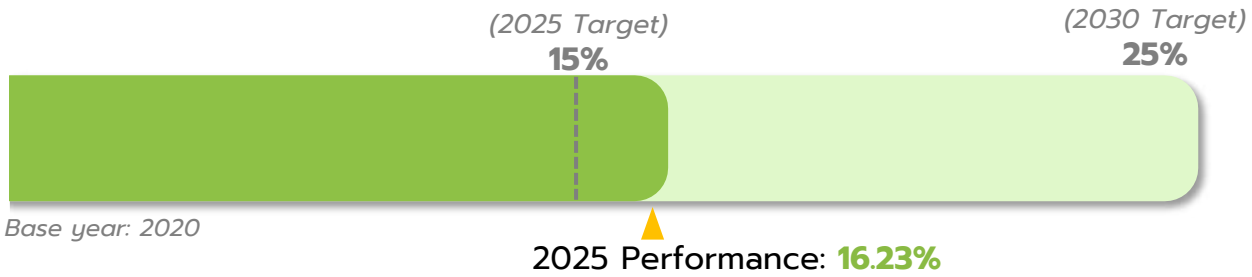


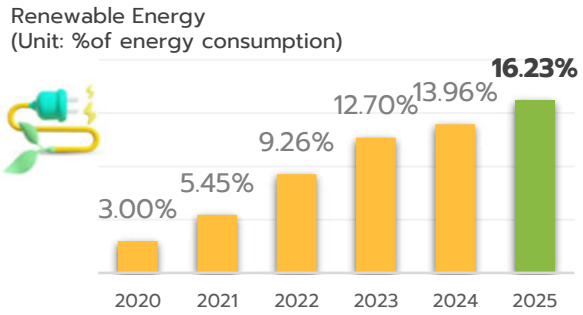
Energy Management Program and 2025 Result

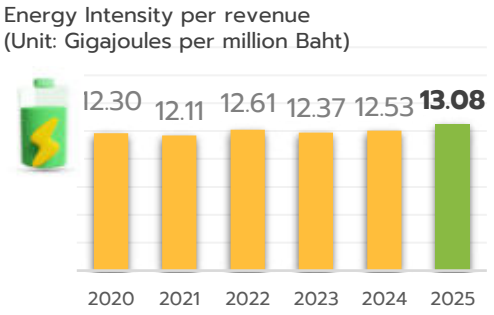
Target and Performance

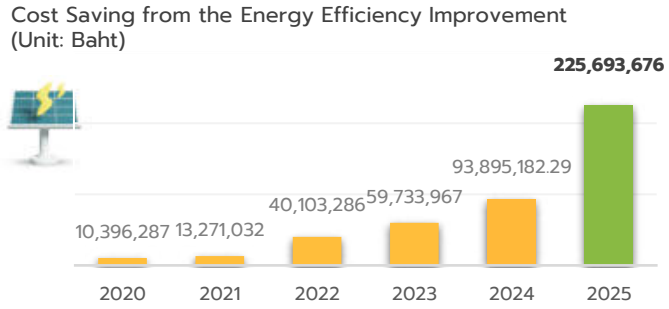
Long-term target by 2030

Increase renewable energy utilization ratio to 25% and reduce energy Intensity per revenue by 25% by 2050.









Energy Management Approach

The Company places high importance on energy conservation, natural resource sustainability, and environmental preservation. All executives and employees are required to actively support and take responsibility for efficient energy use to ensure continuous sustainability and collaboration across all stakeholders with the practices as follows:

1) Establish targets and action plans for energy conservation, with regular reviews of the effectiveness every year.
2) Promote energy conservation activities, ensuring a balanced and appropriate use of natural resources and the environment, in alignment with the growth of the business and the organization.
3) Comply with all laws and regulations related to energy use, energy consumption, and energy efficiency.
4) Emphasizing the importance of involving relevant personnel and fostering awareness to all stakeholder
5) Design, procurement, and acquisition of machinery, tools, equipment, and other necessary to enhance energy performance.
6) Continuously improve energy performance with increasing energy efficiency and appropriately applying it to various activities.
7) Provide adequate resources and information for implementation.



Solar Rooftop Installation (Stores)



Renewable Clean Energy Management

The company aims to continuously increase the proportion of clean energy usage every year, striving towards RE100. This will be achieved through initiatives such as installing solar rooftops, solar thermal systems, transitioning fuel vehicles, forklifts, and transport trucks to electric and hydrogen energy. These efforts aim to drive a significant transformation in the logistics systems of wholesale-retail business towards clean energy throughout the supply chain. In 2025, the Company's % of clean energy per total energy utilization reached **16.23%**, up from **13.96%** in 2024.

Energy Committee

The energy committee is announced to be responsible for improving energy efficiency targets, monitoring, approval project and budget, and quarterly follow-up on the project's progression as:

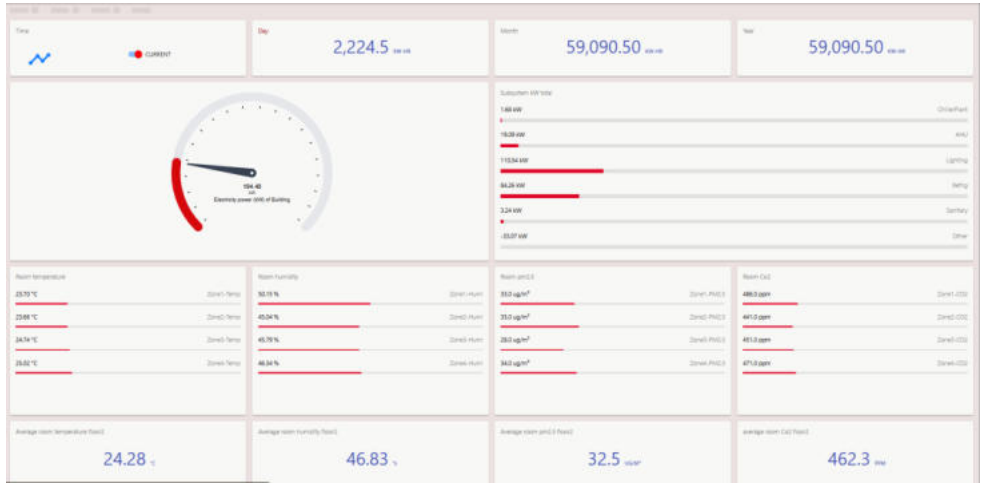
Topics	Implementation and Project	2025 Result:
 Energy audit	Energy audits to identify opportunities for improving energy performance. Target : • 100% of facilities has been energy audited and at least 1 opportunity per site	• **100%** site has been energy audited and identified the opportunity. • Innovator development program for energy saving idea and initiative from employee.
 Action to reduce the amount of energy use And evaluate progress	Target: • Improving the energy efficiency 45% in own operation . • Energy saving, at least 70 million THB/year • Reduce energy consumption per revenue 25% by 2030 which contribute from projects as - High-efficiency chillers project - LED Replacement and installation - Change fixed-speed air conditioners to variable refrigerant flow (VRF)	• Total Energy efficiency **increased 6.34%** • Energy Saving amount is **225,693,676.23** THB per year or **79,777.55** Megawatt-hours per year is reduced. • Energy consumption per revenue **13.08%** increased **0.55%** from previous year.
 Use of Clean or Renewable Energy	Target : Increase renewable energy utilization ratio to 25% within 2030 through projects as • Solar Thermal for Water Heater. • Solar tube for lighting at head office. • Converted to an electric forklift in own operation. • BEV and HEV for online delivery service (by vendor)	Increase renewable utilization to **16.23%** (2024=13.96%) or **307,046.97** Megawatt-hours per year and progress of each project as; • Rooftop solar at stores and distribution centers at **1,239** sites. • Solar Thermal Water Heater • Solar tube for lighting at head office • Convert **867** EV forklift in own operation • **201** units BEV and HEV for online delivery service (by vendor)
 Innovation investment in reducing energy consumption	Innovation projects are invested for energy saving that initiated by employee. • Install tube and screen to reuse cooled water. • Shorten water looping piping system to reduce pump's power consumption.	• Invest **310,200,000** Baht. • Energy Saving **321,796.30** Megawatt-hours per year. • Return on investment as the energy cost **213,763,016** THB per year.
 Training and motivation	Training for employee and worker • General energy saving for all worker • Energy efficiency training for mechanic. • Energy-saving awareness signage Annual energy-saving contest	• **100%** of responsible employees are trained and communicated the energy saving • **100%** of employee participate energy saving contest

Energy Consumption

Total energy consumption	Unit	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	2025 Target
Total energy consumption	MWh	1,458,710.85	1,643,105.62	1,683,613.64	1,782,703.09	1,891,904.46	
Total non-renewable energy consumption	MWh	1,376,345.76	1,491,099.65	1,469,720.95	1,533,852.38	1,584,857.25	150,000,00
Total renewable energy consumption	MWh	79,494.97	152,174.92	213,892.56	248,850.56	307,046.97	253,827.5712 (15%)
Data coverage	(as % of business operation sites)	100	100	100	100	100	

“Smart AI BuildingAutomation (SBEMS)" Project

Energy Management through the SBEMS platform integrates building engineering systems into a single centralized platform, utilizing AI and IoT sensors for real-time and precision control. The system automates electrical loads, including refrigeration optimization, automated indoor lighting synchronized with natural light. Altogether stabilized air conditioning temperatures by calculating the internal heat load. Furthermore, SBEMS covers utility systems and emergency response systems via a 24/7 cloud network, with all data visualized on a Digital Monitoring Dashboard.
This allows the company to track energy instantly, save energy, reduce environmental impact, and prevent losses. It also minimizes maintenance, maintains product quality, and extends equipment lifespan, while enhancing customers’ comfort. The system is currently operational across **127** stores.





2025 Result:
- Reduce electricity consumption by **9,889,363** kilowatt-hours per year.
- Reduce energy costs by **39,557,452** Baht per year.
- Avoid greenhouse gases emission to **4,943.69** tons of CO_2 equivalent per year.

Example of Climate and Energy Reduction Projects.

"Solar Rooftop" Project

The results of our commitment to conducting business in an environmentally friendly. Generate electricity from solar energy through rooftop installations at distribution centers and both wholesale and retail business, totaling **1,239** locations (wholesale 134, retail 1,055, and retail in Malaysia 50 stores) Additionally, our retail business has been recognized with an energy-efficient building award from the Metropolitan Electricity Authority (MEA) for promoting energy efficiency improvements and enhancing indoor air quality.



2025 Result:

- Reduce energy consumption **296,938,430** which improved from last year as **21,152,389.18** kilowatt-hours.
- Cost saving **112,950,798** improved **19,667,586** Baht from last year.
- Avoid greenhouse gases emission **142,624.89** tons of CO equivalent which improved **48,268.13** tons of COeq. compared last year

Replace Refrigerant with "Water-Loop Cooling System and Green Refrigerant" Project

The refrigerant is significant energy consumption and carbon emission at stores. Replacing the refrigerant with a water looping system can improve energy efficiency by the smaller size of the compressor and reduce GHG emissions from refrigerant filling during maintenance. Currently, **170** stores have transitioned to using natural refrigerants, covering a total of **12,355** refrigeration units. There are also plans to expand this initiative to additional branches in the future.



2025 Result:

- Reduce energy consumption **9,250,764** kilowatt-hours per year.
- Cost saving **37,011,550** Baht per year.
- Reduce emission **4,623.70** tons of CO_2 equivalent per year.

Example of Climate and Energy Reduction Projects.

"Automatic Voltage Regulator (AVR)" Project

The company has implemented Automatic Voltage Regulators (AVR) across 23 stores to optimize and stabilize incoming voltage. By reducing electrical waste caused by overvoltage, We effectively minimize unnecessary energy consumption.





2025 Result:

- Reduced electricity consumption by **5,717,739** kilowatt-hours per year.
- Reduce energy costs by **24,243,216** Baht per year.
- Avoid greenhouse gases emission to **11,435** tons of COeq

"Utilize EV Truck and Bike for Transportation and Delivery service" Project

EV tractor and EV pickup trucks are operated between distribution center and stores. Furthermore, all of the store utilizes EV forklifts and delivery fleet are EV trucks and bikes, which reduce greenhouse gas emissions, energy consumption, and costs.





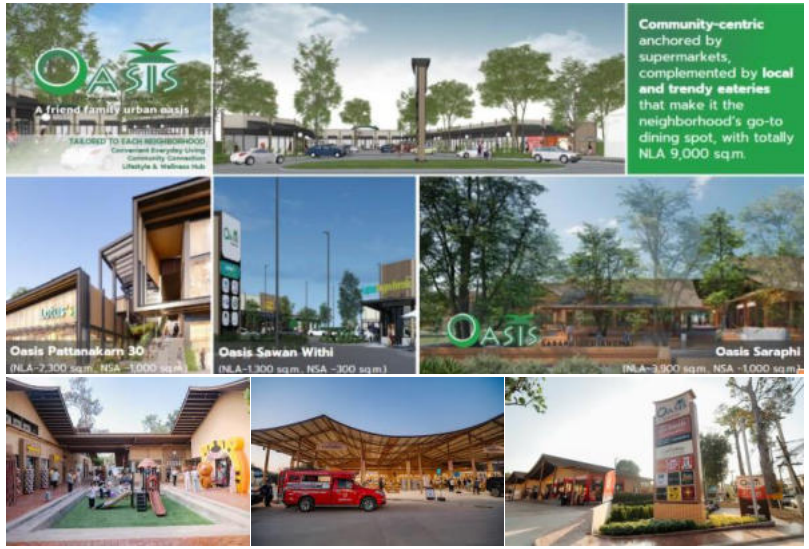


2025 Result:

- **201** EV pickup trucks for delivery and **867** EV forklifts.
- Reduce energy consumption **119,306,606.23** Baht per year.
- Reduce greenhouse gases emission by **10,011.57** tons of CO_2 equivalent per year.

"lotus's oasis" Project

Developed under the concept of "The Community's Oasis of Happiness," this project creates a green space that seamlessly connects nature with local culture. The design integrates authentic elements such as Luntaya patterned fabrics, bamboo, and traditional wickerwork. Furthermore, the facility is designed as an energy-efficient building, featuring solar panel installations and high-efficiency lighting and cooling systems to significantly reduce energy consumption.



Example of development low-carbon products

Promote Low Carbon Network in Supply Chain

As target to reducing indirect carbon emission 15% along the supply chain from the own operation including customer, contractor, business partners along the supply chain and motive supplier to reduce carbon emission through production, transportation, storage, distribution, and delivery of products through the activities of "Supply Chain Sustainability Excellence Award" in the category of "Climate Action Network" in the 18th Makro HORECA 2025. The company recognizes the products which are certified by Thailand Greenhouse Gases Management Organization (TGO) and conduct continuously promotes the kinds of lower carbon products. Moreover, the sales amounts of lower carbon products are monitored and added score for supplier's ESG assessment.







2025 Result:

- **9,705,973,068** Baht sale amount of Low Carbon product (increased **94%** compared to last year).
- Reduce emission **173,677.26** tons of CO_2 equivalent.
- **120** items certified (increased 52 items).
- **27** suppliers are recognized (increased **14** suppliers)

Example of Employee Engagement

Best Energy Performance Award

Supporting the Company's journey towards emissions reduction are the motivate employee's awareness and drive their participation for climate action across the company's operations. In 2025, 10 million THB has been invested in developing internal technical awareness and capacity related to climate change. The Company also motivate the employee participate through the annual energy saving performance competition to achieve the "Excellence in Energy Saving Awards" with the prize of 30,000 THB to support its carbon neutral target which the award ceremony hold on 12 Mar 2025 and the award winner representative from Sathorn, Sa-Kaew and Kalaprapreak stores are invited for recognition trophy and prize award during the annual global management meeting.







2025 Result:

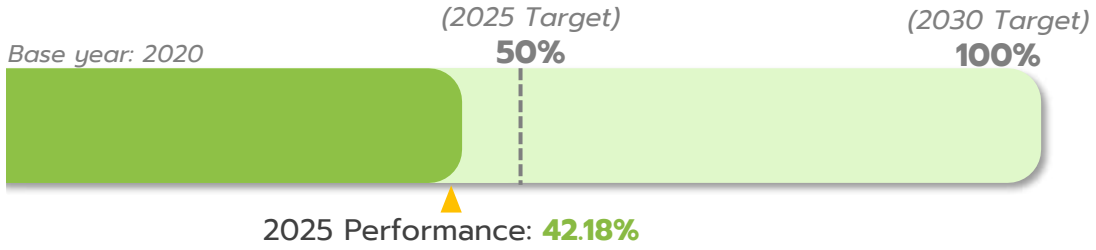
- **25,282** employee among **165** stores participate the competition
- Total energy saving is **21,113.00** MWhr or **84,451,986.48** THB

Circular Economy

Target and Performance

Long-term target by 2030

Zero waste and food waste sent to landfill.

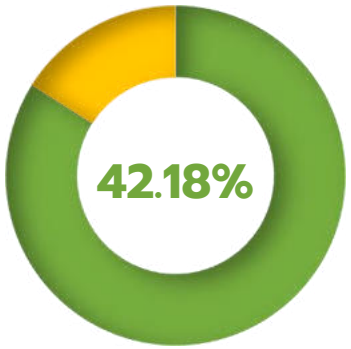


100% sustainable packaging.



2025 Target

- Reduce food waste sent to landfills by at least 50% of total food waste



Of Target

2025 Performance:

- Reduce food waste to landfill **42.18%**
  - › Food surplus **236.08** tons
  - › Animal feed **13,091.26** tons
  - › Composting **2,683.13** tons
- Waste intensity per revenue **0.04** tons per million Baht
- Total waste diverted from landfill **148,993.02** tons
  - › Waste reuse and recycle **132,977.23** tons
  - › Waste incinerated with energy recovery **5.32** tons
  - › Food waste reuse and recycle **16,010.47** tons
- Sustainable packaging **99.95%**

Opportunities and Challenges

As a leading distributor of consumer products, applying the circular economy is paramount in attaining the Company's 2030 Sustainability Targets. Efficient resource utilization, including waste, is the essential strategy to manage resources for optimal utilization value and sustainable product and packaging to mitigate the business impact on society as much as possible. The opportunity of converting waste into products that add economic-social values.

Policy and Management Approach

The Company applies the circular economy and waste management are as one of material and enterprise risk assessment also the being one key of 2030 sustainability strategy. The waste database is collected and stored by type and disposal method to determine impacts throughout the supply chain. This is combined with the three fundamental principles of the circular economy for proper operations. First, minimize adverse effects, second, design products and services that focus on preserving natural resource costs, and third, optimize resource utilization for maximum efficiency. The company commits the environmental protection policy which is public disclose on the website

Waste Management Programs and 2025 Result

The company commits Zero Waste to Landfill within 2030. To achieve the target, we have monthly waste audits to identify opportunities for improving waste performance and the result has reported to Waste management team and being all employee and manager are trained the waste reduction and added to the employee's performance evaluation (KPI). All related functions have action plans to reduce waste generation and must report the progress to top management as quarterly basis.

- Waste audits to identify opportunities for improving waste performance.
- **100%** areas or function where waste is generated are identified, collect data, analysis, action plan and monthly monitor.
- Shrinkage minimization to prevention the waste generate, the cross function working team conduct weekly basis monitoring.
- **100%** employee has trained the waste reduction policy and instruction.
- Food waste & waste utilization.
- Invest innovation and R&D to minimize waste such as near-expired food products are discounted or cooked and sold as ready-to-eat products. digital shrinkage management system, Black soldier fly feeding (Research with universities).
- Integration of recycling programs within every facility to reduce the waste sent to landfill.
- Waste diversion from landfill is certified by an independent accredited body.
- 5Rs to reduce the total waste to landfill.









Zero Waste to Landfill Projects

5Rs Strategy		Actions	2025 Result:
Waste prevention/reduction project	 Reduce	• Not provide free plastic shopping bags to customers. • Not selling deoxy plastic, products contain plastic microbeads and cap seals on beverage bottles.	• **100%** implemented at every store. • **100%** No product contains deoxy plastic, plastic microbead, and cap seal of beverage bottle.
	 Reuse	• Reuse material in operation i.e. plastic wrap, paper boxes, and palettes at stores and distribution centers.	• **72,915.62** tons general waste are reused. • **16,010.47** tons food waste are utilized.
	 Refuse	• Replace with recyclable PET plastic tray for sliced meat or fruit. • Biodegradable material (Banana stem) as the packaging "Local Organic Vegetable". • Utilized plastic bags that a thickness not less than 40-micron (recyclable).	• **1,796.45** tons. replacement of recyclable PET can reduce non-recyclable polystyrene packaging. • **1.20** tons of banana stems are used to substitute the plastic packaging and sale amount is **3,431,430** Baht. • **99.95%** utilized the recyclable material.
Reduce waste sent to landfills	 Recycle	• Plastic and material from own operation are collected, segregated, and sent to recycling process (Wholesale **10,337.36** tons Retail **49,625.99** tons). • Drop point at the store for collecting the plastic packaging from employees, customers, and communities total **44.52** tons.	• **60,007.87** tons of plastic and • **58,008.60** tons of paper waste from stores are sent to the recycling process.
	 Renewable	• "Axtra Green Together" project deployed Drop Points and RVMs at 120 makro and Lotus's stores to collect **42.20** tonnes of PET bottles for recycling into school uniforms. Additionally, the "Recycle Market" was held on weekends at 11 stores, allowing the public to sell recyclables to buyers. • 5th consecutive years, the company collected 1.99 tonnes of post-consumer PET plastic bottles from employees across 9 stores, delivered to Indorama Ventures to produce 200 jerseys for students in Samut Songkhram store. Meanwhile, the Phetchabun store donated 1,976 Baht to Wat Chak Daeng temple which is the selling 328.66 kg of post-consumers PET bottles from store's staffs.	• **44.52** tons are upcycling to new materials or goods. • The company investment in innovation for shrinkage management hardware and software, including the waste reduction training provided to 100% of employees. The Waste reduction strategy has implementing and communicate to all employee and stakeholder.

Example of Waste Management Projects

Activities	2025 Result:
	• Axtra Green Together" project deployed Drop Points and RVMs at 120 makro and Lotus's stores to collect **42.20** tonnes of PET bottles for recycling into school uniforms. Additionally, the "Recycle Market" was held on weekends at 11 stores, allowing the public to sell recyclables to buyers. • **60,007.87** tons of plastic and **58,008.60** tons of paper waste from stores are sent to the recycling process.
	• **58,008.60** tons of paper from distribution center and store are collected to SCGP recycling process. Additional, improve collecting that able to shifting the recycling to reuse for better retaining the value of material.
	• **100**% of employee uniform are made from upcycling PET bottle (PCR). • The Phetchabun store donated **1,976** Baht to Wat Chak Daeng temple which is the selling **328.66** kg of post-consumers PET bottles from store's staffs.

Activities	2025 Result:
	• **1.99** tons of PET plastic (PCR) from makro's store are sent to Indorama Venture PCL PET recycling process, produce **200** jerseys for students in Samut Songkhram store.
	• Lotus's joins hands with True Corporation Plc. Forging ahead the "e-Waste TinkTookTee D TorJai" project, expanding e-Waste points available at **20** Lotus's branches throughout Bangkok and the vicinity area.





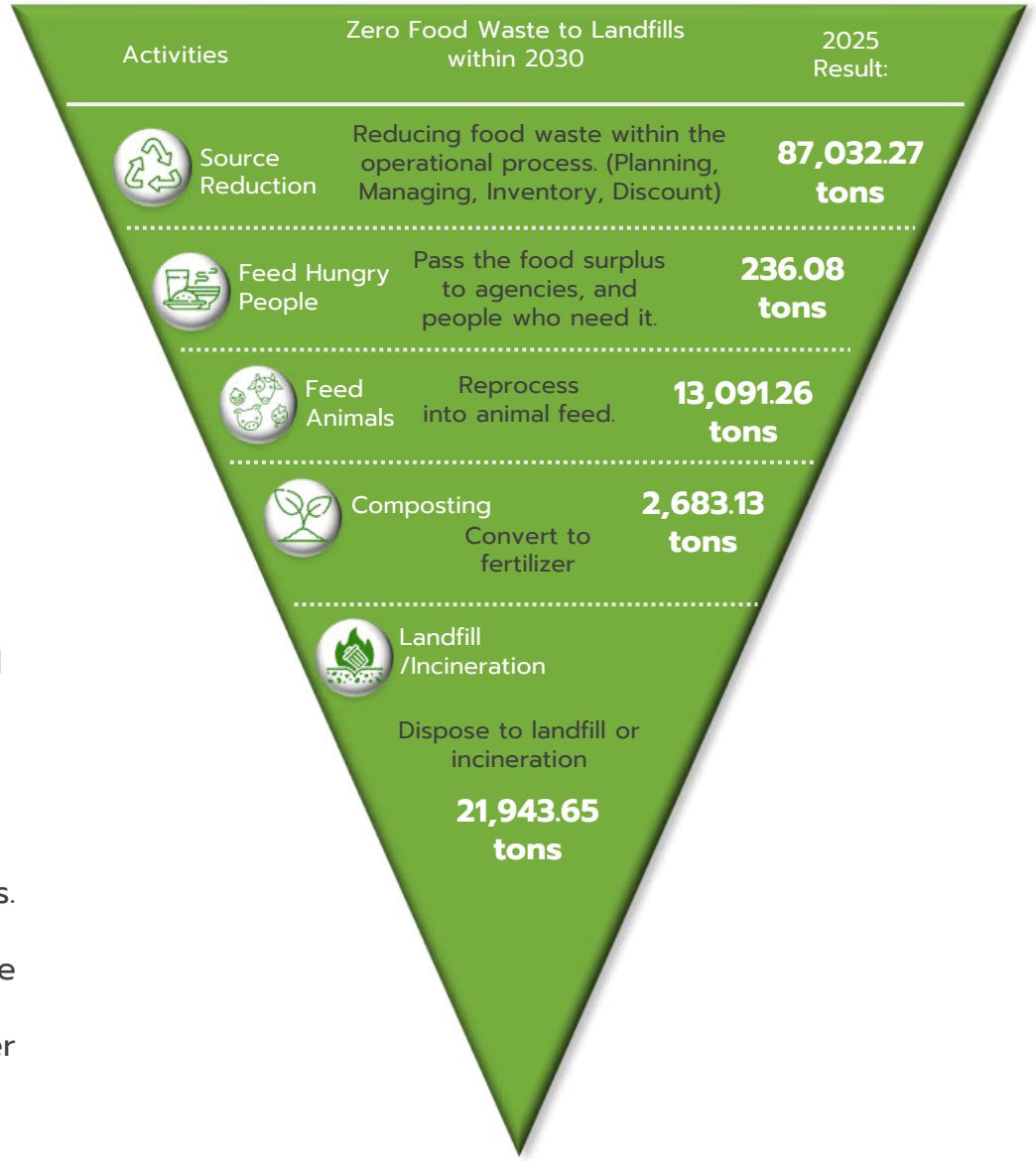


Food Waste Management

The Company's target to be Zero waste and food waste to landfill by 2030.
The Company has an approach and action for food waste management and reduction as follow;

1) Measuring food loss & waste with the acceptable method and breaking down volumes by category and/or lifecycle stage or processing flow to identify the critical area for improvement.
2) Define appropriate action plan and target that may have economic, environmental, or social benefits instead of being discarded without any value creation such as the appropriate inventory planning, destinations, and repurposing actions may include any utilized for other processes including the alternative uses of waste and food waste which based on food safety practice.
3) Train and communicate to raise awareness related to food loss & food waste reduction actions and targets to the employees, temporary workers, contractors, and suppliers in the supply chain.
4) Collaborate and encourage the up/downstream partners, service providers, and contractors among production, transportation, storage, distribution, and trading to reduce the amount of food loss & food waste in the value chain.
5) Publicly disclose the status of the food waste & food loss reduction program and performance compares targets as annual basis.
6) Collaborate with other organizations such as government, education institutes, community, etc. to find opportunities for corporative solutions the food loss & waste such as The World Business Council for Sustainable Development.
   The action to reduce food waste, which company are prioritized step through;
   1) Shrinkage prevention: reducing food waste within the operational process. (Planning, Managing, Inventory, Discount)
   2) Feed hungry people: Passing the food surplus to agencies, and people who need it.
   3) Feed animals: Shifting to animal feed4) Composting: Convert to fertilizer or EM solution.

Zero food waste to zero landfill Projects



Example of Waste and Food Waste Management Projects

"Mai Tay Ruam-waste and food waste segregation" Project

In 2024, All wholesale and retail store signed the collaborate MOU with Bangkok Metropolitan Administration to join the "Mai Tay Ruam" project which the segregated food waste and general waste. The food waste will be composted and utilized in all public parks in Bangkok and the general waste is sent to recycling or energy converting process. Furthermore, the Company's "Segregation is Reduction" project continue the campaign for color code garbage bags to promote the waste segregation behavior among customer and community.







2025 Result:
- Reduce food waste to landfill **16,010.46** tons (wholesale 12,098.09 tons, retail 3,912.37 tons).

"4rd year of Food Waste Donation to the Wildlife Conservation Centers" and "Food Waste for Black Soldier Flies Feeding" Project

Wholesale and retail store continue the 4th year of food waste donation to feed the animal in zoo and national park. As the collaborative MOU with Ministry of Natural Resource and Environment, by Department of Environmental Quality Promotion, The Department of National Parks, Wildlife and Plant Conservation, the Zoological Park Organization of Thailand under the Royal Patronage, and Forestry Industry Organization. The Company's supports the **18** Wild Animal Reservation and Protection Centers upcountry. Furthermore, stores in the Northeast cooperated with Khon Kaen University to pass the food surplus to farmers within the Khon Kaen University network as feed for Black Soldier Flies (BSF), a protein insect, safe towards plants and communities. Furthermore, Makro store at Mahachai and Phetchaburi also collaborate Phetchaburi college for study the research studies the food waste from stores for black soldier flies feeding to find out the proper food waste formula, yield proc











2025 Result:
- **13,091.26** tons are donated for animal feeding (wholesale 11,675.14 tons, retail 1,416.11 tons).

Example of Waste and Food Waste Management Projects

"Donate the food surplus" Project

This project aims to reduce food waste from retail store which cannot sale but still eatable to community nearby Lotus's store (main format) in Bangkok and vicinity and foundation such as Scholars of Sustenance Foundation, V-VShare Foundation and Provincial Social Development and Human Security Office initiated from the pilot project. Furthermore, unsold food was donated to students of Chiang Mai Rajabhat University and Khon Kaen University to help reduce their cost of living





2025 Result:
- **236.08** tons donate as food surplus (from stores in Malaysia)
- **132.84** tons (stores in Thailand), total **368.92** tons

"EM Fermentation from Food Waste" Project

To reduce food waste to landfill by fertilizing the organic food waste, such as citrus fruits and pineapples, into bio-fermented water (EM) used to chemical free deodorize and degradable grease and oil in the sewer and floor at stores. Presently, 116 makro stores continue convert food waste to EM fermentation. Also donate food waste to be used for composting in the surrounding community.







2025 Result:
- **2,683.13** Food waste donation from convert to compost for community (wholesale 422.95 tons, retail 2,260.18 tons)
- **0.39** tons of food waste are converted to EM fermentation

Waste Disposal (exclude food waste)

Waste Disposal (exclude food waste)	Unit	FY 2022	FY 2023	FY 2024	FY 2025	2025 Target
Total waste recycled/reused	Metric tonnes	103,546.24	129,914.13	117,944.65	132,977.23	
Total waste disposed	Metric tonnes	46,873.68	21,349.91	28,973.80	11,190.57	15,000
- Waste landfilled	Metric tonnes	45,412.79	21,348.83	28,971.83	11,179.86	
- Waste incinerated with energy recovery	Metric tonnes	1,454.10	0.00	0.95	5.32	
- Waste incinerated without energy recovery	Metric tonnes	6.79	1.08	1.02	5.40	
- Waste otherwise disposed	Metric tonnes	0	0	0	0	
- Waste with unknown disposal method	Metric tonnes	0	0	0	0	
Data coverage (as % of denominator)	% od business operation	100	100	100	100	

Food loss & Food waste impact

Food waste Disposal	Unit	FY 2022	FY 2023	FY 2024	FY 2025	2025 Target
Total weight of all food loss & food waste	Metric tonnes	32,917.72	42,065.24	42,447.87	37,954.12	40,000
Total weight of food loss & food waste volumes used for alternative purposed	Metric tonnes	2,229.66	3,940.04	6,032.92	16,010.47	20,000
Total food loss & food waste discarded	Metric tonnes	30,688.06	38,125.20	36,414.96	21,943.65	20,000
Data Coverage	% of business operation	100	100	100	100	

Sustainable Packaging

The company commits promoting sustainable packaging to the public and utilization along the supply chain. Then the sustainable packaging strategy starts from stop selling single-use foam packaging. Altogether develop new sustainable packing with the supplier to provide a better solution for the food delivery business, reasonable and environment friendly The Company has an approach and action for sustainable packaging following program as;

- Programs to increase the use of reusable packaging.
- Programs to increase the use of recyclable packaging.
- Programs to phase out single-use plastic packaging.
- Programs to increase the use of recycled material as packaging solutions.
- Programs to ensure that recyclable packaging is actually recycled.
- Allocation of R&D resources to sustainable packaging and alternative solutions

Target: 100% Recyclable packaging by 2030



Base year: 2020

2025 Performance: **99.95%**

2025 Reuse packaging i.e. plastic wrap, paper boxes at stores and distribution centers. **72,915.62** tons general waste are reused.

Strategy to Ensure that Recyclable Packaging is Actually Recycled	
Design	• **Physical specifications** ensure that recyclable packaging i.e. color requirements, utilized plastic bags that a thickness not less than 40-micron (recyclable). • **Chemical specifications** as **100%** No product contains deoxy plastic, plastic microbead, hazardous substances, heavy metal, and etc.
Post-consumer waste	• Drop point at the store for collecting the plastic packaging from employees, customers, and communities total **44.52** tons.
Partnership with recycle factory	• Plastic and material from own operation are collected, segregated, and sent to recycling process total **60,007.87** tons.
New products	• Purchased back as recycled content plastic packaging and sell at stores **4,315** tons.

Example of Increase Reusable Packaging Project

“Shelf Ready Display” Project

To address this issue at the source and promote reuse and recyclability, CP Axtra launch out the new ecofriendly initiative in 2024 by encouraging all supplier and partners to adopt the Shelf-Ready Display (SRD) which made from 100% recycled paper material and redesigned the packaging for better shelf display. Beyond its reduced the environmental impact, SRD packaging also offers the business advantage-it's easier and faster for the staff to stocking and restocking, enhances product visibility and shelf appeal also convenience for customer to pick up the products.





*Watch more videos at
https://youtu.be/Dl-HQzrIZsM?si=h5SvTNn-fxxVLBm1

Example of Phase Out Single-use Plastic Packaging

Innovation project “Sustainable packaging with banana stems”

Create quantitative benefits for society and the environment by replacing single-use plastic packaging with packaging trays made from banana stalks. It can reduce plastic waste and help farmers increase their income.









2025 Result:

- **1.20** tons of banana stem tray replace plastic tray And sale amount **3,431,430** Baht per year.

Example of Increase the Use of Recycled Material as Packaging Solutions Project.

"Recycled Content Products" Project

Ensure that recyclable packaging is actually recycled.
Plastic from stores and offices are collected and shifted to recycling and upcycling process to be the new product as garbage bags contain recycled materials and sell in stores.



2025 Result:

- **4,315** tons (**61%**) of plastic waste from store is sent to be recycled content of new products (rPE garbage bag) and sold in the store and income of **213,459,850** baht.

"Transition to Sustainable Packaging and Promotion of Circular Economy" Project

Commitment to transitioning towards the use of 'sustainable packaging', including recyclable, biodegradable, and reusable materials, as well as packaging that incorporates recycled content. Including the advertisement PP plastic board at store has changed to paper or biodegradable material. This joint initiative aims to drive positive change in Thailand's wholesale and retail sectors, setting a new standard for sustainability in the industry



Packaging made from rPET



Packaging made from paper

2025 Result:

- Sales of **825,829,724** baht, increase of **46.91** % from the previous year.

Example of R&D Resources to Sustainable Packaging and Alternative Solutions Project.

"Sustainable Packaging Product" Project

All stores announced to stop the single-use polystyrene (foam) food box in 2019. Together with continuously educating, promoting, and campaigning to the food business customers, and end consumers with the variable design and accessible prices biodegradable packaging. With a collaborative partnership, can provide more than 530 designed items. Become the centre of in Thailand and motivate sustainable consumer trends.



Biodegradable packaging





2025 Result:

- Biodegradable packaging product is sold in **6,067.56** tons (increased **16.18%** or **470,689,817.77** Baht)
- Income of **64,492,812.98** Baht.

Example of Reduce Single Use Plastic

"Shift Single Use PP Board to Paper Material" Project

CP AXTRA Partners with Leading Companies to Sign MOU on Sustainable Packaging, Promoting Circular Economy. The MOU highlights a commitment to transitioning towards the use of 'sustainable packaging', including recyclable, biodegradable, and reusable materials, as well as packaging that incorporates recycled content. This joint initiative aims to drive positive change in Thailand's wholesale and retail sectors, setting a new standard for sustainability in the industry.











Packaging Materials

Packaging Materials	Coverage (% of cost of good sold)	FY 2025 Total Weight (metric tonnes)	Recycled and/or Certified Material (% of total weight)	2025 Target (% of total weight)	Percentage of materials used that is certified
Wood/Paper fiber packaging	99.98	91,343.63	99.98	100	1% Standard : FCS
Metal packaging (e.g. aluminum or steel)	100	356.48	100	100	n/a
Glass packaging	100	261.78	100	100	n/a

Plastic Packaging

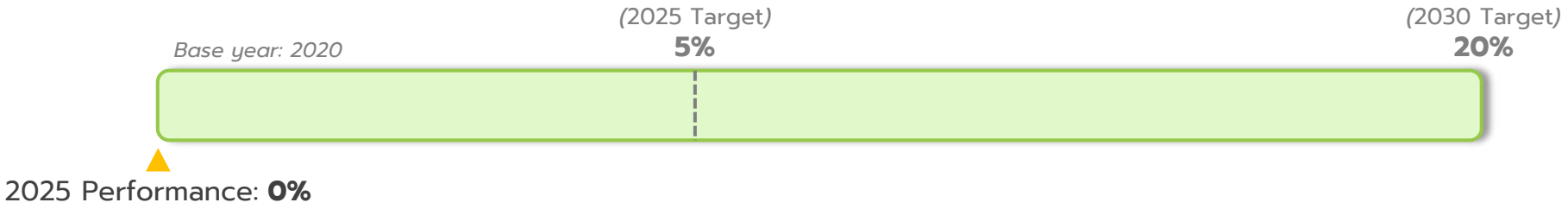
Plastic Packaging	Unit	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	2025 Target
Total weight of all plastic packaging	tonnes	12,202.81	16,713.11	18,532.25	18,098.40	18,460.65	13,772.82	18,000
Percentage of recyclable plastic packaging	%	0	0	0	97.00	99.00	99.95	100
Percentage of compostable plastic packaging	%	0	0	0	24.33	25.69	26.69	26.00
Percentage of recycled content within the company's plastic packaging	%	0	0	0	5.09	7.27	15.66	10.00
Coverage	(as a % of cost of good sold)	83	83	83	83	93	100	

WATER STEWARDSHIP

Target and Performance

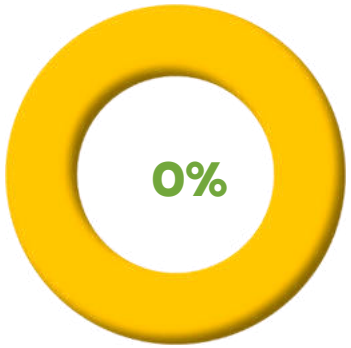
Long term target by 2030

20% Reduction in water consumption per revenue compared to the baseline year 2020.



2025 Target

- 5% Reduction in water consumption intensity per revenue compared to the base line year



Of Target

2025 Performance:

- Water Consumption Intensity per revenue **11.01** cubic meters per million Baht.
- Water consumption **5,732,300.35** cubic meters.
- 72 stores และ 1 Distribution Center treated wastewater and reused.
- **7,505,240.63** cubic meters withdrawal from water stress areas increased by **15.02%** compared last year.

Opportunities and Challenges

As climate change is seeing intensified flooding and drought year on year, the Company recognizes the water stewardship and resource management efficiency throughout the water life cycle to sustain an economic-ecological co-development that adds economic value to communities without encroaching on natural resources.

Policy and Management Approach

The Company prioritizes reducing water consumption in areas prone to water scarcity and optimizing wastewater for maximum economic-social value while raising water stewardship awareness in the process. The Company stewards water resources in 3 pronged approaches Water Risk Assessment, Creating Awareness, and Waste Water Management.

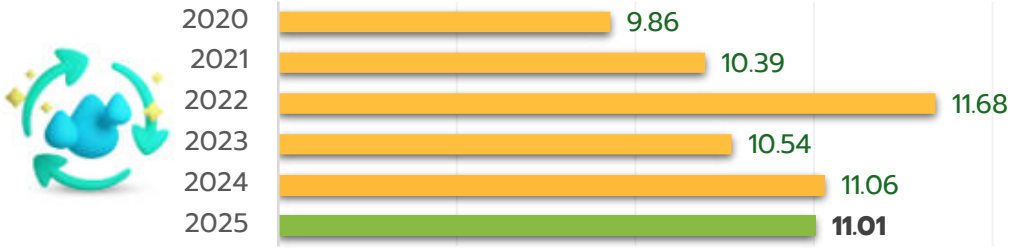
Water Efficiency Management Program & 2025 Result

Long-term Target: Reducing water intensity 20% or 2% volume reduction compared with baseline 2020 year.
2025 Target: Reducing at least 5% water intensity or **5,500,000** cubic meter

Program	2025 Result
Water risk Assessment & Water Use Assessment	• 100% of own operation and significant suppliers are annually monitored by applying the Aqueduct Water Risk Atlas global water risk mapping tool. The Company has thus planned effective water management to increase water usage efficiency and risk management along the supply chain. • 100% site do the monthly water use assessment to identify opportunities for water efficiency improvements
Action to Reduce Water Consumption	• 100% site installed the water saving equipment i.e water save faucet, toilet, water sink etc. • Water Saving and Conservation programs i.e **"Save Water, for Future Water Conservation" Project and Rain Water Collecting Tank Project** • The water saving and conservation programs to increase efficiency of the water utilization and reduce the water withdrawal from water stress area i.e **"Groundwater Bank in Water Stress Areas" project**
Action to Improve Water Quality	• 100% site has aerobic wastewater treatment plant with routine maintenance and inspection. • 100% site conduct the grab sampling for wastewater lab test to ensure the compliance with local effluent standard and result water effluent BOD below 20 mg/l
Application of Water Recycling	• The effluent from wastewater treatment plant is collected, and recycling to the water usage i.e floor cleaning, garden at 75 stores and Distribution centers.
Awareness to employee & stakeholders	• Communicate through the company's media, including pictures and stickers, to raise water stewardship awareness to employees, customer, and public. • Water consumption is part of employee and manager's performance evaluation (KPI). • Communicate and conduct training to Suppliers in the water stress area and enhancing them to implement the water conservation program. i.e **"For Better Life of High Land Farmer" Project and "Low Carbon Rice" Project** • **100%** employee are trained the water saving on e-learning and water consumption reduction is part of employee and manager's performance evaluation (KPI).

Water Consumption Intensity

(Unit: Cubic meter per million THB)



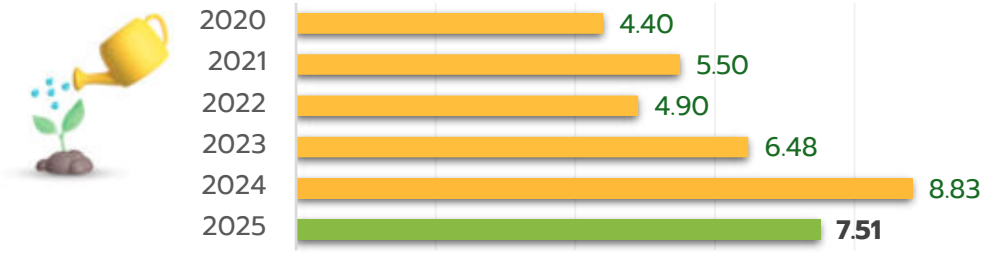
Water Consumption

(Unit: million cubic meters)



Water withdrawal from water stress area

(Unit: million cubic meters)



Water Stress Risk Assessment

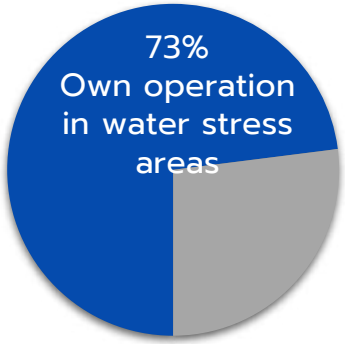
Results of Water Risk Assessment

The company set an annual target to comprehensively assess the operational areas of the company and its tier 1 partners. The results achieved the set targets as follows:

• 100% of the company's own operation sites and significant tier 1 partners have been assessed for water scarcity risks annually. The assessment utilized the ***WRI's Aqueduct Global Water tool***, and **100%** of all stores and distribution centers , as well as **100%** significant tier 1 suppliers, have completed the assessment which achieved the target of the action plans.

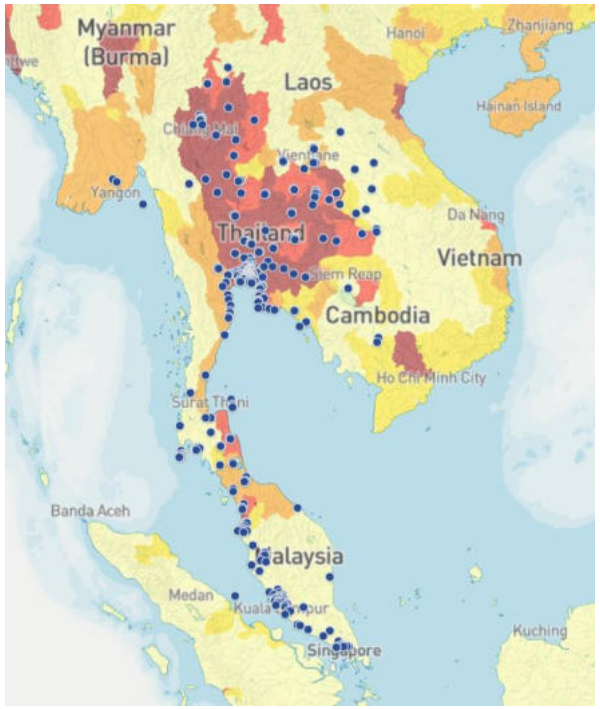
• The annual result of facilities located on water stress area is similar to previous year's. The company's own facilities is **73%** same as last year while the critical tier 1 supplier's **90%** which is 3% lower than last year. See the water stress map in the right pictures.



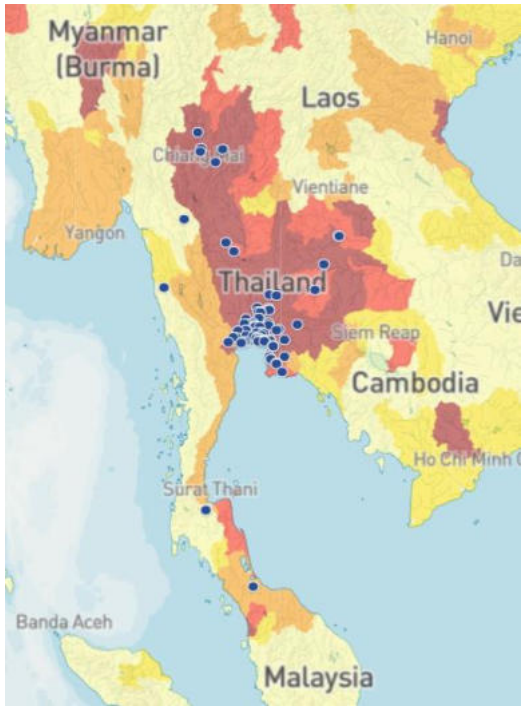








The Company's Own Operation



Significant Tier 1 supplier



Survey Results and Risk Mitigation Measures for Supply Chain

In 2025, The Company also conduct survey water stress by 100% of sourced agricultural commodities originating from water-stressed areas. The result found that 53-98 % of agricultural commodities from the water stress area are higher than last year according to country's circumstance. The survey of each category as;

% of sourced agricultural commodities originating from water-stressed areas		
Category	**by purchasing**	**by supplier's location**
Cattle products	99%	52/61 (85%)
Maize	77%	216/293 (74%)
Palm Oil	99%	8/9 (89%)
Rice	75%	57/95 (60%)
Soy	52%	35/53 (66%)
Sugar	94%	19/26 (73%)
Tobacco	99.7%	73/83 (88%)
Cotton	66%	78/139 (57%)
Cassava	96%	35/40 (87.5%)
Coffee	99.7%	78/83 (94%)
Cocoa	100%	21/21 (100%)
% Cost of goods purchased in 2025	27%	-

Types of Water Management Risks of Significant Tier 1 Suppliers	Mitigation
81% face risks related to water quantity and quality	Implemented the "Better Life for Highland Farmers" project. This project focuses on providing knowledge and promoting organic farming practices among farmers in the northern and northeastern regions, which face chronic drought issues. The project aims to improve agricultural production efficiency and reduce food loss. The company collaborates with the Department of Agricultural Extension and various universities to encourage farmers to adopt organic farming methods, such as drip irrigation, eliminating pesticide use, and transitioning to organic farming. Additionally, the company educates farmers on low-water-consumption crops that are in high demand, reducing food loss. The company also purchases produce from participating farmers for distribution nationwide.
18% face risks related to legal compliance and price structure changes	the company organized an annual partner meeting under the Responsible Supply Chain Development Project, which included discussions on partners' roles in preparing for water and environmental measures. The meeting aimed to inform partners about relevant water and environmental laws, changes in regulations, and the company's environmental requirements for partners. In 2025, 1,110 partners (100%) participated in this development program
1% face risks related to water management violations and disputes.	The survey found that rice-producing farmers were the significant risk group. As a result, the company selected rice-producing partners, such as Nakhon Luang Rice Mill in Kamphaeng Phet, as a case study for the Rice Production Model Project. This project focuses on efficient water and soil management practices, such as alternate wet and dry farming, organic fertilizer use, efficient water management, and proper rice straw management (avoiding straw burning) to reduce risks of violations and disputes related to water and environmental management with communities. Additionally, the company collaborated with the Professional Qualification Institute (Public Organization) to provide training on Level 4 Rice Quality Control and Inspection Standards for rice mill personnel to enhance their knowledge in sustainable rice production

Examples of Water Resource Management Projects

Water Risks Management of Suppliers

A Measurement to mitigate water quantitative and quality risk - "Save Water, for Future Water Conservation" Project

Continue the Save Water, Save Future project since 2018. To reduce water consumption. by returning the treated effluent to reuse in the green area, and cleaning the waste house or loading area. This project can reduce the amount of water used and recirculate water to improve resource efficiency and to mitigate water quantity and reduce operation costs.



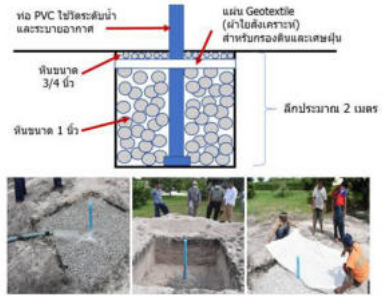


2025 Result:

- **72** stores and **1** Distribution Center treated wastewater and reused.
- **2** stores installed rainwater collecting tanks for plant irrigation and street cleaning
- **3** stores Implemented a groundwater bank project to return treated wastewater to the environment, enhancing soil moisture around the store
- **78,495** cubic meter recycled water.

A Measurement to mitigate risks related to regulatory or pricing Structure changes - "Groundwater Bank in Water Stress Areas" Project

CP Axtra has recognized that water consumption in water-stressed areas is vulnerable to water stress and drought which can potentially affect the water pricing structure of the operating areas. The Company has worked diligently with suppliers to monitoring the water pricing structure and identify mitigation plans, if the regulatory changes may arise. With that CP Axtra has adopted a ground water bank within the water stress areas. The water sump with vertical piping that is installed to collect flash rainfall well-treated wastewater and flow to the water reservoir or increase water absorption. The pilot project is in Yasothon and has expanded to another water stress area in Maha Sarakham province. The efforts to monitor water pricing structure as well as the mitigation actions will be implemented to farmers in the nearby community as well.





2025 Result:

- Over **32** cubic meters returned to nature through groundwater bank pipe
- Over **155,520** Baht in cost savings per year.
- **20** farmers and community in water stress are trained

Examples of Water Resource Management Projects

A Measurement to mitigate water quantitative and quality risk - "For Better Life of High Land Farmer" Project

The "For Better Life of High Land Farmer" project directly mitigates water quantity risks by changing farming practices in water-stressed regions of northern and northeastern Thailand. By partnering with Department of Agricultural, University and agricultural experts, the project encourages farmers to adopt water-saving irrigation systems and plant low-water crops that are better suited for the local climate. These specific actions reduce the overall water demand for agriculture, making the participating communities more resilient to drought and water scarcity.

The project tackles water quality risks by promoting a fundamental shift in cultivation methods. It encourages farmers to transition to organic farming, which eliminates the use of chemical fertilizers and pesticides. This can prevent chemical runoff that can contaminate local water sources, transforming the agricultural practices for suppliers, farmers and communities. Ultimately, CP Axtra has supported the farmers by purchasing these products to sell in CP Axtra's upcountry stores.







2025 Result:

- **281** farmers have participated program (Target 100% in 2030)

Measures to mitigate risks related to stakeholder conflicts - "Low Carbon Rice" Project

The company recognizes the importance of developing the domestic agricultural supply chain and has integrated collaboration across multiple sectors—including farmers, agricultural and environmental experts, rice producer groups, Nakornluang Rice Mill, and retail branches—to drive the "Low-Carbon Rice" pilot project in Kamphaeng Phet Province. This initiative adopts the Alternate Wetting and Drying (AWD) process that help water usage and GHG emissions.

A key component of this project is the shift from traditional rice farming, which requires continuous flooding, to the Alternate Wetting and Drying (AWD) technique. This method significantly reduces water consumption (38% compared to traditional method) by allowing the field to dry out periodically before being re-flooded. This not only lowers water demand but also prevents water conflicts with other users in the area. Other practices include using organic fertilizers instead of chemical fertilizers, efficient water management, and proper handling of agricultural waste.

This multi-party engagement with suppliers, municipalities, academia, and the government helps to reduce misunderstandings of water demands and consumption, align objectives, and prevent potential disputes. The initiative aims to mitigate climate change impacts, respond to the growing demand of environmentally conscious consumers, add value to target premium rice markets, and prepare stakeholders for international regulations linking greenhouse gas emissions to market access





Examples of Training program

AXTRA iLearn | Course Categories | KM (องค์ความรู้) | Assessment center | Search

Programme/Course



Wastewater Treatment

1.3k



PM & Optimization for ice making machine

1.3k



Ice Maker Machine Maintenance Guidance

1.3k



Water Saving for Seafood cutting

36



Fruit Smoothies Jungle Cafe

865



Wastewater Treatment

362



Refrigeration and Ice Maker Machine Maintenance Test

321



Booster Pump Optimization for Water Saving

1.2k

Water Consumption

Total Water Consumption	Unit	FY 2022	FY 2023	FY 2024	FY 2025	2025 Target
Water withdrawal (Exclude saltwater)	Cubic meter	14,096,238.49	15,164,231.33	15,505,427.77	16,485,945.63	
	Million cubic meter	14.10	15.16	15.51	16.49	
Water discharge (Exclude saltwater)	Cubic meter	8,618,533.66	10,001,643.87	9,840,085.10	10,753,645.27	
	Million cubic meter	8.62	10.00	9.84	10.75	
Total net fresh water consumption	Cubic meter	5,477,704.83	5,162,587.47	5,665,342.67	5,732,300.35	5,500,000
	Million cubic meter	5.48	5.16	5.65	5.7	5.5
Data coverage	% of sites	100	100	100	100	

ECOSYSTEM & BIODIVERSITY PROTECTION

Target and Performance

Long term target by 2030

- 100% of business unit and tier 1 supplier are not in the natural or heritage reservation area.
- 100% of high-risk raw material are traceable.



2025 Target

- 100% of stores and distribution centers are assessed diversity risk and not in the natural or cultural heritage reservation area.



Of Target

2025 Performance:

- **100%** of stores and distribution centers are assessed biodiversity risk.
- **100%** of high-risk raw material are traceable.
- **42 items** of Ocean Gems, the house brand product are certified MSC, ASC
- **0** Breach case that related to biodiversity and ecosystem among own operation and supply chain

Opportunity and Challenges

Biodiversity is essential in enabling ecosystem infrastructures to survive under intensifying climate changes. The Company enhanced to operate a business with sustaining and balancing the economic-ecological development is thus paramount for Climate Resilience and ensuring operational business preventing the impacts on the ecosystem, either directly or indirectly.

Policy and Management Approach

The ecosystem and biodiversity management approach is aimed at minimizing the negative impacts that our business operation has on nature and maximizing the positive impact. Our projects support agricultural product that follow sustainable methods, reforestation and afforestation efforts, wildlife protection, watershed rehabilitation, waste recycling programs, as well as other biodiversity conservation projects.

For more information, please visit:
https://www.cpaxtra.com/storage/document/sustainability/biodiversity-policy-th.pdf

Management strategies and results in the protection of ecosystems and biodiversity

Biodiversity Framework	
Biodiversity Risk Assessment	Conduct the biodiversity risk assessment with location specific and TNFD ,UNESCO World Heritage, and IUCN to assess own operation and adjacent area including the activities of upstream to downstream along the supply chain. To access biodiversity risk location with Integrated Biodiversity Assessment Tool (IBAT).
Mitigation Action	The action plans to avoid, reduce, regenerate, restore and transform to protect ecosystem and biodiversity from business operations or activities to promote ecosystem and biodiversity over the long run.
Communication & Training	Communication and education to all employee, temporary staff, contractors, tier-1 suppliers and business partners.
Enhance through Supply Chain	Assess biodiversity protection and restoration by working with supplier and partners for collaborative projects that promote ecosystem and biodiversity.
Disclosure of Biodiversity Performance	Publicly communicates the biodiversity performance and targets through the annual report and website.

2025 Result:

Target: **100%** own operation and Critical supplier are assessed the biodiversity risk



Stores and Distribution Center (**2,706** branches)



Critical tier 1 supplier (**1,052** Suppliers)



Tier 1 supplier (**3,490** Suppliers)

Target: **100%** Employee and Supplier Awareness & Training



Employee & Worker



Critical Tier-1 Supplier

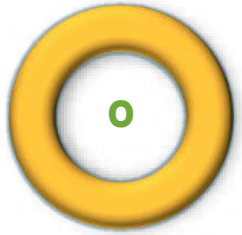


Tier-1 Supplier

Result from assessment



Own operation and supplier are not located in the conservation area



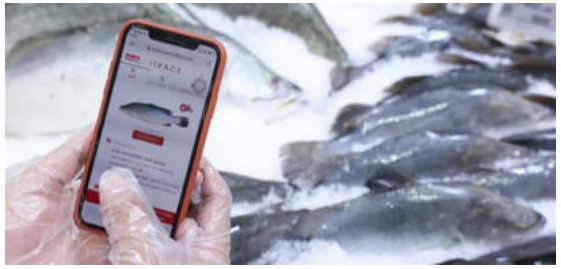
Violation, complaint, or related case in own operation and supply chain

Examples of Biodiversity Mitigation Actions

"Do not catch, do not buy, and do not sell - juvenile marine animals"

The company emphasizes sustainable sourcing, in collaboration with makro and Lotus, by announcing the policy of "Do not catch, do not buy, and do not sell juvenile marine animals" in every store. The objective is to promote the conservation of juvenile marine animals, which is fundamental of food chain in nature. The measures are communicated to all relevant partners, starting from the proper sourcing, defining & inspect the size and species, equipment, and fishing methods, ensuring no adverse impact on the environment. Additionally, the company is providing training and raising awareness among supplier, producers, traders, and fishing groups throughout its supply chain. Altogether, actively collaborating with government. This initiative aims to drive behavioural changes to the sustainable fishery.





"Sustainable Tuna-Sourcing" Project

The Company prioritizes sustainable sourcing for raw materials and products related to tuna. The selected tuna must not belong to endangered species or red list, as per the International Union for Conservation of Nature (IUCN) guidelines. The company verifies the sources, tuna species, and fishing methods, ensuring they have no adverse impact on the environment. Additionally, the company checks with its partners to ensure compliance with human rights, labor practices, and occupational health & safety regulations for workers. The commitment covers 100% of the products in this category under the company's trademark. The policy is publicly post on website: *https://www.cpaxtra.com/en/sustainability/sustainability-policy-and-guidelines*



"Food Waste - Feed Wildlife" Project

Wildlife is an indicator of ecosystem biodiversity. The Department of National Parks, Wildlife and Plant Conservation oversees breeding animals, confiscated wildlife, and animals from illegal trade, which continues to rise yearly despite limited resources. To support their efforts, the company signed an MoU to provide animal feed to conservation centers and breeding stations, with plans to expand support further



2025 Result:

- **18** Wildlife and Plant Conservation station are supported.
- **13,091.26** tons of food waste are delivered for animal feeding at the station.

Sample projects aimed at reducing biodiversity risks through internal employee participation.

"Planting Trees at Store" Projects

Colleagues are implementing a project to plant native trees based on urban reforestation principles. The planting with various species of perennial trees, such as teak, bamboo, mango, banana, and jackfruit, to enhance green area within the stores. The treated effluent is used for irrigation. The project aims conserved species of local tree, reduce greenhouse gases, improve soil heath and to create food source that benefit both employees, customers and nearby communities.







2025 Result:

Perennial plant at store (Tree)



Next Gen New World & Planting Tree With Partners

Company in collaboration with the Khao Yai National Park Conservation Foundation under the Next Gen New World project, organized youth training activities, including tree planting and forest fire stopping. The project has continuously planted over 61,000 trees in national parks many provinces. The employees participated planting 500 seedlings, at stores, distribution centres, and community. Furthermore, Lotus collaborates with partners in the campaign to generating funds through the sale of eco-friendly dishwashing liquid products. For every product sold, donated 1 Baht to support tree planting activities in Thailand.







2025 Result:

- **61,000** seedlings are planted.
- **1,000,000** Baht are donated to support tress planting activities.

Sample projects aimed at reducing biodiversity risks through internal employee participation.

"CP 100 Love the Earth – Sustainable Thai Sea" ProjectIn Celebration of International Coastal Cleanup Day

As part of our commitment to environmental stewardship and coastal ecosystem preservation, Charoen Pokphand Group and CP Axtra Public Company Limited (CPAXTRA), in collaboration with government agencies, educational institutions, youth, and the Ban Pak Duad community, organized the "CP 100 Love the Earth – Sustainable Thai Sea: SEACOSYSTEM" initiative at Ban Pak Duad, Klang Subdistrict, Tha Sala District, Nakhon Si Thammarat Province.

This initiative was held in conjunction with International Coastal Cleanup Day and featured multiple sustainability-driven activities aimed at reducing environmental impact and strengthening community engagement:

- Beach Waste Cleanup & Sorting: Volunteers collected and segregated marine debris to reduce waste accumulation and promote awareness of proper waste management practices.
- Youth Environmental Education: The program emphasized instilling environmental responsibility among children and youth through hands-on activities, reinforcing the long-term importance of marine ecosystem protection.
- Coastal Tree Planting: Trees were planted along the beach to enhance green spaces and mitigate shoreline erosion.
- Marine Restocking Efforts: Over 10 million juvenile suai-a (local marine species) were released into the sea to restore marine biodiversity and support local fisheries.

In addition, a Community Marine Hatchery Center was launched under the innovative "Aquatic Animal Bank" concept, enabling sustainable breeding of aquatic species and supporting long-term marine resource recovery led by the local community.

To foster youth participation, a blue crab egg cleaning activity was held, providing hands-on conservation education focused on the life cycle and sustainable propagation of marine species.This initiative reflects CP Group's broader sustainability commitment to biodiversity conservation, responsible resource use, and enhancing the quality of life in local communities.







RESPONSIBLE SUPPLY CHAIN MANAGEMENT

Target and Performance

Long term target by 2030

- 100% of suppliers are assessed ESG risk.
- 100% high-risk suppliers are audited and corrected.

95.67% significant supplier has been ESG assessment

(2025 and 2030 Target)

100%



Base year: 2020

2025 Performance: **100%**

100% High risk score suppliers are onsite audited and completed the correction

(2025 and 2030 Target)

100%



Base year: 2020

2025 Performance: **100%**

2025 Target

- 100% Significant Supplier has been evaluated the Environment, Social, and Governance assessment in 2025



Of Target

2025 Performance:

- **100%** significant supplier has been ESG assessment
- **100%** Tier 1 suppliers and Non-tier 1 suppliers signed acknowledgment and trained.
- **100%** High risk suppliers are onsite audited.
- **100%** of suppliers assessed with substantial actual/potential negative impacts supported in corrective action plan implementation
- **100%** of significant suppliers in capacity building programs

Opportunities and Challenges

The company alike. as the linkage between producer to end-user, the Company aims to ensure customers access to safe, high-quality, and sufficient in a timely manner. The Company has strengthened the supply chain's risk management and collaborated with producers, distributors, suppliers and business partners to enhance the value chain management, ensuring adequate inventory meets consumption needs with responsible sourcing and traceability to upstream.

Policy and Management Approach

The Company commits to leveraging the ESG along the supply chain with all significant of tier 1 and non tier 1 suppliers. With focused Supply chain ESG program that assess potential ESG risks, and consequently, plan remedial measures to assure sustainability performance along the supply chain. The Company integrated Supplier's ESG program as one of 2030 Sustainability strategy and closely monitoring program performance. Including clearly communicate and engage the ESG target to all suppliers. The new supplier must comply with ESG assessment before starting the business with the company. This includes all partners, who are required to meet at least 33% of the sustainability assessment criteria and must not fail any critical criteria prior to commencing business with the company.

Supplier ESG Program



Responsible Supply Chain Management Committee



The CG & SD Committee (BOD level) is the accountable decision-making body for supply chain implementation plan approval The Responsible supply chain steering team members are heads of the QA, buyers, and operations departments. Their role is to ensure the Purchasing practices towards suppliers are continuously reviewed to ensure alignment with the Supplier Code of Conduct and to avoid potential conflicts with ESG requirements. All suppliers are informed of the exclusion from contracting if they cannot achieve minimum ESG requirements within the set timeframe (score >33% before starting or > 55% within 2.5 years to continuing the business). Suppliers with better ESG performance are preferred in supplier selection and contract awarding. Annually, all relevant staff i.e. Buyer, QA and Operation are trained in their roles in the supplier ESG program.

Supplier's Risk Assessment and Potential Impact to The Company

Business Aspect

Risk of Food safety and product quality from supplier

As the food safety and product quality are crucial factors directly affecting consumer health, satisfaction, and confidence. Product safety and adherence to quality standards are fundamental factors that directly influence the Company's reputation, credibility, and the trust we maintain with our customer. Furthermore, food safety crises could cause damage to both business operations and stakeholder relationships. Therefore, the Company places the highest priority on delivering quality and safe products while promoting consumer health and well-being to build business sustainability and maintain long-term confidence.

Mitigation:

The Company has developed food safety and product quality management processes according to international standards, from raw material sourcing and supplier selection to product delivery. The Company conducts strict supplier and source evaluations (Ethical Sourcing) to ensure products sold come from quality sources. The Company has developed food safety standards following internationally recognized guidelines such as GLP, Q Mark, GHP, HACCP, and GMP Codex to ensure all products. Also implemented a traceability system called "i-Trace" using QR codes to display product origin information. Customers can scan QR codes on packaging to directly access information about production sources, quality inspections, and product safety standards. This system enhances transparency and builds confidence among consumers and operators. Furthermore, the Company closely monitors disease situations, collaborating with government agencies and relevant organizations to track news and develop effective preventive measures. Safety management covers prevention, control, and concrete crisis response to ensure the Company is prepared to handle and reduce impacts from food safety crises.

Examples of the company's economic risk assessment results from Critical Tier 1 and Tier 1 suppliers across various aspects.

Supplier Name	Supplier Classification	Quality and Traceability assessment scores	Supply Chain Management assessment score	Human Rights and Labour Practice assessment score	Health & Safety assessment score	Environment assessment score	Total Score
Supplier Name xxxx1	Critical Tier 1	4.0	1.0	4.0	4.0	5.0	31
Supplier Name xxxx2	Critical Tier 1	4.0	4.0	8.0	6.0	5.8	31
Supplier Name xxxx3	Critical Tier 1	4.0	1.0	1.0	1.0	3.0	15
Supplier Name xxxx4	Critical Tier 1	4.0	0.0	5.0	5.0	7.4	31
Supplier Name xxxx5	Critical Tier 1	4.0	1.0	1.0	1.0	4.0	15
Supplier Name xxxx6	Critical Tier 1	4.0	4.0	8.0	6.0	7.8	31
Supplier Name xxxx7	Critical Tier 1	4.0	4.0	8.0	6.0	6.2	31
Supplier Name xxxx8	Critical Tier 1	4.0	4.0	8.0	6.0	7.6	31
Supplier Name xxxx37	Tier 1	4.0	4.0	8.0	5.0	9.0	31
Supplier Name xxxx38	Tier 1	2.0	0.0	6.0	3.0	5.0	31
Supplier Name xxxx39	Tier 1	2.0	4.0	8.0	6.0	2.0	31
Supplier Name xxxx40	Tier 1	4.0	1.0	7.0	5.0	7.0	31
Supplier Name xxxx41	Tier 1	3.0	4.0	6.0	6.0	7.0	31
Supplier Name xxxx42	Tier 1	4.0	4.0	7.9	6.0	5.5	31

Supplier's Risk Assessment and Potential Impact to The Company

Environment Aspect

Risk of environment impact to supplier's operation which is Climate Resilience risk refers to the risks arising from climate shifts and their associated impacts, which can affect business operations, supply chains, and long-term sustainability. The environmental crisis i.e. water, clean air etc. caused by climate change represent a key challenge affecting businesses across all sectors. The Company recognizes potential impacts on business operations, energy consumption, and environmental management costs. These changes not only increase pressure on sustainable business operations but also affect corporate image in stakeholders' views.

Mitigation:

The Company enhance suppliers and contractors—production, transportation, storage, distribution, and sales—in jointly reducing carbon emissions. This is achieved through activities such as the Supply Chain Sustainability Excellence Award. Furthermore, the greenhouse gas reduction target setting is the one of the supplier's annual evaluation criteria. Additionally, the company implements the "Better Life for Highland Farmers" project. This initiative aims to explore, educate, and support farmers in the northern and northeastern regions, which face chronic drought issues, to improve agricultural production efficiency and prevent food loss. In collaboration with the Department of Agricultural Extension and various universities, the company encourages farmers to adopt organic farming practices for a better quality of life, such as using drip irrigation systems, eliminating pesticide use, and transitioning to organic farming. Furthermore, the company educates farmers on cultivating water-efficient and high-demand fruits and vegetables to prevent food loss and purchases produce from participating farmers for distribution nationwide.

Supplier's Risk Assessment and Potential Impact to The Company

Social Aspect

Risk of social impact from supplier's operation such as the Human rights violation risk refers to the risk of non-compliance with international human rights standards, potentially leading to legal, reputational, and stakeholder relationship issues. Human rights and labor practices are crucial issues in sustainable business operations. Failing to prioritize human rights and labor management may affect organizational credibility and lead to human rights violations in business activities, including risks of discrimination and workplace harassment, impacting operational efficiency and company image. Non-compliance with legal requirements or international labor standards may result in legal consequences and loss of stakeholder trust, including customers, employees, and business partners.

Mitigation:

Human Rights Due Diligence (HRDD) processes are implemented to assess and improve human rights policies, including establishing a human rights working team responsible for risk assessment, impact evaluation, and performance monitoring. The Company communicates and trains supplier on human rights policies The Company conduct human rights risk assessment including supplier and contractors. Additionally, performance results are disclosed in annual reports to ensure transparency and credibility with stakeholders. In occupational health and safety, the Company aims to achieve zero lost-time accidents by 2030, developing safety management systems aligned with ISO 45001 standards and implementing 10 Life-Saving Rules to strictly prevent workplace accidents and diseases. The Company also provides defensive driving and safe forklift operation training courses, including continuous workplace safety inspections and improvements.

Supplier ESG Program

The Company commits to leveraging the ESG along the supply chain with all significant of tier 1 and non tier 1 suppliers. The supplier ESG program assesses the potential ESG risks, consequently, correction and remedial action to assure the compliance along the supply chain which is integrated as one of 2030 Sustainability strategy and oversighted by Board of director level.



The CG & SD Committee (BOD level) is the highest accountable decision-making body for oversight of implementation of supply chain ESG program. The steering team members are heads of the QA, buyers, and operations departments. The program and KPI are setting to ensure the purchasing practices towards suppliers are continuously reviewed to ensure alignment with the Supplier Code of Conduct and to avoid potential conflicts with ESG requirements. The company's buyers, QA and operation team are trained their roles in the supplier ESG programs.

Altogether, the suppliers are trained and notified that they are excluded from contracting if cannot achieve minimum ESG requirements within a set time frame (score >33% before starting contract or > 55% within 2.5 years to continuing the contract). And the suppliers with better ESG performance are preferred in supplier selection and contract awarding.

Supplier ESG Program Implementation



Supplier's Code of Conduct

The Supplier's Code of Conduct manual and training VDO with subtitle are publicly on The Company's website and applied to all suppliers across all countries. All the suppliers must be trained and sign an acknowledgment by their top management or assignee to accept these ESG criteria as the business contract terms and conditions





2025 Result:
- **100%** Tier 1 suppliers and non-tier 1 suppliers signed acknowledgment and trained.
- **100%** Buyer, QA, and Operation are trained in their roles in the supplier ESG program.

Supplier Screening

The significant supplier is a supplier that is identified as a potential sustainability risk supplier. The screening of the significant suppliers. The reviewing potential or actual suppliers' risks of the negative ESG impacts and also business relevance risks or a combination of both. The risk covers factors cover country, sector, and commodity-specific risks are considered.

Aspect of supplier ESG screening

Business relevance	Environmental	Social Aspect	Governance & Compliance
• High procurement value • Key component, material • non-substitutable components	• Resource efficiency • Greenhouse gas • Energy • Water & Wastewater • Waste• Biodiversity • No deforestation • etc.	• Human rights i.e. forced labor, child labor, female labor, etc. • Labor practice include employee, temporary and migrant worker • Occupational Health & Safety • Discrimination / Harassment & Sexual harassment / Community's rights • etc.	• Quality & Product Safety for consumer • Country's law & Regulation • Corruption • Bribery • Conflicts of interest • Intellectual property • Specific certificate or requirement of products • Country of Origin and non-economic sanction list • etc.

2025 Result of Supplier Screening	
Total number of Tier-1 Suppliers	**3,490**
Total number of non Tier-1	**3**
Total number of Unique suppliers	**3,493**
Number of Unique Significant suppliers	**2,771**
Number of Unique Significant suppliers supported with development measures	**2,771**
% of suppliers supported in development measures	**100%**
%Total spend on Unique Significant suppliers	**99.94%**

All suppliers are required to achieve minimum ESG requirements within the set timeframe (**score >33% before starting** or **> 55% within 2.5 years to continuing the business**)

Supplier Assessment & Development

Purchasing practices towards suppliers are continuously reviewed to ensure alignment with the Supplier Code of Conduct and to avoid potential conflicts with ESG requirements.

ESG assessment

- All supplier must pass the ESG desk (online) assessments which is the systematic verification of evidence on the company's digital platform and transparent scoring. The assessments follow SMETA and ISO 17025 and ISO 20400.

- All suppliers are informed of the exclusion from contracting if they cannot achieve minimum ESG requirements within the set timeframe (score >33% before starting contract or > 55% within 2.5 years to continuing the contract). Suppliers with better ESG performance are preferred by applying a minimum weight to ESG criteria in supplier selection and contract awarding.

Criteria for onsite Audit

- Any supplier who has low score (< 33%) and/or potential ESG risk in any criteria i.e. product safety & quality, human rights, labor practices, environment impact or breach case with community, etc. will be conducted the on-site assessments which carried out by the company's audit team and/or independent accredited auditing body (3rd party assessment). The high-risk supplier must have the correction within 12 months and quarterly update the progression.



Picture of Supplier ESG Assessment Platform

2025 Result:	
Desk (Online) Assessment	**100%** supplier undergo a transparent digital assessment that requires submission of relevant evidence and features a clearly defined scoring system.
Onsite Audit	**100%** with low scores (less than 33%) or identified ESG risks are subject to on-site audit, performed by the company's assessment team and verified by accredited third-party auditors.
Standards of Industry	**100%** have been assessed through ESG questionnaire, with supporting documents aligned with SMETA, ISO 17025, and ISO 20400 standards.
Supplier's Correction and Development	• **100%** Training on company's supplier ESG program, process and requirements. • **100%** Supplier access to ESG benchmarks against peers. • **100%** Collaborate with supplier support on implementation of corrective / improvement actions. • **119** suppliers has got the In-depth technical support programs and **2,771** suppliers are in the capacity building programs.



Example of individual result of Supplier that helps them to monitor ESG score and ranking against peers

KPIs for Supplier Assessment and Development

Target: **100%** Significant Supplier are assessed ESG within 2025 **100%** Suppliers assessed with substantial actual/potential negative impacts supported in corrective action plan implementation **100%** unique significant suppliers in capacity building programs	**2025 Result:**
Total number of unique suppliers assessed via online and onsite assessment (tier-1 & non tier-1)	**3,493**
• New suppliers are assessed	**192 (100%)**
• Unique Significant suppliers are assessed	**2,771 (100%)**
Total number of unique significant suppliers assessed with substantial actual/potential negative impacts	**120**
Total number of unique significant suppliers have been onsite audited	**120**
Total number of unique significant suppliers with substantial actual/potential negative impacts that were terminated	**1**
% of unique significant suppliers with substantial actual/potential negative impacts with agreed corrective action/improvement plan	**99.17%**
Corrective action plan support	
Total number of unique significant suppliers with substantial actual/potential negative impacts with agreed corrective action/improvement plan	**119**
% of unique significant suppliers with substantial actual/potential negative impacts with agreed corrective action/improvement plan	**99.17%**
Capacity building programs	
Total number of unique significant suppliers in capacity building programs	**2,771**
% of unique significant suppliers in capacity building programs	**2,771 (100%)**

Sustainable Product Program

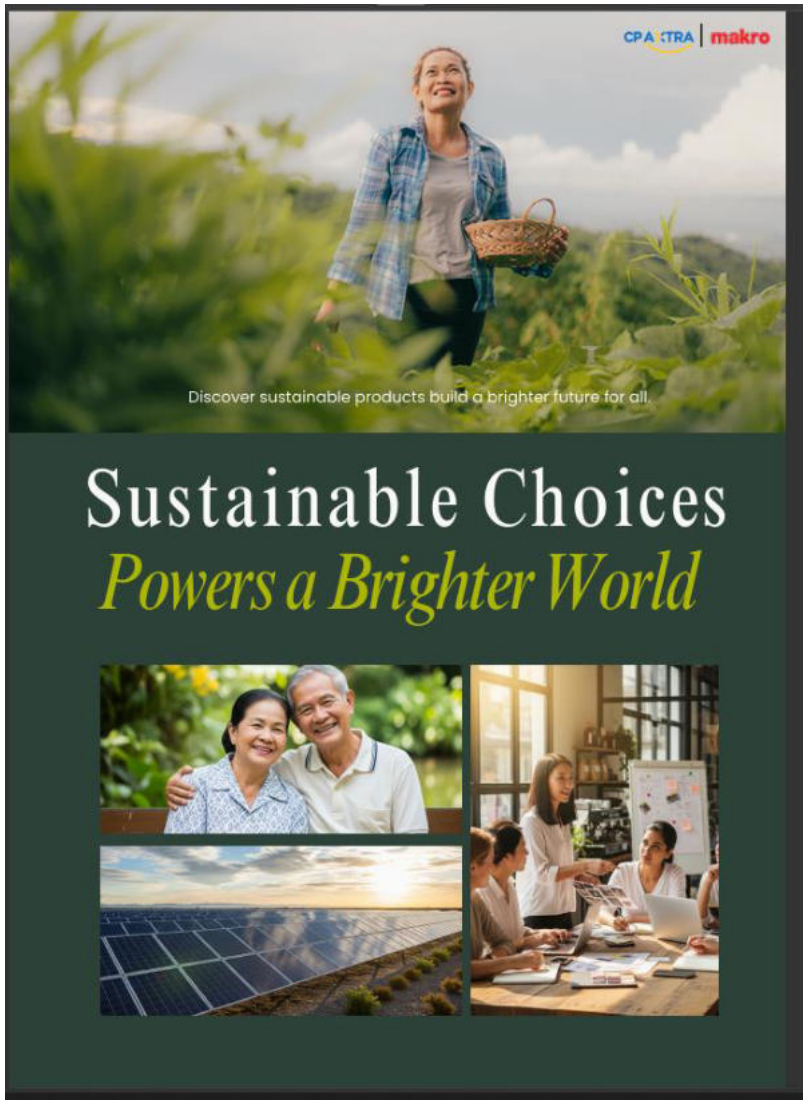
We have established the target: "**70%** of revenue comes from sustainable products and services by 2030."

Sustainable Products Program
Our company has established a comprehensive Sustainable Products Program, branded as the **"Sustainable Choices"** portfolio, designed to drive sustainable revenue and integrate ESG principles into our core retail and wholesale business model.

Sustainable Products Classification
We utilize a robust classification system with specific, quantified criteria aligned with external benchmarks. Products are classified into our "Sustainable Choices" portfolio if they meet rigorous standards across 5 categories:

- **Low-Carbon Products:** holds low carbon product certification from the Thailand Greenhouse Gas Management Organization (TGO) or other international standard presently, presently, 560 items
- **Certified Sustainability:** Must carry internationally recognized quantified certifications, such as Marine Stewardship Council (MSC) and Aquaculture Stewardship Council (ASC) for our "ocean gems" and "aro"seafood brand as 200 items
- **Eco-Friendly Packaging:** Must meet specific material requirements and comply with regulation i.e 100% biodegradable, recyclable material, zero single-use polystyrene. Total 247 items
- **Health & Well-being:** Must meet quantified nutritional thresholds, such as the "Healthier Choice" logo (reduced sugar, sodium, fat) and organic. 1,586 items
- **Social Empowerment:** Sourced from verified Women-Owned Businesses (WOB) aligned with Women's Empowerment Principles (WEPs) or local farmers under specific capability-building projects 1,502 items

2025 Result: 4,095 items are merchandized and generate revenue 22,820,844,791.2 THB per year.



sustainability-choices

Link to product brochure

Sustainable Product Program (continue)

External verification of the sustainable products classification
Our classification system heavily relies on third-party verification. Product inclusion requires external certifications i.e ASC, MSC, TGO, Healthier Choice etc. Furthermore, also consolidated Sustainable Revenue KPI and the classification methodology undergo annual external assurance by an independent third-party auditor, ensuring data integrity before public disclosure.

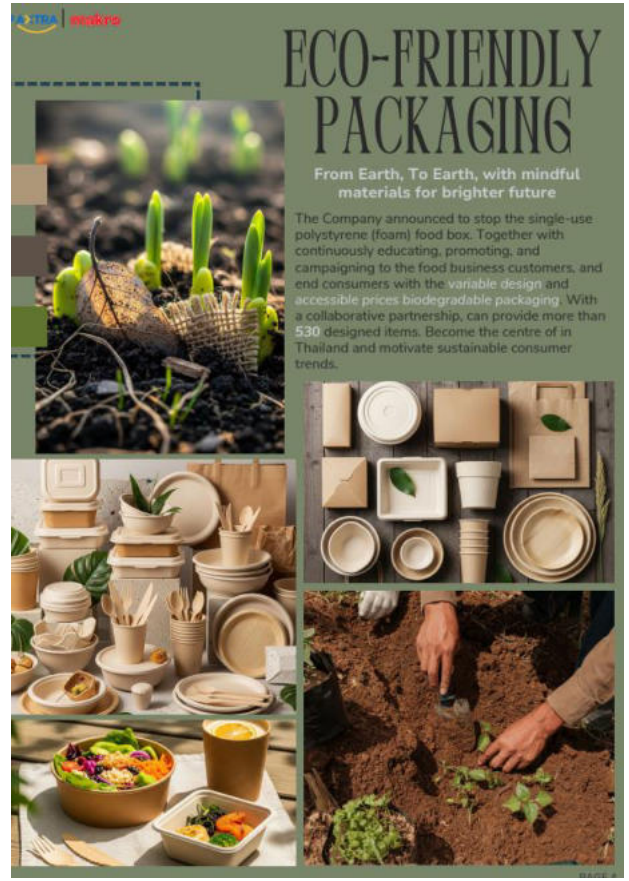
Investments (as CAPEX, OPEX)
In 2025, the company allocate dedicated OPEX **33,892.54 million THB** to promote our sustainable portfolio, including marketing investments for the "Sustainable Choices" catalog and subsidizing price parity for eco-friendly packaging (over 530 items) to encourage B2B customer transition. CAPEX **202 million THB** is continuously allocated to sourcing technology and supply chain traceability systems that verify sustainable origins. Total budget **34,094.54 million THB** per year.

R&D resources to develop sustainable products
Dedicated R&D and own brand teams are resourced to develop proprietary sustainable items. Recent outputs include the reformulation of 25 own brand products to achieve Healthier Choice status (increase 5 items from last year), the development of new 69 plant-based and alternative protein items and others 314 for specialized group of consumer i.e diet for diabetes, allergic, elderly, pregnant and lactation women, infant and children etc. Total **339 items** with **32,178,000 THB** expense for development in 2025.

Infrastructure improvements
To ensure sustainable products are maintained and distributed with optimal efficiency, we have invested in upgrading our logistics infrastructure. This includes the installation solar panel for deployment of EV trucks to reduce the lifecycle carbon footprint of our fresh and sustainable product transportation, alongside energy-efficient cold chain infrastructure to minimize food waste.

Internal training on sustainable design principles
Conduct regular capacity-building sessions for relevant team i.e QA, Buyer, Sales, Own brand marketing teams. The training covers sustainable sourcing criteria i.e ASC/MSC compliance, low carbon footprint product, circular packaging design principles, and supplier engagement guidelines, equipping them to integrate sustainability into product selection and development.

Incentives for sales staff on sustainable products
The performance incentives are linked to sustainable product sales. The B2B sales teams and store management have specific KPIs tied to driving the revenue of the "Sustainable Choices" portfolio, specifically targeting the transition of HoReCa (Hotel, Restaurant, Catering) customers from conventional and shift to eco-friendly packaging and certified sustainable products to create the demand of this product segments.



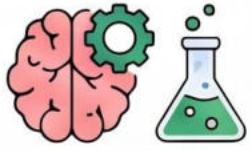
CP AXTRA SUSTAINABLE PRODUCTS PROGRAM WORKFLOW

SUSTAINABLE CHOICES PORTFOLIO



STEP 1: STRATEGY & INVESTMENT

- **Target Setting**: 70% of total sales from sustainable products by 2030
- **Investment (CAPEX/OPEX)**: Allocate dedicated funds to drive sustainable innovation



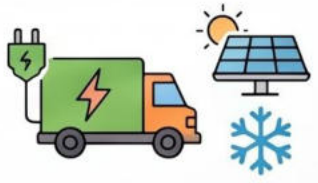
STEP 2: PRODUCT CREATION & SOURCING

- **Internal Training:** Commercial, Purchasing, and R&D teams learn sustainable design principles
- **R&D Resources:** Dedicated innovation teams reformulate Private Label (e.g., reduced sugar/sodium) and develop new sustainable lines (e.g., Piant-based)



STEP 3: SCREENING & ASSURANCE

- **Classification System:** Define products as sustainable based on quantified external banchmarks (e.g., TGD Low Carbon, Healthier Choice, WEPs, MSC/ASC certified)
- **External Verification:** Classification and Sustainable Revenue KPI verified by a third-party auditor



STEP 4: OPERATIONS & INFRASTRUCTURE

- **Infrastructure Improvements:** Upgrade logistics and cold chains (e.g., EV trucks, energy-efficient efficient storage) to produce and maintain products sustainably



STEP 6: COMMERCIALIZATION

- **Sales Training:** B2B/store teams trained on seiling the “Sustainable Choices” portfolio and catalog
- **Sales Incentives:** Tie KPIs and performance bonuses for sales staff to driving sustainable product sales volume
- **Result:** Achieve Sustainable Revenue Goals

makro | Lotus's

makro | Lotus's

Sustainable Product

Revenues	FY2022	FY2023	FY2024	FY2025
Organic products	**73,872,218**	**4,700,899,916**	**5,891,529,091.89**	**6,790,051,949.84**
Other sustainable products	**15,231,775,704.60**	**30,288,873,747.27**	**49,371,926,327.99**	**55,514,100,360.56**
- Low carbon product	-	12,590,717,209.13	29,241,888,754.88	32,693,255,569.31
- Certified Sustainability (MSC/ASC)	5,590,514,256.67	6,708,617,108.00	7,135,771,385.00	7,873,054,247.00
- Eco friendly Packaging	316,483,506.21	367,912,631.53	406,275,997.71	474,193,436.69
- Healthier Choice	8,935,562,540.67	7,561,999,436.82	9,427,294,861.72	11,466,568,382.51
- Woman Own Business	389,215,401.05	3,059,627,361.79	3,160,695,328.68	3,007,028,725.05
Total revenues from sustainable products	15,305,647,922.60	34,989,773,663.27	55,263,455,419.88	62,304,152,310.40
% of sustainable revenues	3.26%	7.14%	10.79%	11.97%

Promoting Sustainability Certified Product

Over the past year, the Company has placed strong emphasis on encouraging its supply chain to produce and deliver products that are certified under various sustainability standards. As a result, in 2025, the volume of purchases of certified products has increased, as outlined below.

Certification of Agricultural Crops

Agriculture Crop	Certification or Accreditation	% Purchased of certificated product	Amount Tons (% Weight of certificated product)	% Exposure
Palm Oil	RSPO, RSB, ISCC	100%	225,057.01 (100%)	2.17%
Soy	RTRS, Pro Terra, CRS, ISCC+	81.26%	125,454.48 (88.8%)	1.87%
Sugar	BON Sucro, Fairtrade, Vive	92.25%	171,110.67 (93.79%)	1.09%
Cacao	Fair trade, UTZ , Rainforest Alliance, Bird Friendly	42.91%	7,000.94 (70.33%)	0.51%
Coffee	IRTAC, SRP, Global G.A.P, BRC , Rainforest Alliance, UTZ, Fairtrade	33.51%	128,016.89 (13.68%)	2.86%
Cereal	GAP,FTA Gold, Global G.A.P, BRC	42.28%	282,868.56 (45.49%)	2.54%
Cotton	Fair Trade-certified cotton, BCI, GOTS, OCS, GRS, RCS , Global organic textile standard	12.34%	7,416.46 (10%)	0.44%
Tobacco	ISO 26000, ISO 14001, GOTHIATEK	77.86%	3,018.79 (93.94%)	2.88%

Note: *% Purchased of certificated product per total purchasing agricultural crops.*
% Weight of certificated product per total weight of agricultural crops
% Exposure = Purchased agricultural crops per total purchasing.

Certification of Animal Product

Animal product	Certification or Accreditation	% Purchased of certificated product	Amount Tons (% Weight of certificated product)	% Exposure
Aquaculture	ASC, G.A.P., BAP, Non-GMO, BRC, GMP	31.16%	6,406.41 (57.32%)	0.47%
Cattle	G.A.P., AAWC, BRC, GMP	20.17%	4,375.64 (6.25%)	0.53%
Dairy	G.A.P., AAWC, BRC, GMP, Fairtrade	30.87%	327,849.32 (19.12%)	3.82%
Swine	G.A.P., AAWC, BRC, GMP, Fairtrade	76.41%	169,219.84 (59.81%)	7.81%
Poultry&Egg	G.A.P., AAWC, BRC, GMP	59.35%	192,794.41 (88.37%)	6.96%
Wild fishery	MSC, MSC Chain of Custody, G.A.P., ATBF	39.31%	17,091.14 (60.66%)	1.47%

Note: *% Purchased of certificated product per total purchasing agricultural crops.*
% Weight of certificated product per total weight of agricultural crops
% Exposure = Purchased animal product per total purchasing.

Own Brand ASC & MSC Certified

"ocean gems" own brand product has 42 items which are certified by Marine Stewardship Council (MSC) and Aquaculture Stewardship Council (ASC) in the 6 product categories which are fish, crab, shellfish, shrimp, squid, and roe. In 2025 selling volume of The company own brand products are ASC MSC certified value 332.33 million THB significantly increased compared to 113.47 million THB in previous year. The increasing sales of own brand sustainable products reflect the growing trend of consumer acceptance towards certified sustainable products.

The certificate are posted on the company's website which accessible through below links
https://www.cpaxtra.com/storage/document/sustainability/asc-certificate.pdf
https://www.cpaxtra.com/storage/document/sustainability/msc-certificate.pdf



26% Selling volume of private label products are ASC MSC certified

Promoting the Animal Welfare and organic products

The company's commitment and engagement to animal product suppliers must be audited and qualified with QA and product safety criteria before trading and reassessment every 3 years to ensure the product is safe for consumers.

Not to use the antibiotics	Not to use GMO or cloned animal	Not to apply growth-hormone substance	Lab sampling in every product lot.
100%	**100%**	**100%**	**100%**

2025 Result:

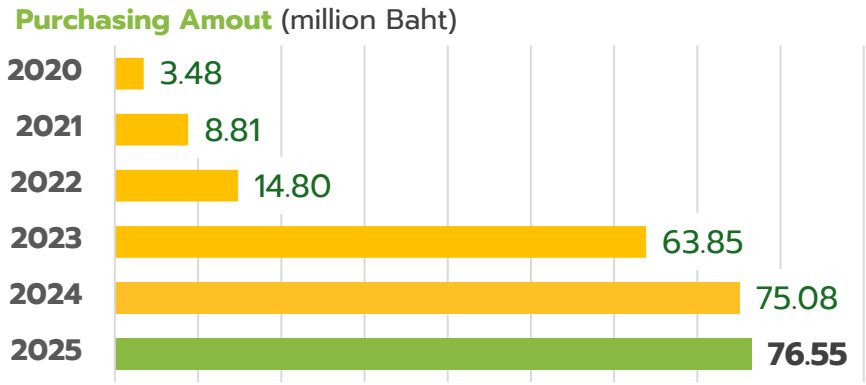
36.14% Share of organic products per total fresh food products which is increased 10.93% compared last year. (2024 = 33.82%)

Cage Free Egg Product

Collaborates with supply chain and government agencies to improve cage-free egg production, develop egg farmers, educate customers and consumers, as well as sales at all stores since 2020. In 2025, the total sales of cage free egg is **76.55** million THB which increase **0.75** million THB (2024 sales = **75.08** million THB).

2025 Result:





"Sustainable Fishery" Initiative

The Company is committed to developing sustainable seafood products by ensuring certification in accordance with internationally recognized standards, such as those of the Aquaculture Stewardship Council (ASC) and the Marine Stewardship Council (MSC). These certifications safeguard the aquatic animal supply chain, assuring consumers that the products offered originate from responsibly managed fisheries with verified quality assurance. Additionally, the certifications emphasize environmental responsibility and sustainability, with full traceability across the entire supply chain—right back to the original source of the seafood.





CERTIFIED SUSTAINABLE SEAFOOD MSC www.msc.org



FARMED RESPONSIBLY asc CERTIFIED ASC-AQUA.ORG TM

See more policies
https://www.cpaxtra.com/storage/document/sustainability/asc-certificate.pdf
https://www.cpaxtra.com/storage/document/sustainability/msc-certificate.pdf

2025 Result:

- More than **200** items certified under MSC and ASC standards.
- Purchases of certified products exceeded **7 billion baht**, representing for **44**% (increased 6%) of total seafood product purchases in 2025.

Programs to reduce water consumption

"For Better Life of High Land Farmer" Project

The "For Better Life of High Land Farmer" project directly mitigates water quantity risks by changing farming practices in water-stressed regions of central, northern and northeastern Thailand. By partnering with Department of Agricultural, University and agricultural experts, the project encourages farmers to adopt water-saving irrigation systems and plant low-water crops that are better suited for the local climate. These specific actions reduce the overall water demand for agriculture, making the participating communities more resilient to drought and water scarcity.

The project tackles water quality risks by promoting a fundamental shift in cultivation methods. It encourages farmers to transition to organic farming, which eliminates the use of chemical fertilizers and pesticides. This can prevent chemical runoff that can contaminate local water sources, transforming the agricultural practices for suppliers, farmers and communities. Ultimately, CP Axtra has supported the farmers by purchasing these products to sell in CP Axtra's upcountry stores.







2025 Result:

- **286** (makro 281 + Lotus's 5) farmers have participated program (Target 100% in 2030)

Programs to utilized water consumption (Effective water management)

“Non Khoa Model " Project

Ban Non Khwao serves as a model area for the Royal Initiative Project on Water Management for Sustainable Agricultural Development in the Northeastern region. Initiated by the Ministry of Agriculture and Cooperatives and local agencies in 2016, the project involved a transition from water-intensive rice cultivation to growing short-term vegetable crops.

In response, CP Axtra collaborated in studying and supporting the large-scale farming policy concept to complete the supply chain and produce fresh, clean, and safe agricultural products that meet consumer demands. The company has provided over 1 million baht in funding for the construction of a packing house. This support also encompasses assistance with planting and harvesting plans, the promotion of chemical-safe agriculture, and the elevation of production processes to achieve GAP (Good Agricultural Practices) certification.









2025 Result:

- **27 SKUs** , a total income of over **11,116,028.71 THB** for farmers

Programs to reduce environmental pollution

Innovation project "Sustainable packaging with banana stems"

Create quantitative benefits for society and the environment by replacing single-use plastic packaging with packaging trays made from banana stalks. It can reduce plastic waste and increase farmers income.



2025 Result:
- **1.20** tons of banana stem tray replace plastic tray
- Sale amount **3,431,430** Baht per year.

"Shelf Ready Display" Project

To address this issue at the source and promote reuse and recyclability, CP Axtra launch out the new ecofriendly initiative in 2024 by encouraging all supplier and partners to adopt the Shelf-Ready Display (SRD) which made from 100% recycled paper material and redesigned the packaging for better shelf display. Beyond its reduced the environmental impact, SRD packaging also offers the business advantage-it's easier and faster for the staff to stocking and restocking, enhances product visibility and shelf appeal also convenience for customer to pick up the products.





*Watch more videos at
https://youtu.be/Dl-HQzrIZsM?si=h5SvTNn-fxxVLBm1

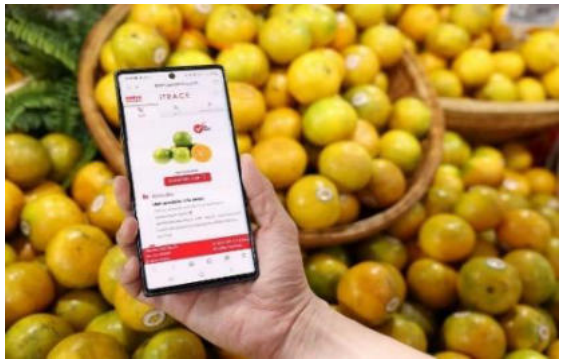
Programs to protect soil health

"Safe Oranges Save Thai Smile 12th Consecutive year" Project

The company has partnered with the Ministry of Public Health, the Ministry of Agriculture and Cooperatives, and Kasetsart University to support orange farmers in managing cultivation throughout the entire supply chain. This includes the use of bio-substances as chemical substitutes, environmentally friendly management practices, and chemical residue inspection using international ISO 17025 accredited laboratories both domestically and internationally. Furthermore, the oranges have received Good Agricultural Practices (GAP) certification, ensuring that every orange is of high quality and safe from chemical residues. Traceability is also possible through scanning the QR Code of the i-Trace system attached to the packaging or displayed at the point of sale. This initiative promotes the production of Thai oranges, creating sustainable careers and income for Thai farmers.







2025 Result:

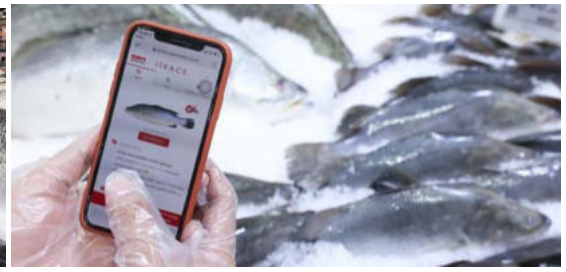
- Over **60** farmers participated covering an area of **23,000** rai across a total of **7** provinces.
- Totaling support agriculture of **8,400** tons per year.

Programs to prevent the destruction of ecosystems

“ Do not catch, do not buy, and do not sell - juvenile marine animals "

The company emphasizes sustainable sourcing, in collaboration with makro and Lotus, by announcing the policy of "Do not catch, do not buy, and do not sell juvenile marine animals" in every store. The objective is to promote the conservation of juvenile marine animals, which is fundamental of food chain in nature. The measures are communicated to all relevant partners, starting from the proper sourcing, defining & inspect the size and species, equipment, and fishing methods, ensuring no adverse impact on the environment. Additionally, the company is providing training and raising awareness among supplier, producers, traders, and fishing groups throughout its supply chain. Altogether, actively collaborating with government. This initiative aims to drive behavioural changes to the sustainable fishery.





https://www.youtube.com/watch?v=PRJ15TVRJKg

"Sustainable Tuna-Sourcing" Project

The Company prioritizes sustainable sourcing for raw materials and products related to tuna. The selected tuna must not belong to endangered species or red list, as per the International Union for Conservation of Nature (IUCN) guidelines. The company verifies the sources, tuna species, and fishing methods, ensuring they have no adverse impact on the environment. Additionally, the company checks with its partners to ensure compliance with human rights, labor practices, and occupational health & safety regulations for workers. The commitment covers 100% of the products in this category under the company's trademark. The policy is publicly post on website: https://www.cpaxtra.com/en/sustainability/sustainability-policy-and-guidelines



Programs to reduce GHG emissions

“Low Carbon Rice” Project

The company recognizes the importance of developing the domestic agricultural supply chain and has integrated collaboration across multiple sectors—including farmers, agricultural and environmental experts, rice producer groups, Nakornluang Rice Mill, and retail branches—to drive the “Low-Carbon Rice” pilot project in Kamphaeng Phet Province. This initiative adopts the Alternate Wetting and Drying (AWD) process that can reduce GHG Emission.

This initiative involves producing and processing rice using methods and technologies that help reduce greenhouse gas emissions, such as alternate wetting and drying (AWD), using organic fertilizers instead of chemical ones, efficient water management, and proper handling of agricultural waste (e.g., avoiding open burning of rice straw). The project aims to mitigate climate change impacts, meet the growing demand of environmentally conscious consumers (Green Consumers), add value to target the premium rice market, and prepare for international regulations and trade measures that increasingly link greenhouse gas emissions to market access. The initiative aims to mitigate climate change impacts, respond to the growing demand of environmentally conscious consumers, add value to target premium rice markets, and prepare stakeholders for international regulations linking greenhouse gas emissions to market access.





Example of Agricultural Value Chain Development Programs

"CP AXTRA Teams Up with Food and Drugs Administration (FDA) To Elevate Food Safety and Build Consumer Trust"

CP Axtra organized a seminar with business partners, suppliers, importers, and fresh food producers to elevate and strengthen food safety standards, aiming to build "Safe Food Standards for Consumer Confidence." Representatives from the Thai Food and Drug Administration (FDA) provided guidance on establishing end-to-end product quality management processes. Additionally, experts from AMARC, an internationally certified laboratory, shared knowledge on testing for chemical residues in fruits and vegetables. The initiative aims to enhance food safety standards for both locally produced and imported fresh foods, reinforcing CP Axtra's position as a leader in the fresh food industry.

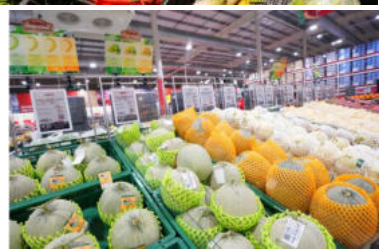












Example of Agricultural Value Chain Development Programs

“CP Axtra Partners with Surin Agencies to Elevate Local Agriculture and Expand Modern Trade Access”

CP Axtra, in collaboration with the Surin Provincial Agriculture and Cooperatives Office, recently provided knowledge and guidance to the "Chantakarn Mixed Farming and Processing Community Enterprise" at Ban Khok Ja in Tha Sawang Subdistrict, Mueang District, Surin Province. The initiative focused on educating local farmers on agricultural product standards, the development of packing houses, and strategies for connecting their yields to modern trade markets. The ultimate goal is to upgrade local agricultural production capabilities and facilitate the direct purchase of produce from the farmers. This collaborative effort was jointly driven by several local officials and agencies, including the Kamnan (Subdistrict Headman) of Tha Sawang, along with representatives from the Surin Provincial Agriculture Office, the Surin Provincial Public Health Office, the Tha Sawang Subdistrict Administrative Organization (SAO), and the local Health Promotion Hospital.









Responsible Supply Chain Development: Environmental Aspects and Supplier Code of Conduct

The Company prioritizes sustainable supply chain management. On July 14, 2025, the Company hosted a seminar for suppliers titled "Business Development Towards a Low-Carbon Supply Chain," featuring insights from Dr. Jutharat Pattanatorn, Senior Director, along with experts from various sectors. The event also included training on the Supplier Code of Conduct to raise awareness of business responsibilities toward communities, society, the environment, and the nation.



2025 Result:

- **3,646** Suppliers **(100 %)** have acknowledged the Supplier Code of Conduct.

** Based on total suppliers included New suppliers have signed on both CPAXTRA's COC and Lotus's COC*

About This Report, GRI Data & Content Index and Independent Assurance Statement Link to attachment: https://www.cpaxtra.com/storage/document/sustainability-reports/2025/sustainability-performance-report-en.pdf Or (click here)

LRQA Independent Assurance Statement

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

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

Terms of Engagement

LRQA (Thailand) Limited (LRQA) was commissioned by CP Axtra Public Company Limited (CP Axtra) to provide independent assurance on its Sustainability Report 2025 "the report" against the assurance criteria below to a moderate level of assurance and at the materiality of the professional judgement of the verifier, using AccountAbility's AA1000AS v3, where the scope was a Type 2 engagement.

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

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

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

LRQA's responsibility is only to CP Axtra. LRQA disclaims any liability or responsibility to others as explained in the end footnote. CP Axtra's responsibility is for collecting, aggregating, analysing and presenting all the data and information within the report and for maintaining effective internal controls over the systems from which the report is derived. Ultimately, the report has been approved by, and remains the responsibility of CP Axtra.

LRQA's Opinion

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

- Met the requirements above.
- Disclosed reliable performance data and information for the selected indicators as no errors or omissions were detected.
- Covered all the issues that are important to the stakeholders and readers of this report.

The opinion expressed is formed on the basis of a moderate level of assurance and at the materiality of the professional judgement of the verifier.

Note: The extent of evidence-gathering for a moderate level of assurance engagement is less than for a high level of assurance engagement. Moderate assurance engagements focus on aggregated data rather than physically checking source data at sites. Consequently, the level of assurance obtained in a moderate assurance engagement is substantially lower than the assurance that would have been obtained had a high assurance engagement been performed.

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

LRQA's approach

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

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

Observations

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

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

LRQA's standards, competence and independence

LRQA ensures the selection of appropriately qualified individuals based on their qualifications, training and experience. The outcome of all verification and certification assessments is then internally reviewed by senior management to ensure that the approach applied is rigorous and transparent.

This verification is the only works undertaken by LRQA for CP Axtra and as such does not compromise our independence or impartiality.

Dated: 20 February 2026

Opart Charuratana
LRQA Lead Verifier
On behalf of LRQA (Thailand) Limited
No. 252/123 (C), Muang Thai – Phatra Complex Tower B.
26th floor, Ratchadaphisek Road., HuayKwang, Bangkok, 10310, THAILAND
LRQA reference: BGK00001274

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