

CENTRAL**RETAIL**

Leading  
**EXCELLENCE,**  
Advancing  
**SUSTAINABILITY**

Materiality Metrics for Enterprise  
Value Creation and External Stakeholders



# Materiality Metrics for Enterprise Value Creation

To uphold fairness and consistency in compensation management, Board of Directors / Nomination and Remuneration Committee evaluates the performance of the CEO/President and Executives based on the company's operational outcomes. The CEO/President and Executives are accountable for overseeing the Company's sustainability performance, guided by clearly defined targets across three key dimensions which include environmental, social, and governance (ESG). To ensure effective implementation, each business unit is empowered to develop its own action plans aligned with corporate sustainability goals, with progress monitored through corresponding key performance indicators (KPIs). This assessment ensures accuracy, impartiality, and reasonable uniformity across various departments. The Committee will recommend appropriate remuneration for the CEO/President and Executives, which is then submitted to the Board of Directors / Nomination and Remuneration Committee for approval. This process takes into account the following Key Performance Indicators (KPIs) aligned with ESG principles:

Material Issue	Executive KPI	Target	Progress Against Target
Climate Change	<p><b>Property Business Category CEO</b></p> <ul style="list-style-type: none"> <li>• Driving sustainability projects aligned with ESG principles which include increasing renewable energy capacity (e.g., solar rooftops – MWp), implementing ESS (Energy Storage Systems), CPMS (Centralized Power Management System), and EMIS (Energy Monitoring Information System), promoting water reuse and improve waste management, installing EV charging stations in all malls, and conducting tree planting activities.</li> <li>• Promoting mindset change and encourage sharing of green ideas among employees.</li> <li>• Supporting local communities through income generation, education, and occupational development.</li> <li>• Exploring and piloting future sustainability models by installing ESS in all branches which include developing and implement Solar PV wall systems, utilizing wind energy as an alternative source, procuring renewable energy at a more competitive cost.</li> </ul>	<p>30% greenhouse gas emissions reduction (scope 1 and 2) compared to the base year of 2023 by 2028</p>	<ul style="list-style-type: none"> <li>• Increasing the use of renewable energy by adding 14.02 MWp by 2025</li> <li>• Installing additional CPMS, EMIS and HVAC for 13 malls by 2025</li> <li>• Applying the study of water reused management for additional 15 malls by 2025</li> </ul>

# Materiality Metrics for Enterprise Value Creation

Material Issue	Executive KPI	Target	Progress Against Target
Community Contribution	<b>Food Business Category CEO</b> <ul style="list-style-type: none"> <li>Supporting creating-shared values (CSV) projects that generate income for communities by sourcing local products to be sold in the department stores operated under the food business category</li> <li>Expanding the Jing Jai Farmer’s Market program as the main initiative to increase income for communities</li> </ul>	Generating community income of 380 million THB per year by 2028	282 million THB in 2024
Human Resource Management	<b>Chief People Officer (CPO)</b> <ul style="list-style-type: none"> <li>Driving sustainability throughout the Company through top-down approach by prioritizing on providing comprehensive sustainability training program for all management-level employees.</li> </ul>	Sustainability training program for 100% of management-level employees by 2030	Sustainability training for 58% of management-level employees in 2024

# Materiality Metrics for External Stakeholders

**Material Issue:** Climate Change

**Type of Impact Assessed:** Both positive and negative

**Cause of the Impact:** Operations, Products/Services, Supply Chain, >50% of business activity

**External Stakeholders Affected:** Environment, Society, Consumers/End-users, Supply chain

Output Metrics	Type of Impact	Output Valuation (2024)	Impact Metric	Impact Valuation (2024)	Reference
Amount of greenhouse gas (GHG) emissions mitigated	Positive	<b>Energy reduction from Solar Rooftop Installation</b> 166,592 MWh or 83,280 tCO <sub>2</sub> e	<b>Social cost of carbon in 2024 (3% discount rate)</b> USD 55 per tCO <sub>2</sub> e	<b>Social cost of carbon avoided from GHG mitigation</b> USD 16,183,255 or THB 546,207,512.81	<ul style="list-style-type: none"> <li>• <a href="https://iris.thegiin.org/metric/5.3/oi5951/">https://iris.thegiin.org/metric/5.3/oi5951/</a></li> <li>• The Social Cost of Carbon (SCC): Interagency Working Group - IWG. (2021) (<a href="https://www.energy.gov/sites/default/files/2023-04/57.%20Social%20Cost%20of%20Carbon%202021.pdf">https://www.energy.gov/sites/default/files/2023-04/57.%20Social%20Cost%20of%20Carbon%202021.pdf</a>)</li> </ul>
		<b>Energy reduction from chiller plant management system (CPMS) and energy management information system (EMIS)</b> 2,710 MWh or 1,355 tCO <sub>2</sub> e			
		<b>Energy reduction from encouraging employees to utilize stairways instead of elevators, and shutting down some elevators</b> 50 MWh or 25 tCO <sub>2</sub> e			
		<b>Energy reduction from installed a free air-cooling system</b> 257,154 MWh or 53,249 tCO <sub>2</sub> e			
		<b>Energy reduction from installed an inverter stabilizer</b> 746,567 MWh or 154,592 tCO <sub>2</sub> e			
		<b>Fuel reduction from sustainable transportation and logistics</b> 661,806 liters per year or 1,740 tCO <sub>2</sub> e			
		<b>Total GHG emissions mitigated</b> 294,241 tCO <sub>2</sub> e			

# Materiality Metrics for External Stakeholders

**Material Issue:** Climate Change

**Type of Impact Assessed:** Both positive and negative

**Cause of the Impact:** Operations, Products/Services, Supply Chain, >50% of business activity

**External Stakeholders Affected:** Environment, Society, Consumers/End-users, Supply chain

Output Metrics	Type of Impact	Output Valuation (2024)	Impact Metric	Impact Valuation (2024)	Reference
Amount of greenhouse gas (GHG) emissions mitigated	Negative	<b>GHG emission in 2024 (Scope 1 and 2)</b> 704,435 tCO <sub>2</sub> e	<b>Social cost of carbon in 2024 (3% discount rate)</b> USD 55 per tCO <sub>2</sub> e	<b>Social cost of carbon emission</b> USD 38,744,925 or THB 1,308,003,426.40	<ul style="list-style-type: none"> <li>• <a href="https://iris.thegiin.org/">https://iris.thegiin.org/</a></li> <li>• The Social Cost of Carbon (SCC): Interagency Working Group - IWG. (2021) (<a href="https://www.energy.gov/sites/default/files/2023-04/57.%20Social%20Cost%20of%20Carbon%202021.pdf">https://www.energy.gov/sites/default/files/2023-04/57.%20Social%20Cost%20of%20Carbon%202021.pdf</a>)</li> </ul>

# Materiality Metrics for External Stakeholders

**Material Issue:** Community Contribution

**Type of Impact Assessed:** Both positive and negative

**Cause of the Impact:** Operations, Products/Services, Supply Chain, >50% of business activity

**External Stakeholders Affected:** Environment, Society, Consumers/End-users, Supply chain

Output Metrics	Type of Impact	Output Valuation (2024)	Impact Metric	Impact Valuation (2024)	Reference
Payment for activities that benefit local community	Positive	<b>Total community and social support</b> THB 91,686,754	<b>Income generation for households/communities</b>	<b>Income generation for households/communities through Jing Jai Farmer's Market</b> THB 246 million amongst 11,525 households	<ul style="list-style-type: none"> <li>• <a href="https://iris.thegiin.org/metrics/">https://iris.thegiin.org/metrics/</a>: PI9624 – Households Served: Total</li> </ul>
		<b>Share of community and social investment</b> 43.7%			
		<b>Community and social investment</b> THB 40,111,172			
	Negative	<b>Energy Use from the activities</b> 2,932.76 MWh or 1,466.09 tCO <sub>2</sub> eq	<b>Energy Use - Social cost of carbon</b> USD 55 per tCO <sub>2</sub> eq	<b>Energy use - Social cost of carbon through Jing Jai Farmer's Market</b> USD 80,634.81 or THB 2,721,537.85	<ul style="list-style-type: none"> <li>• <a href="https://iris.thegiin.org/">https://iris.thegiin.org/</a></li> <li>• The Social Cost of Carbon (SCC): Interagency Working Group - IWG. (2021) (<a href="https://www.energy.gov/sites/default/files/2023-04/57.20Social%20Cost%20of%20Carbon%202021.pdf">https://www.energy.gov/sites/default/files/2023-04/57.20Social%20Cost%20of%20Carbon%202021.pdf</a>)</li> </ul>
		<b>Waste Generation from the activities</b> 1,168 tons or 2,709.76 tCO <sub>2</sub> eq			



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