

# CENTRAL RETAIL

## SUSTAINABILITY

### REPORT 2020

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# Message from Chairman of the Board of Directors

Central Retail is the country's leading retailer for more than 73 years. We are committed to becoming a role model for sustainable retail and service businesses from internally to externally under 3 major concepts - focus on long-term results, give priority to public interest over self-interest, and determine to embody quality over quantity. The heart of business from now on is creating shared values (CSV) with all stakeholders to achieve sustainable growth by adhering to environmental, social, and governance (ESG) central factors in driving our business.

Our scope of operations has been clearly determined according to the 17 Sustainable Development Goals of the United Nations (SDGs) with emphasis on 4 major aspects that can lead to lifestyle and well-being changes of the people and the community, namely 1) PEOPLE 2) PROSPERITY 3) PLANET 4) PEACE & PARTNERSHIPS. With an aim to be the top retailer in parallel with robust growth and people in the long run, Central Retail has promoted an integration between sustainability and business process throughout 2020 and further in 2021 by dividing into different projects in a concrete manner according to the principles of Environment, Social and Governance (ESG).

The key projects included the use of resources and business knowledge and expertise which are built upon to create mutual value and benefits for the

community by emphasizing the development of well-being of the community and persons with disabilities, the educational support, and the income generation for the community, e.g. the partnership school project conducted with the Vocational Education Institution to produce students whose qualifications respond to the market needs, the promotion of occupations for the persons with disabilities to expand equal opportunities to everyone by establishing the Contact Center with the Redemptorist Foundation for People with Disabilities to develop the persons with disabilities. Moreover, Central Retail conducted the income generation project for the community through the development of local products and supported funds for the farmers and villagers, from the origin to the destination in a sustainable manner, e.g. the Farmer's Market project that offered sales areas for community products inside Central Group's department stores, the Say No to Plastic Bags project as well as the community arts and cultural promotion project such as the improvement of the Na Muen Sri Community's Textile Museum in Trang Province, which has become a conservative tourist attraction to attract the number of tourists and develop the community's economy. In addition, amid the COVID-19 crisis, Central Retail cooperated and strictly performed according to the government's public health policy by keeping cleanliness, safety, and occupational health of employees and customers at the heart of its operations as well as maintained employment of more than 19 million labors, especially, in retail and service sectors.

Meanwhile, we laid a sustainable business foundation by ensuring the most efficient supply chain management, monitored suppliers to comply

with relevant rules and regulations and supported supply chain operations to be accountable and transparent, and recognized customer satisfaction and pleasant customer experience as well as the development of innovation and technology facilitating various activities. Central Retail is determined to operate business with good corporate governance. In 2020, the Company elevated its corporate governance system in different areas to ensure more consistency with the international principles, for example, the appointment of the sub-committee, e.g. the Corporate Governance and Sustainability Committee, to develop corporate governance and sustainable operations, the establishment of a Compliance Unit to oversee personnel and internal units of the Company to ensure their compliance with relevant rules and regulations and consistency with the principles of good corporate governance. The Board of Directors also resolved to approve that the Company shall start carrying out operations to join Thailand's Private Sector Collective Action Coalition Against Corruption (CAC) by assigning the Audit Committee to be responsible for such matter. It is expected that the Company will be able to declare an intent to join the project in 2021.

From now on, Central Retail will continue to provide assistance to the society, uplift the quality of the environment, and increase management efficiency by focusing on sustainable corporate governance principles as well as build upon on more results both in terms of quantity and quality continuously.



**Dr. Prasarn Trairatvorakul**

Chairman of the Board of Directors



**Mr. Yol Phokasub**

Chief Executive Officer

# Message from Chief Executive Officer

2020 was a challenging year for the Company's operations inevitably affected by the Coronavirus Disease 2019 (COVID-19) pandemic. Over the past year, the Company emphasized and gave priority to health and safety of customers, employees, suppliers, and communities by strictly implementing preventive health-control measures in all the Company's business premises and office in the early stage of the outbreak to reduce the transmission of the virus, and complying with the government's disease control measures. The Company temporarily closed non-food stores in Thailand, Vietnam, and Italy at the end of March to mid-May, thus causing a sharp decline in revenue in the second quarter.

However, with its commitment to delivering consistently great customer service and shopping experience, the Company turned crisis into opportunity by stepping up our capabilities of omnichannel platforms pioneered by the Company since the past three years, rolling out new sales channels and new types of services, e.g. Call & Shop, Chat & Shop, social commerce channels, and Drive Thru pick up services to provide customers a convenient and worry-free shopping experience and adopt new retail business trends to satisfy the customer's needs. Meanwhile, the Company operated business with due care while adapting itself by cutting operating costs and expenses to ensure continuous efficiency, maintaining liquidity and profitability, and

continuing investments for the Company's long-term growth, for instance, store and property expansion and renovation both in Thailand and overseas, investments in personnel skill development, technology, and continued seeking partnership with alliances in fulfillment of the Company's strategies.

For the Company's 2020 operating results, the Company recorded total revenue of 194,311 million Baht, decreased by 13 percent, and net profit of 341 million Baht, decreased by 97 percent from 2019 operating results. Despite the overall decline in operating results, the Company v-shaped its business adaptation since the third and fourth quarters, thus resulting in the rapid recovery in operating results in the third quarter and profits similar to the period before the occurrence of COVID-19 pandemic.

Adaptability and resilience are two key success factors that lie at the heart of the Company that have contributed to crisis survival and robust business continuity. The COVID-19 pandemic situation can prove that the Company has a corporate culture for change readiness and quick adaptability, that all employees have exerted their maximum efforts, and that robust business platforms are in place amid the crisis which can still respond to the changing customer's needs and create new experiences while

having good Central Retail Ecosystem and receiving great support from the customers and business alliances. Moreover, with its commitment to providing assistance to the communities, farmers, and SMEs amid the COVID-19 pandemic, the Company provided free sales areas nationwide and online sales channels, increased purchase volumes of agricultural products and community products as well as added new sales areas at all branches of Tops, Central Food Hall, and Jing Jai Farmers' Market.

From now on, we are in the midst of an era of uncertainty. There are still many challenges facing the retail business in 2021, however, our purpose to respond to the customer needs at our best and to become a Central to Life of all stakeholders, remains unchanged. We believe that our strengths in Central Retail & Service Platform and strategies can lead to continuous and long-term business growth.

I would like to take this opportunity to express my sincere gratitude to all employees for their hard work and dedication to achieve great success at their best as well as all stakeholders, shareholders, alliances, suppliers, and customers. We are still keeping up with all changes in a timely manner for the utmost benefits of all stakeholders and the Company's sustainable growth.



About

# Highlight Sustainability Performance 2020

## Central Retail Corporation Public Company Limited

The Company operates sustainable development throughout the organization, covering the social and environment aspects continuously within the framework of sustainable development. The four main areas are:



**People**  
Well-being of People



**Prosperity**  
Sustainable Economic Growth



**Planet**  
Environmental Quality



**Peace and Partnerships**  
Peace, Arts, Culture and  
Cooperation

By setting directions and operational goals in line with the 17 United Nations Sustainable Development Goals (SDGs) to drive capacity of the organization, promoting well-being of the community and society, along with caring for the environment with outstanding progress.



People

# Well-being of People

The Company commits to selling products that meet quality standards, have nutritional value and promoting products that are healthy and safe for consumers. The Company also aims to develop skills, as well as promoting the well-being of the organization's personnel and contractors to increase competitiveness in business.

## Notable projects

- Omnichannel Commerce Program (OCP)
- Leadership Development Program
- Dual Vocational Education
- Employment of People with Disabilities
- COVID-19 Insurance Scheme for Employees
- Employee Joint Investment Program (EJIP)
- "Healthiful" Health & Wellness store
- Product Quality Traceability System



**13** million baht  
of financial support  
in scholarships through the  
Bilateral Scholarship Program

Covid-19 insurances  
were given to over

**80,000** employees  
of Central Group of Companies, which  
included Central Retail's employees

**303** people  
with disabilities are employed  
as permanent employees



Prosperity

## Sustainable Economic Growth

The Company adheres to the principles of good governance and code of conduct, under the transparency and accountability to fight all forms of corruption. The Company is responsible for the interests of all shareholders and stakeholders. The Company keeps up with the changes in the world through the development of innovations and new technologies for business adaptation and operation of the organization, while also creates attractiveness to investors. In addition, the Company aims to manage cybersecurity and protect customer data to build credibility that meets the expectations.

### Notable projects

- C-Coin
- Facial Recognition and Temperature Checking Technology
- Omnichannel Marketing Strategy
- Central Application
- Hiring Cybersecurity Specialists
- Transit Time Booking System

Established

## Central Tech Retail Lab

**4** Innovative Projects that are publicly available

**98%** of employees participated in the corporate ethics test and passed all tests

**10%** of total net sales of the Company were from total omnichannel sales as of 31 December 2020







## Planet

# Environmental Quality

The Company commits to solving environmental problems under the principles of "Circular Economy" for sustainable management of natural resources through maximizing the use of resources and promoting the project to reduce waste to zero, as well as sustainable procurement processes throughout the supply chain. This includes the project to conserve energy and reduce the impact of climate change through the "CENTRAL RETAIL Love the Earth" campaign that focuses on improving quality and caring for the environment.

**CENTRAL RETAIL**  
**love the earth**

## Notable projects

- Solar Rooftop Systems Installation Project
- Electric Vehicle (EV) Charging Station Installation Project
- Forest Restoration Project
- Samui Zero Waste Model
- Say No to Plastic Project
- Aprons Made with Recycled Plastic Bottles Project
- Promotion of Organic Products and OTOP Products
- Phu Chee Duen Coffee Project
- Food Surplus Management Project
- Say No to Plastic Project



Reduced

# 39,353

 tons of carbon dioxide per rai

which is the equivalent to greenhouse gas emissions that is turned into oxygen by 1,033 acres of forest for 10 years.

Generated

# 173

 million baht

income for society from reforestation

Reduced the use of

# 236

 million plastic bags

29 tons of organic waste proceeded to bio-composting process

Reused and recycled

# 518,447

 plastic bags





# Peace, Arts, Culture and Cooperation

The Company cooperates with organizations and outside agencies, including business partners and local communities, to focus on local economic development. We help build careers through the development of community products stemming from local wisdom, culture and traditions, which these products are then sold in our stores and department stores. The Company promotes cultural tourism at the community level to generate income for the community under the operation of the "Central Tham"

## CENTRALTHAM



### Notable projects

- Mae Tha Organic Living and Sustainable Tourism
- Moo Yai Ruam Jai Pattana Melon Community Enterprise
- Na Muen Sri Textile Community Learning Center
- Jing Jai Farmers' Market
- OCOP Product Week, Quang Ninh Province
- Weekend Farmers' Market

Support the development of local communities in

**44**

Provinces

More than

**100,000**

household participants in the program

Enhance the quality of life of more than

**500,000**

People

Generating more than

**1,200** million THB

of income to the community

Open

**23** Jing Jai Farmers' Market

across the country to help farmers

# Awards and Recognitions 2020



## 01

Given the **"Outstanding Disability Employer 2020"** award on International Day of Persons with Disabilities from the Minister of Social Development and Human Security.

## 02

Robinson and Central Marketing Group (CMG) were selected as **"Best Employers Awards Thailand 2020"** for two consecutive years from the project organized by Kincentric Thailand Co., Ltd. to find the best employers.



## 03

Vietnam's group of companies was selected as **"Outstanding Company in Business Development for Sustainability"** at the **"Media and Enterprises join effort to the growth of the country"** seminar held by the Vietnam Journalists Association.





## 04

A company within the Central Retail in Vietnam was named “Outstanding Company for Social Contribution and Sustainable Community Development” at **Saigon Times CSR 2020**. A subsidiary company was also awarded “**Outstanding Company for Labor Relations and Welfare 2020**” at the national level from the Department of Labour Protection and Welfare.

## 05

The company was awarded with “**Excellent Corporate Social Responsibility for the 10th consecutive year, Platinum Level 2020**” from the American Chamber of Commerce of Thailand at the **2020 AMCHAM CSR Excellence Recognition Awards** event.



## 06

Tops Thailand received 2020’s “**Best Brand Performance on Social Media**” award for the retail sector (Hypermarket & Supermarket) at Thailand Social Awards.



# 07

Central Food Retail received  
**“PLMA’s 2020 International: Salute to Excellence Awards”**  
 in three categories for private label products from PLMA



# 08

Vietnam's group of companies received  
**“Outstanding Award for Promoting and Supporting Community Products in Vietnam”**  
 from the Ministry of Industry and Trade  
 at the ‘Made in Vietnam’ event in October 2020.



# 09

**“LivingHouse: Co-Living & Eating Space”**  
 department at Central Department Store  
 at CentralWorld received the “The 2020  
 GIA Global Honoree for Excellence in Retail”  
 at the 2020 GIA Awards held in the USA.





# About Central Retail

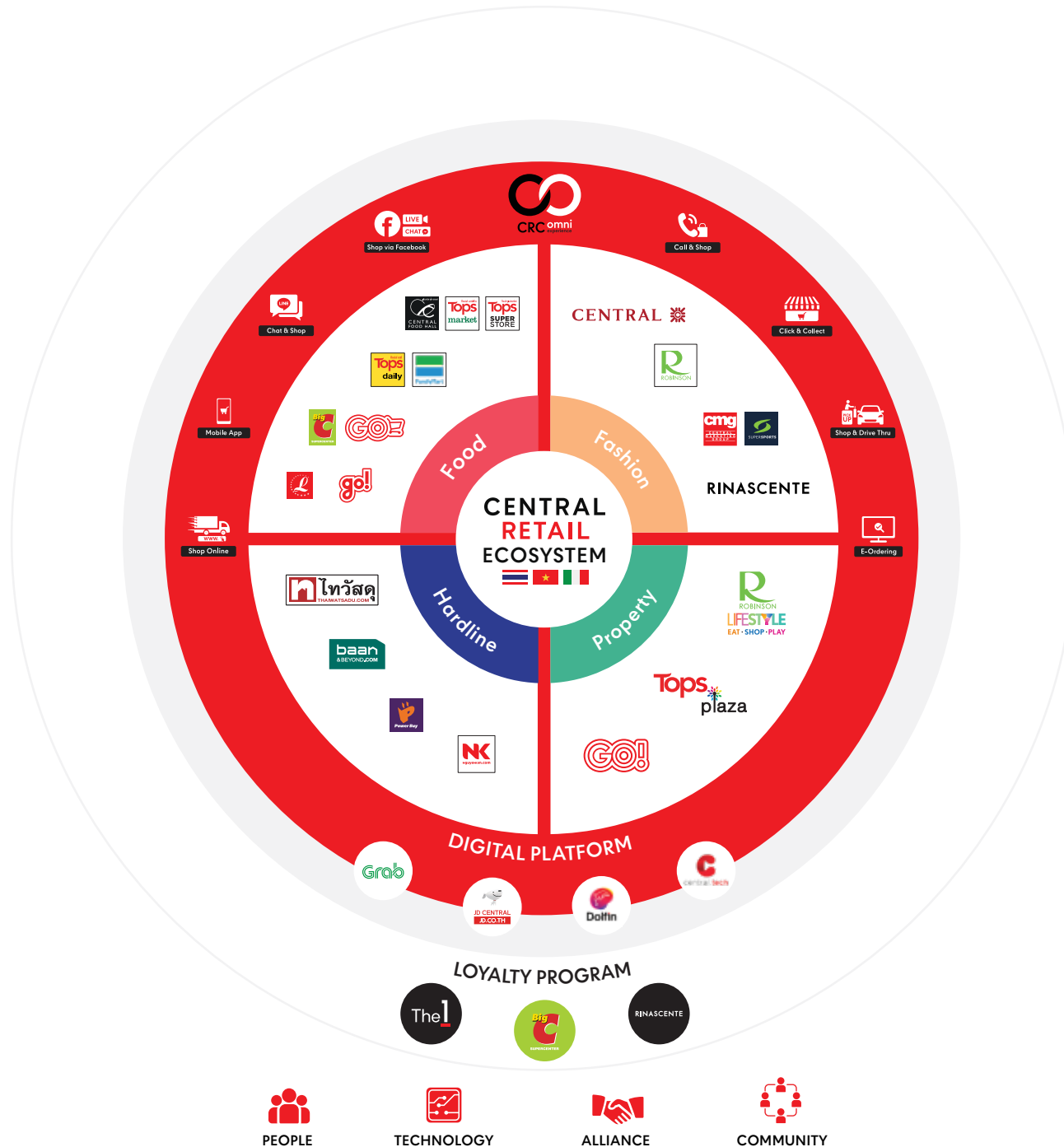
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The Company is a leader in retail business that aims for excellence in creating satisfaction and the best experience for customers. It comprises the Food Segment, Fashion Segment, Hardline Segment, and Property Segment. The Company also operates businesses in Thailand, Vietnam, and Italy. In 2020, the Company had a strategy to focus on expanding its business by developing a diversified and comprehensive distribution channel through the Omnichannel platform in order to meet the needs of the customer base from all population groups.

Behind the success of every segment within the retail business, the name “Central” has always been present for the past 70 years. This is because we have always put our customers wants and needs at the core of our business and given them the best experience possible.



# Central Retail Ecosystem



# Multi Category

01



## Food Segment

Central to Everyday **Consumption**



Keeping up with food trends and changing tastes, Central Retail offers an extensive range of groceries and consumer goods under retail banners Central Food Hall, Tops, FamilyMart, Big C / GO! Vietnam, Lanchi Mart, and go!.

02



## Fashion Segment

Central to Everyday **Style**



Within fashion segment, Central Retail's retail banners house an extensive range of products, from world renowned luxury brands to everyday labels. Customers can complete all their fashion needs at the store, including Central Department Store, Robinson Department Store, Supersports, and Central Marketing Group, and Rinascente.

03



## Hardline Segment

Central to Everyday **Living**



Central Retail serves your home improvement needs. Hardline segment carries electronics, construction materials and DIY products under retail banners Thai Watsadu, Baan & Beyond, Power Buy, and Nguyen Kim.

04



## Property Segment

Central to Everyday **Life**

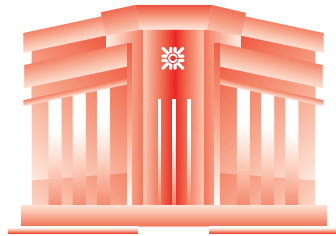


Central Retail oversees property management under retail banners Robinson Lifestyle Center, Tops Plaza, and Big C / GO! Vietnam.

## Multi Format

### Physical Platform (Offline)

### Digital Platform (Omnichannel)



Department Store



Specialty Store



Brandshop



Supermarket



Hypermarket



Convenience Store



Retail Plaza



Sales Counter



Webstore



Mobile Application



Social Commerce

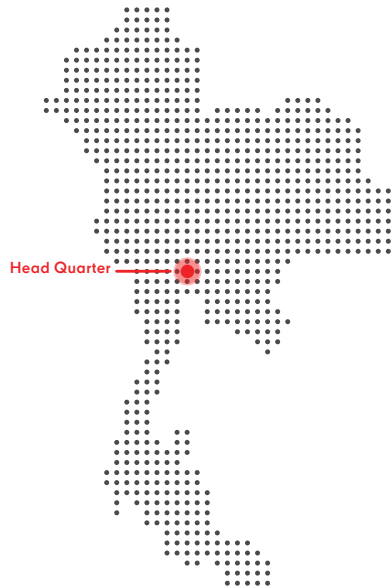


e-Ordering



# Multi Market

## Thailand



**55** Provinces

**1,898** Stores

**2,688,872**  
Total Net Selling Space (sq.m.)

## Vietnam



**38** Provinces

**124** Stores

**316,615**  
Total Net Selling Space (sq.m.)

## Italy



**8** Cities

**9** Stores

**62,251**  
Total Net Selling Space (sq.m.)

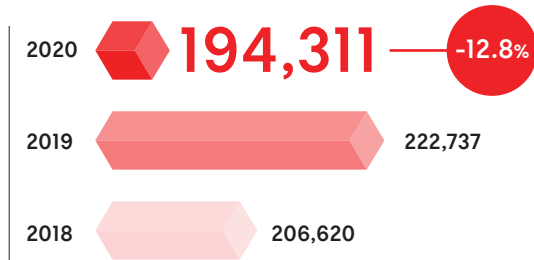
INFORMATION AS OF 31 DECEMBER 2020

NOTE: CENTRAL RETAIL ALSO HAS 7 BRANDSHOPS IN MALAYSIA.

## Financial Highlights

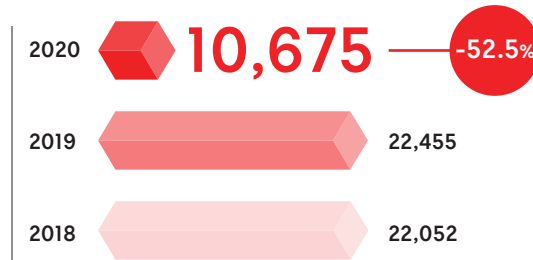
### Total Revenue

(THB million)



### EBITDA

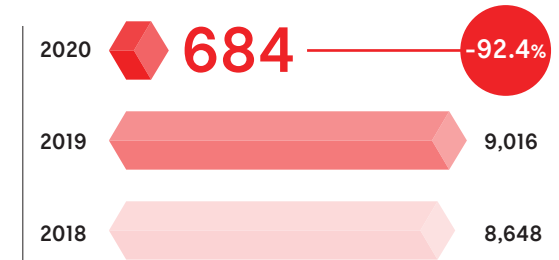
(THB million)



Note: EBITDA reported on normalized basis and excluded Thai Financial Reporting Standards ("TFRS") 9 and 16.

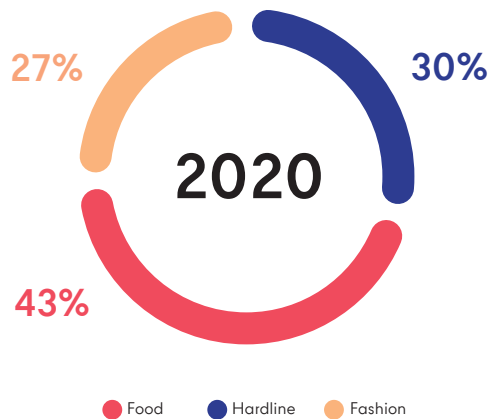
### Net Profit

(THB million)

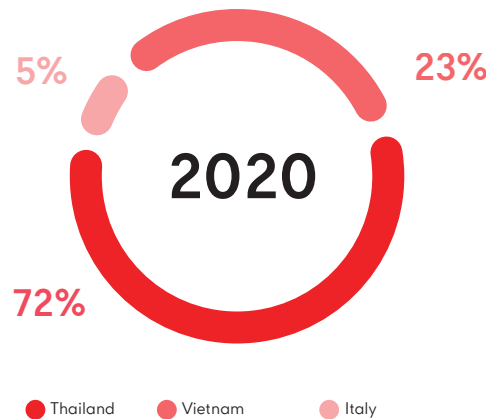


Note: Net profit reported on normalized basis and excluded Thai Financial Reporting Standards ("TFRS") 9 and 16.

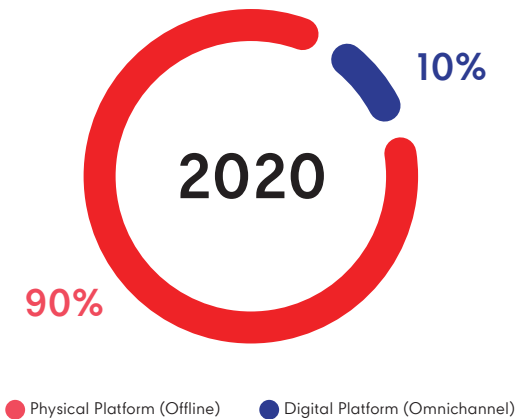
### Sales Contribution by Segment



### Sales Contribution by Country

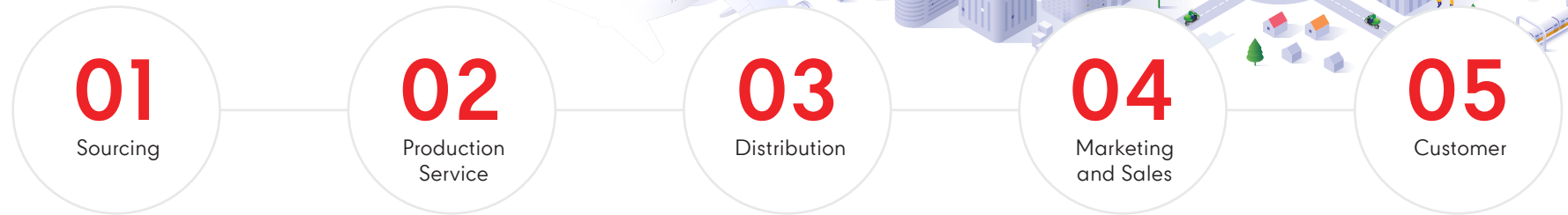
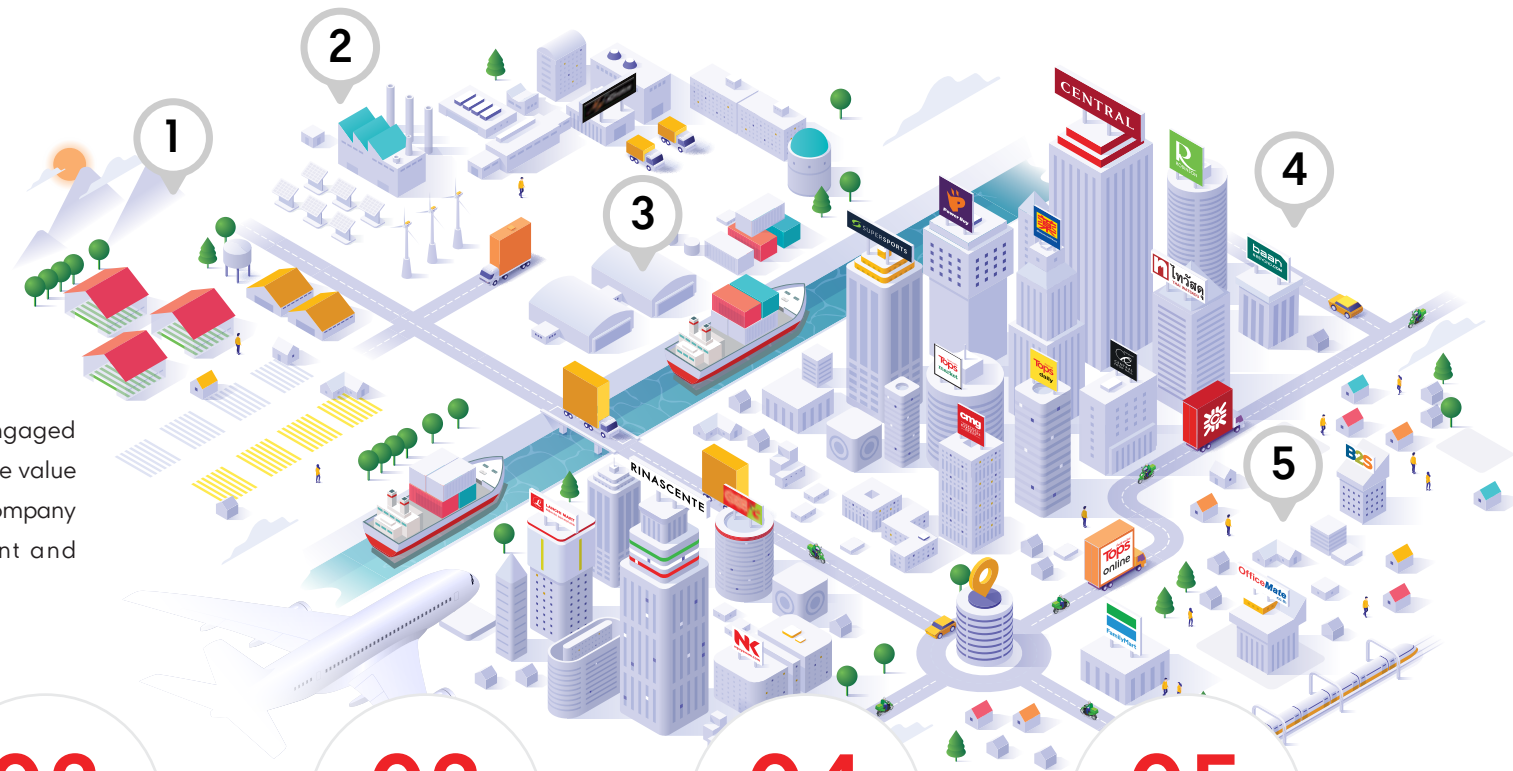


### Sales Contribution by Format



# Central Retail Value Chain

Even though the Company is primarily engaged in retail business, we have a comprehensive value chain from upstream to downstream. The Company has been involved in the development and promotion of all stakeholders.



**01**

Sourcing

- Suppliers
- Farmers
- Producers
- Manufactures

**02**

Production Service

- Local brands

**03**

Distribution

- Distribution Center and logistics

**04**

Marketing and Sales

- Food
- Fashion
- Hardline
- Property

**05**

Customer



# Vision and Mission

To be the best, sustainable and most admired customer-centric Omnichannel retailer wherever we operate

# Core Values

Because we care **I·CARE**

# Principles

Honesty, Diligence, and Commitment to Customers

# Purpose

Central to Life



## Innovation

Creation of new products, welcome every opportunity and challenge to improve quality and produce more effective performance



## Customer

Focus on customers, determined to provide excellent service with care and attention for internal and external customers



## Alliance

Work as a team for the progress of the business group



## Relationship

Common spirits with colleagues, business partners and society, for sustainable growth



## Ethic

Respect of ethics in business operations



# Strategy to Drive Business for Sustainability

The Company has established a Corporate Governance and Sustainable Development Committee to formulate sustainability policies in the economic, social and environmental dimensions, as well as an operational conceptual framework which consists of 4 main areas

- **The Well-Being of People** (People)
- **Sustainable Economic Growth** (Prosperity)
- **Environmental Quality** (Planet)
- **Peace, Arts, Culture, and Cooperation** (Peace and Partnerships)

## Sustainability Framework



**Focus on long-term**  
results that respond to short-term results



**Focus on quality**  
over quantity



**Focus on public interest**  
over self-interest



### People

The Well-Being of People

Improve people's well-being and develop human resource competency



### Prosperity

Sustainable Economic Growth

Prioritize long-term organisational prosperity through highest standard of governance



### Planet

Environmental Quality

Ensure that the company become stewards of the environment and the planet



### Peace and Partnerships

Peace, Arts, Culture and Cooperation

Strengthen engagement and partnership with community. To create social value

SDGs

# Supporting United Nation Sustainable Development Goals: SDGs

The United Nations Sustainable Development Goals are 17 international goals that need to be met in order to address sustainability issues that encompass economic, social and environmental dimensions. Working towards the Sustainable Development Goals requires hands-on commitment from all sectors, with a focus on the participation of the private sector.

**The Company is committed to being a part of supporting the SDGs.**

Details have been reported in the section defining the content of the sustainability report.



## SUSTAINABLE DEVELOPMENT GOALS



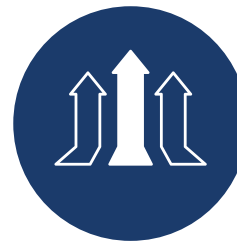
# Our Sustainability Directions

The Company is committed to conducting business to grow along with sustainable development, bringing benefits to the organization, society and the environment and focusing on long-term results. The Company takes into account the qualitative rather than quantitative

benefits and aims to create benefits for all parties through operations and participation. This will be achieved by operating the business under 4 approaches in order to become a leader in sustainability development in the retail business.



**People**  
The Well-Being  
Of People



**Prosperity**  
Sustainable  
Economic  
Growth



**Planet**  
Environmental  
Quality



**Peace and  
Partnerships**  
Peace, Arts,  
Culture and  
Cooperation



## People

- Strive to develop a process for selecting products that improve well-being and are safe for the health of consumers
- Create mutual values between employees and the company to promote the development of human potential and keep up with ever changing global trends, with emphasis on employee wellbeing



## Prosperity

- Develop a cybersecurity system for the corporate information network and the protection of customers' personal information from personal data breach and unlawful and ethical use
- Commitment to modern innovation
- Building good relations with customers and good brand management to build public awareness of the brand and products



## Planet

- Plan and prepare for the prevention and mitigation of impacts that may arise from climate change on business, society and the environment
- Manage energy consumption and conservation to reduce greenhouse gas emissions into the atmosphere
- Manage the best use of natural resources with a commitment to implement the principles of circular economy



## Peace and Partnerships

- Expand community development projects to many provinces. This will be done by working together among many sectors to build a strong economic system, careers for people in the community and sending community products to retailers in department stores
- Operate as a shared value creation among communities, where the Company focuses on supporting knowledge and other important factors



# About This Report

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Central Retail Corporation Public Company Limited has prepared the first annual Sustainability Report for 2020 in order to communicate the sustainability practices and performance of the Company. Since this is the first sustainability report produced by the Company, there are no restatements of information or changes in reporting.

This report has been prepared in accordance with the GRI Standards: Core option, an internationally recognized sustainability reporting standard to confirm the transparency and quality of the Company's sustainability operations, compared to that of organizations around the world.

The scope of information in this report covers the sustainability performance of the Company's business groups from January 1, 2020 to December 31, 2020. In addition, information on the shareholding structure of the group of companies can be obtained from the Annual Registration Statement | Annual Report 2020 (Form 56-1 One-Report) or the Company's website: [www.centralretail.com/en/investor-relations/home](http://www.centralretail.com/en/investor-relations/home).



**For more information on this  
Sustainability Report, Please contact**

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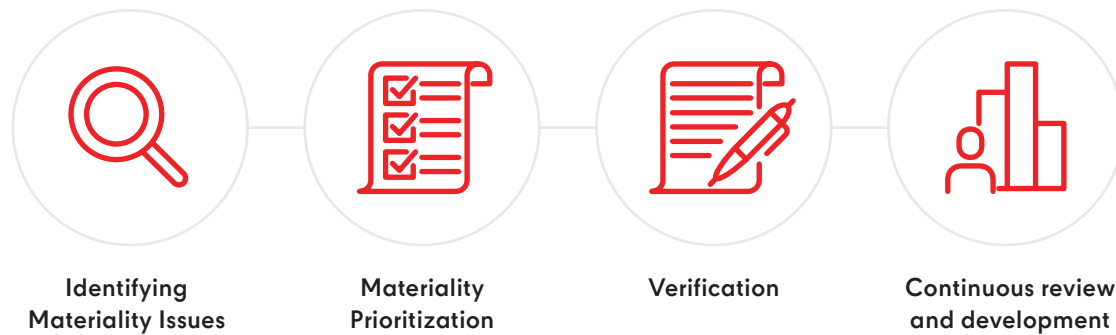


# Materiality Assessment

Sustainability issues related to the Company's business and its operations covers a wide range of issues. Yet for this sustainability report, it will only highlight important issues in the economic, social, environmental and

stakeholders' decision making dimensions. These important issues are defined and determined through the Materiality Process.

## Materiality Process



## 1. Identifying Materiality Issues

The Company gathers sustainability issues related to its business group and stakeholders, with factors used to identify important issues, which includes:

- Global Reporting Initiative: GRI Standards
- Dow Jones Sustainability Indices: DJSI
- Sustainability Accounting Standards Board: SASB For the retail industry, specialty stores and food
- SETTHSI Index
- Global trends that affect retail landscape



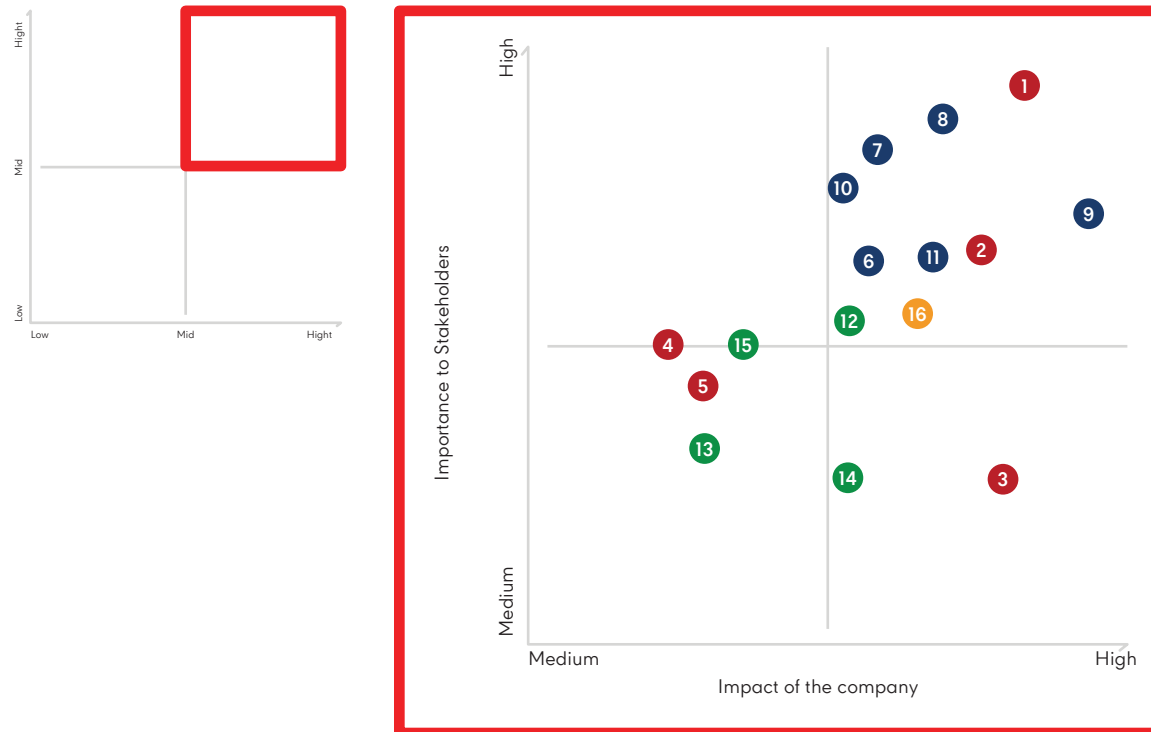


## 2. Materiality Prioritization

The Company screened the issues gathered above through a process from a reliable advisor. Then, the Company prioritizes each important issue through a survey of the Board of Directors' opinions at the meeting. This involves 645 stakeholders, both inside

and outside the organization, determining whether the issue is high, mid and low priority based on its impact on business in the economic, social and environmental dimensions.

### Materiality Assessment



### People

- 1 Healthy and Safe Products
- 2 Human Capital Development
- 3 Talent Attraction and Retention
- 4 Occupational Health and Safety
- 5 Labor Practice and Human Rights

### Prosperity

- 6 Supply Chain Management
- 7 Corporate Governance and Business Ethics
- 8 Cybersecurity and Privacy Protection
- 9 Innovation
- 10 Customer Relationship and Brand Management
- 11 Risk and Crisis Management and Resilience

### Planet

- 12 Climate Change and Energy Management
- 13 Raw Material Sourcing
- 14 Circular Economy
- 15 Waste Management

### Peace and Partnerships

- 16 Community Contribution and Product Development



### 3. Verification

The Company presents the results of the priorities to the Board of Directors of the Corporate Governance and Sustainability Development in order to verify the correctness of the ranking results and its consistency to the context of the Company's strategy. It also takes into account the opinions of stakeholders, employees, customers and business partners from in-depth interviews in order to further verify the validity of the prioritized issues.



### 4. Continuous Review and Development

The Company has done follow-up and reviewed the ranking and continuous disclosure of information in the sustainability report by the Board of Directors who has agreed to the key points for the year 2020 as follows:

## List of Material Issues Regarding Sustainability

Conceptual Framework	Important Issues	Relevant GRI Frameworks	Internal	External	Sustainable Development Goals
People	1. Healthy and Safe Products	416	✓	Business partners, customers, government agencies	 
	2. Human Capital Development	404	✓	Shareholders	 
	3. Talent Attraction and Retention	401	✓	Shareholders	
	4. Occupational Health and Safety	403	✓	Business partners	
	5. Labor Practice and Human Rights	402, 405, 412	✓	Shareholders, business partners, customers, government agencies, communities and society	  
Prosperity	6. Supply Chain Management	414	✓	Business partners, customers	   
	7. Corporate Governance and Business Ethics	102-18, 205	✓	Business partners, creditors, government agencies	 
	8. Cybersecurity and Privacy Protection	418	✓	Business partners, customers, government agencies	
	9. Innovation	Company Specific Indicator	✓	Business partners, customers, government agencies	
	10. Customer Relationship and Brand Management	102-43, 102-44	✓	Business partners, customers, government agencies	
	11. Risk and Crisis Management and Resilience	102-30	✓	Business partners, customers, government agencies	
	12. Climate Change and Energy Management	302, 305	✓	Business partners, customers, government agencies	  
Planet	13. Raw Material Sourcing	Company Specific Indicator	✓	Business partners, customers, government agencies	  
	14. Circular Economy	301	✓	Business partners, customers, government agencies	
	15. Waste Management	306	✓	Business partners, customers, government agencies	
	16. Community Contribution and Product Development	203, 413	✓	Business partners, customers, government agencies	    

# Stakeholder Engagement

Collaborating with a diverse group of stakeholders is at the heart of any retail operation. As one of the retail business operators, the Company gives great importance to developing relationships and enhancing the quality of life of all stakeholders, as well as taking into account the opinions from all parties. To improve the organization in the future, the Company has divided the stakeholder groups as comprehensively as possible, taking into account their participation and impact on business operations. These consist of 1) Shareholders 2) Employees 3) Business Partners 4) Customers 5) Creditors 6) Government Agencies 7) Community and Society. The Company has a communication model that uses different stakeholder engagements in order for each group to strengthen relationships, which is according to the principles of good corporate governance through various channels both internally and externally. The expectations of stakeholders for the Company was gathered from the participation and feedback process of the Company, which are as follows:

Stakeholder	Expectations	Feedback from the company	Contact channel
<b>01</b> Shareholders	<ul style="list-style-type: none"> <li>• The business grows profitably sustainably</li> <li>• Good corporate governance</li> <li>• Management with transparency</li> <li>• Ability to create opportunities for challenges</li> <li>• Effective risk management</li> </ul>	<ul style="list-style-type: none"> <li>• Business operation that is transparent, verifiable and adheres to the principles of good governance</li> <li>• Effective management to create confidence and maximum return</li> <li>• Transparent, complete and continuous disclosure of information</li> <li>• Provide accurate and complete financial information</li> <li>• Abide by the commitment under the guidelines and legal context</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly meeting to clarify investors</li> <li>• Sustainability Report (Website)</li> <li>• Disclosure of information through the annual report</li> <li>• News notification through the Stock Exchange</li> <li>• Shareholder meeting</li> </ul>
<b>02</b> Employees	<ul style="list-style-type: none"> <li>• Good compensation and benefits</li> <li>• Stability and career advancement</li> <li>• Development of latency, knowledge and ability</li> <li>• Participation in the organization in terms of expressing opinions</li> </ul>	<ul style="list-style-type: none"> <li>• Allocate good compensation and suitable welfare. Consider promotions and transfers</li> <li>• Organize an equitable and fair performance appraisal system</li> <li>• Provide training courses to meet business needs and keep up with changes</li> <li>• Listen and take into account comments and suggestions for improvements</li> </ul>	<ul style="list-style-type: none"> <li>• Annual vision announcement meeting</li> <li>• Social media / email</li> <li>• Annual Report and Sustainability Report (Website)</li> <li>• Suggestions or complaints</li> <li>• Annual survey of employee satisfaction and engagement with the organization</li> </ul>
<b>03</b> Business Partners	<ul style="list-style-type: none"> <li>• Equality in business</li> <li>• Transparency in business</li> <li>• Co-development of potential and growing together</li> <li>• On-time administration and payments</li> </ul>	<ul style="list-style-type: none"> <li>• Fair and transparent competition</li> <li>• Transparent and fair business contracts</li> <li>• Organize training courses to increase potential</li> <li>• Accurate, complete and on-time payment schedules</li> <li>• Organize and store partners' information</li> </ul>	<ul style="list-style-type: none"> <li>• Hold annual meetings</li> <li>• Organize training sessions to increase knowledge for business partners. Also implement various activities to build good relationships between the Company and business partner networks</li> <li>• Social media and email</li> <li>• Suggestions or complaints</li> <li>• Annual Report / Sustainability Report (Website)</li> </ul>

Stakeholder	Expectations	Feedback from the company	Contact channel
<b>04</b> Customers	<ul style="list-style-type: none"> <li>• Good products and services are of quality standards</li> <li>• Deliver products and services on time.</li> <li>• Good after-sales service</li> <li>• Security of personal information</li> </ul>	<ul style="list-style-type: none"> <li>• Good quality service and taking responsibility</li> <li>• On-time delivery of good quality products</li> <li>• Deliver great experience and service beyond expectation</li> <li>• Develop a customer information management system to keep customer information private and secure according to international standards</li> </ul>	<ul style="list-style-type: none"> <li>• Direct customer contact</li> <li>• Customer Service Center</li> <li>• Social media / email</li> <li>• Annual customer satisfaction survey</li> <li>• Suggestions or complaints</li> </ul>
<b>05</b> Creditors	<ul style="list-style-type: none"> <li>• Good corporate governance</li> <li>• Management with transparency</li> <li>• Effective management strategies</li> <li>• Ability to create opportunities during challenges</li> <li>• Manage accurate financial information</li> <li>• On time payments</li> </ul>	<ul style="list-style-type: none"> <li>• Operate business with transparency and accountability under the principles of good governance</li> <li>• Effective management, create confidence and maximum return</li> <li>• Transparent, complete and continuous disclosure of information</li> <li>• Abide by the commitment under the guidelines and legal context</li> <li>• Provide accurate and complete financial information</li> <li>• Pay all debts on time and supervise the quality of collateral</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly investors meetings</li> <li>• Sustainability Report (Website)</li> <li>• Social media / email</li> <li>• Suggestions or complaints</li> <li>• Annual reports</li> </ul>
<b>06</b> Government Agencies	<ul style="list-style-type: none"> <li>• Legal compliance and promoting good corporate governance in accordance with the principles of good governance</li> <li>• Fair and equitable competition</li> <li>• Support and cooperation In various activities</li> <li>• Efficiently deal with complaints</li> </ul>	<ul style="list-style-type: none"> <li>• Operate business with transparency, accountability and fairness that goes according to the law</li> <li>• Disclosure of information that is transparent, complete and verifiable</li> <li>• Compliance with laws and regulations to gain confidence</li> <li>• Maintain quality management and build credibility</li> <li>• Support and cooperation In various activities</li> </ul>	<ul style="list-style-type: none"> <li>• Open for suggestions and exchange opinions regularly</li> <li>• Organize activities with government networks</li> <li>• Social media / email</li> </ul>
<b>07</b> Community and Society	<ul style="list-style-type: none"> <li>• Take into account the input from the community</li> <li>• Take issues of safety and environmental impact seriously</li> <li>• Handle complaints fairly</li> <li>• Support and promote activities that benefit the community</li> </ul>	<ul style="list-style-type: none"> <li>• Study, learn, understand and listen to feedback from the community and respond accordingly</li> <li>• Consistent cooperation to meet the needs of the community according to the system</li> <li>• Build acceptance to create unity with the community</li> <li>• Create jobs, careers, and generate income for the community</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainability Report (Website)</li> <li>• Social media / email</li> <li>• Suggestions or complaints</li> <li>• Organize activities with the community network</li> </ul>

# Corporate Governance and Business Ethics

The Company emphasizes good corporate governance and business ethics because conducting a business that is honest, transparent, verifiable and under the legal framework will create credibility and build trust between the companies and all stakeholders. Running a business without good corporate governance can damage the reliability of the company and may cause different groups of stakeholders not wanting to be involved with the Company. It can also reduce competitiveness and cause legal issues.

**The Company is committed to conducting business under good corporate governance and abiding by business ethics to develop an organization that is transparent and verifiable.**

Operational approach focuses on communication and seminars through multiple channels to educate and focus on employees

at the managerial level and above. The Board of Directors is the highest corporate governance unit of the Company. It has established committees to work in various areas: Audit Committee, Executive Committee, Nomination and Remuneration Committee, Risk Policy Committee, and the Corporate Governance and Sustainability Committee, which is responsible for supervision and decision making regarding the Company's economic, social and environmental issues.

The Company has established a good corporate governance policy and a Code of Business Conduct and Business ethics to prevent the use of inside information and conflicts of interest, etc. For more details, please visit:  
<https://www.centralretail.com/en/corporate-governance>





# Anti-Corruption

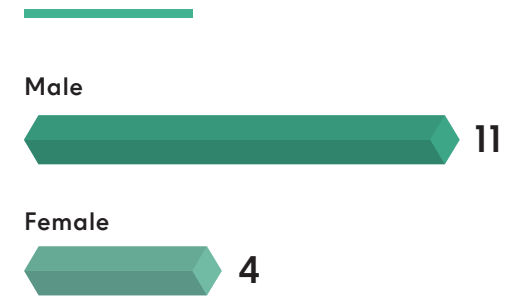
The Company is determined to be a corruption free organization in order to build confidence among stakeholders, as well as prevent any illegal activities. There are operating guidelines that focus on communication and training for employees to promote anti-corruption action, starting from within the organization with employees at all levels. The Company also promotes whistleblowing and protects the whistleblower from retaliation.

The Company has established an anti-corruption policy and whistleblowing policies. For more details, please visit: [www.centralretail.com/en/corporate-governance](http://www.centralretail.com/en/corporate-governance)

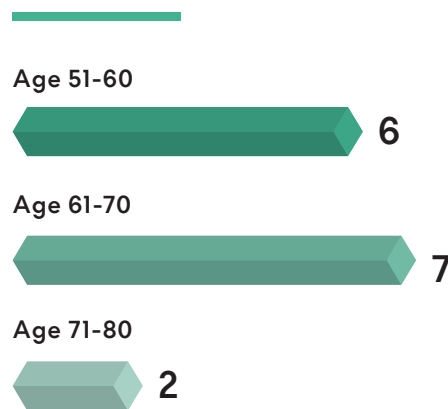
## Composition of the Board of Directors



## Gender



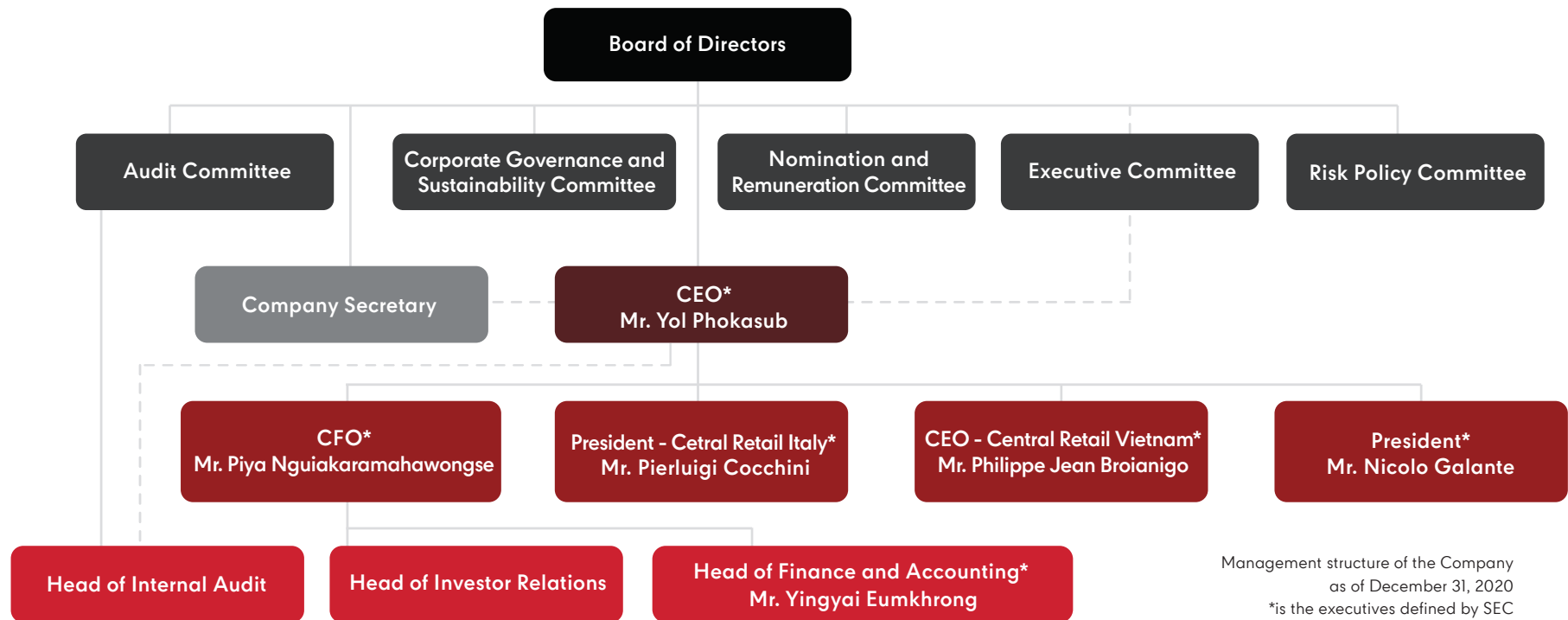
## Age



## Average Tenure



# Management Structure of The Company



The Company is committed to promoting and supporting corporate ethics, which has been put in practice and strictly observed at the directors, executives and employees levels. Therefore, 7 executives of the Company were assigned to join the Central Group of Companies Ethics Committee. The committee has a total of 19 working members, whose duties and responsibilities are as follows:

1. Strategy plan formulation for implementing and standardizing corporate ethics throughout the Central Group of companies.
2. Evaluation of the effectiveness of corporate ethics, including reviewing and improving the Company’s ethics as appropriate, in line with the current business situation.
3. Establishing communication strategies through various channels to enable employees at all levels of the company to acknowledge, understand and be able to apply the corporate code of conduct in accordance with the ethical standards of the organization.

In addition, the Company is well aware that good corporate governance, the code of business ethics, and the prevention of corruption are issues that must be communicated to the employees at all levels within the organization. Therefore, the Company has implemented various operations, including communication, training and seminars for employees to gain a thorough understanding of these issues. Notable programs in 2020 include the Ethical Leadership Program (ELP), among others.

# Communication of The Corporate Code of Conduct

Communication of the Corporate Code of Conduct aims to educate and build understanding regarding the Code of Business Conduct. These are the correct action guidelines that were implemented throughout the year from January to December 2020, in order to emphasize the information and create continuous learning. In addition, E-learning and Speedy Quiz were held during November 2020 to measure employees' understanding of business ethics at the director level and above.



Completed

Jan - Mar

Email PR

Whistleblowing Channel  
(Publicize beginning of every month)

Completed

Mar

Desktop Wallpaper principle of one's  
duty in connection with COVID-19  
pandemic situation



Completed

May

E-Poster

• What is the Personal Data Protection Act?  
• Terms that needs to be known  
• 3 steps for consent

Completed

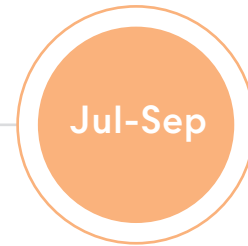
Jun

Desktop Wallpaper - principle of one's  
duty in connection with the Personal  
Data Protection Act

Completed

May-Jun

Upload information on the the Personal  
Data Protection Act on to the Intranet



Completed

Aug

Hold an online seminar talking  
about the Company's code of  
conduct

Completed

Sep - Oct

Prepare Speedy Quiz exam for  
directors and higher positions  
of every business unit

• Set exam  
• Create exam system  
• Take electronic review  
• PR exam



Completed

Oct

PR exam

Completed

Nov

Hold E-learning and Speedy Quiz  
exam session for directors and  
higher positions

**774** out of 798 Director-level  
employees and above  
took the Speedy Quiz.

The average  
exam result is **100%**  
percent  
correct.

# Plans to Join The Thai Private Sector in Combating Corruption

The Company is determined to join the petition to declare its affiliation with the Thai Private Sector Collective Action Coalition Against Corruption in 2021, with the objective of promoting confidence for stakeholders. The Company began its preparation at the end of 2020 and is committed to follow through for the year 2021. In preparation, the Company received a certification as a member of the Thai Private Sector Collective Action Against Corruption (CAC). The 2021 action plan includes the Ethical Leadership Program training for the board of directors to promote the anti-corruption corporate culture from top to bottom, as well as an anti-corruption communication plan to educate employees at all levels about the practice guidelines and anti-corruption policies.



## Performance



# Code of Conduct : Anti-Corruption Communication Action Plan in 2021



## Work Plan

- CRC announces interest to become part of CAC
- Communicate Code of Conduct (COC) Terms 3.1

## Communication Plan

### Jan - Mar

- What is CAC?
- Explain the terms about corruption
- Related policies



## Work Plan

- Change related policies that has been approved by Board of Directors (BOD)
- Communicate COC Terms 3.2, 3.3, 3.4

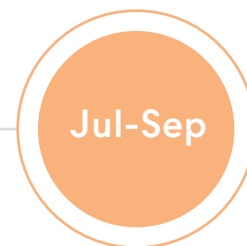
## Communication Plan

### Apr

- Announce on computer screens interest in joining CAC

### Apr - Jun

- 3.2 Using Company information or knowledge with Conflict of Interest
- 3.3 Attend seminars with business partners for business benefits
- 3.4 Insider Trading
- Announce policies that has been changed



## Work Plan

- Communicate COC Terms 3.5, 3.6, 5
- Prepare Speedy Quiz exam for Directors and higher positions of all business units (Sep, Oct)

## Communication Plan

### Jul - Sep

- Announce on computer screens interest in joining CAC

### Apr - Jun

- 3.5 Giving or gaining bribes
- 3.6 Supervision for not getting involved
- Rule 5 - Guidelines in the case of finding actions that goes against code of conduct
- Publish Guidelines

## Speedy Quiz / Sep - Oct

- Set exam
- Create exam system
- Do electronic review
- PR exam



## Work Plan

- Evaluate results
- Overall operation on joining CAC

## Communication Plan

### Oct

- PR about exam

### Dec

- Overall operation on joining CAC

## Summary on Good Corporate Governance and Business Ethics

### Cases of violation of the Code of Conduct in 2020

Corruption	25 cases
Conflicts of Interest	31 cases
Violation of Company Rules	34 cases
Hindering Competition	0 cases
Other	6 cases
<b>Total</b>	<b>68 cases</b>

### Repercussions for violations of the Code of Conduct in 2020

Fired	31 cases
Warning / disciplinary action	22 cases
Branch transfer	1 cases
Sent back to original affiliation	2 cases
Correct the complaint / Clarification	10 cases
No penalties	2 cases
<b>Total</b>	<b>68 cases</b>



# Risk, Crisis and Resilience Management

In this ever-changing climate, especially with the COVID-19 pandemic, there can be lasting damages that affect all types of businesses, which does not include other global crises if they were to happen in the future. Therefore, the Company places great emphasis on risk management and strengthening the ability to cope with low to critical risks to prevent damage to business operations. Risk management and building capacity to handle risks can also build confidence for all stakeholders, increase competitiveness, and create value for the Company.

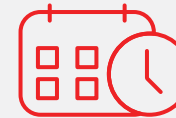
The Company is committed to implementing a risk management system in the operations of the company. In order to prevent and cope with future risks and crises, the Company has established a Risk Policy Committee to help supervise the effectiveness of the risk management processes in accordance with the framework of the COSO ERM 2017 international standard. The Company has operating guidelines that emphasize the integration of risk management into the Company's operations, such as decision making, strategic planning, work plan, formulating guidelines for prevention and mitigation of risks, and monitoring and evaluation of risk management.

## Risk Management Framework



### Governance & Culture

Building an organizational culture that emphasizes awareness of risks that may affect business operations.



### Strategy & Setting Objective

Planning and developing strategies based on risk management principles / Defining business objectives in accordance with acceptable risk levels.



### Performance

Identifying and assessing risks by prioritizing them according to the level of impact and the likelihood of risk, as well as determining how to respond to risks.



### Review & Revision

Revision to determine effectiveness and for continual improvement.



### Information, Communication & Reporting

Developing an information system to increase the efficiency of risk management through risk information support, performance data and preparing a risk management report.



Outstanding performance in risk management in 2020 includes Enterprise Risk Management Training and workshops at the executive directors and senior management levels, as well as the business unit level. This includes the appointment of the risk management working group, which consists of executives who play a full range of roles, such as strategy, supply chain management, finance, human resources and sustainability.

## Enterprise Risk Management Training and Workshop

The corporate risk management training is aimed at building the directors, senior management, and executives of various business units' understanding of the concept of risk management so that it can be applied in operations. Training has elements that include understanding COSO Enterprise Risk Management 2017, integrating risk management concepts with organizational sustainability, corporate culture strategy, and operation and preparing risk management plans. In addition, the workshop also helps the organization as a whole so that business units can prepare a risk heat map to prioritize the risks that the organization has to face. In addition, business units must be managed first as well.



## Emerging Risk

The rapid change resulted in the Company having to take into account the emerging risk factors that may have a significant impact on the business in the next 3-5 years in order to prevent or prepare to reduce the risk to an acceptable level.

### Emerging risk factors in cybersecurity

There has been clear growth in the direction of the omnichannel platform, which includes more online operations and collecting more personal information of customers. As a result, technology risks, such as cyber threats or information leakage, identity theft or hacking, can hinder business operations. These are very likely risk factors.

### Impact to Business

- The leak of information can affect the confidence of the customer. It may also be a violation of the Personal Data Protection Act 2019 and other relevant laws.
- Theft of the Company's confidential information may result in loss of competitive edge.
- Disruption or malfunction of the information technology system may adversely affect business, cash flow, results of operations, financial position, and business opportunities.

### Measures to deal with risks

- Continuous assessment and improvement of information technology competence.
- Preparation of an emergency response plan. Backup restoration testing and system emergency plan testing.
- Investment in information technology systems related to every work system.
- Appointment of Chief Information Security Officer responsible for information security.
- Hiring a consulting company to provide suggestions for improving the security system and to comply with the requirements of the law.



# People

## The Well-being of People

In 2020, social operations towards employees and customers have focused on the development of knowledge to improve the quality of life and well-being of employees, as well as creating maximum satisfaction for customers. The materiality is as follows:



Healthy and Safe Products



Human Capital Development



Talent Attraction and Retention



Occupational Health and Safety



Labor Practice and Human Rights

Our top three social indicators consist of labor practice indicators covering 100% of revenue, hiring data covering 100% of revenue, occupational health and safety indicators covering 95% of revenue, and others.



# The Well-being of People

The Company believes that human resources is the key to drive business towards sustainability and that creating shared values between the organization and employees will help strengthen the business's competitive edge. The Company is committed to acting as a role model for good corporate citizens by complying with laws, regulations and good ethics in conducting good corporate governance. To operate the business, the company has clearly established a social responsibility policy framework that is committed to creating a positive impact. By adhering to the concept of creating shared values, the Company creates benefits for society and focuses on work that will help develop the skills and knowledge of its employees. The Company emphasizes fair treatment of employees and respects human rights, creating a safe environment in the workplace. This builds incentive from work factors and the right benefits, all of which have helped to foster sustainable happiness within the organization. Moreover, the Company also focuses on the creation in terms of product

quality and safety standards, as well as the distribution of products that promote the health of customers. This is another main mission for the Company.

The Company realizes the promotion of practical skills training and providing knowledge that leads to the development of employees' potential, allowing them to adapt rapidly to the changing global economy such as the Omnichannel program, Leadership Development Program, etc., which will help increase the capabilities of employees and lead to development, a more efficient organization, and increase competitive opportunities. The Company provides equal opportunities to its employees, as well as appropriate compensation. This will create attraction for employees from both inside and outside the Company. In addition, the Company places great emphasis on adhering to labor and human rights laws. The Company is unique in developing employment of people with disabilities, treating them with equality. There is no violation of rights or disputes. The Company also maintains a working environment with regard to occupational health and safety for life and property as the main concern, which can be seen when encouraging employees to be safe during the COVID-19 pandemic. In addition, the Company is committed to treating customers

honestly by maintaining the standard of quality and safety of all products. All social operations are focused on the approach of creating mutual value for all parties: the Company, employees and all stakeholders. This promotes sustainability in the organization and leads to long-term business success.



# Healthy and Safe Products for the Consumers

The Company emphasizes on the distribution of useful, healthy and safe products. The Company sources and produces hygienic products that are high quality and meets the quality standards to prevent any risks that may arise in the event of customers being injured or sick due to product quality problems. This may impact the credibility, reputation and confidence of stakeholders, as well as may result in fines or compensation for damages to the customer. By promoting health and the safety of our products, the customers' confidence in the quality of service and products can be improved and the ever-expanding customer base in health-conscious groups can be reached. The Company is also aware of the pricing trends in health-conscious products, which can be higher than normal products.

The Company is committed to selling products that are safe for customers by focusing on products of the food retail group of businesses. This is because most customers pay attention to health and safety in food products. The Company takes into account the food nutrition, quality and safety of products, as well as delivery system to customers. Food products are handled under the Food Safety System Certification (FSSC 22000), which is the food safety standard of international retailers and recognized by the Global Food Safety Initiative for its certification of inspection standards. Throughout the supply chain, in 2020, we are the first and largest retail business in Southeast Asia to receive the Food Safety System Certification (FSSC 220000) with 11 retail stores and 1 distribution center being certified.

**In 2020, outstanding health response projects include the Healthiful Project and Quality at Heart Project.**



## Healthiful Project

Healthiful is the first health and wellness store in Thailand that aims to meet customers of all lifestyles wants and needs by sourcing healthy products, which includes fresh food, food products, supplements, and home products.

<p><b>O</b> ORGANIC</p>	<p><b>N</b> NATURAL</p>	<p><b>B</b> NUTRITION BOOST</p>
<p><b>Organic Products</b></p>	<p><b>Natural, Pesticide-free Products</b></p>	<p><b>Specific requirement products, such as Ketogenic Products and Nutrition Boost Products</b></p>
<p><b>V</b> VEGAN &amp; PLANT-BASED</p>	<p><b>H</b> HEALTH-SPECIFIC</p>	
<p><b>Plant-based, Vegetarian, and Vegan Products</b></p>	<p><b>Health Specific Products</b></p>	





Meat products with sustainable production processes, such as free range, hormone-free, antibiotic-free, and wild caught fish



Healthy foods, vegetarian foods and beverages made from organic ingredients sold in the café and food zones



Environmentally friendly products, such as plastic-free products and refill stations



Healthful stores expanded

**15** branches

**1** stand-alone store

Products in the health and wellbeing category grew at a rate

**20%** higher than the national average

# Quality at Heart Project

The Quality at Heart project aims to build confidence among customers in the safety and quality of food products through the establishment of a product quality traceability system, which allows customers to scan QR codes to access production information, such as farmers' names, production locations, packing facilities, product lots, certified standards and etc. In addition, products that are part of the Quality at Heart project program can be sold at the “Jing jai Farmer’s Market”, which creates opportunities for farmers to meet customers to directly ensure the quality and safety of the product (For more details on the Quality at Heart project, see Raw Material Sourcing)

Covering 8 partners or **3%** of the food retail business group | Expand to **60** product lines by 2025 | Expand to **65** partners by 2025

**หัวใจ คุณภาพ**  
QUALITY AT HEART  
Tops & CENTRAL FOOD HALL

ระบบตรวจสอบย้อนกลับคุณภาพของสินค้า

ข้อมูลผลิตภัณฑ์/Product Information

ชื่อสินค้า/Product Name: มะม่วงน้ำดอกไม้

ผลิตภัณฑ์/Brand: มะม่วงน้ำดอกไม้

ล็อตสินค้า/Product Lot: FG640303PDD1

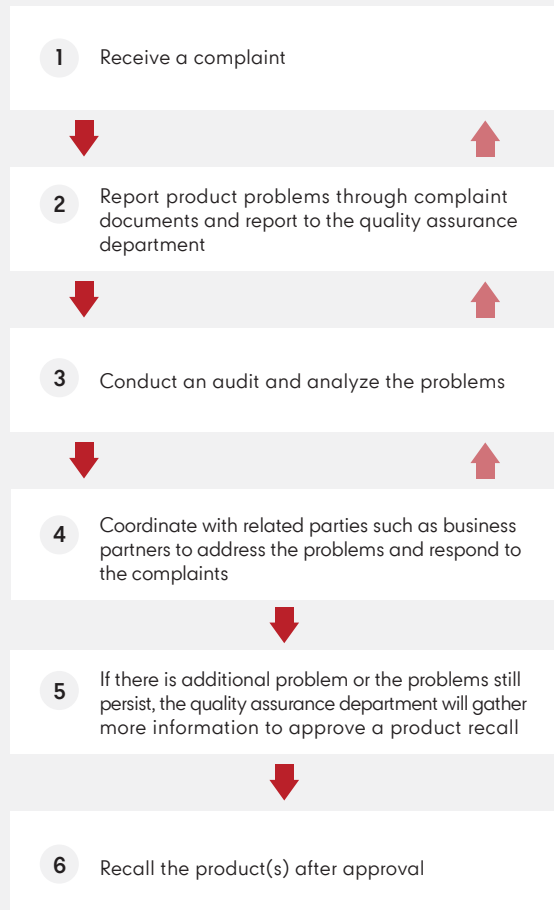
เลขที่อย.อย./FDA Approval Number: 70204463

โรงบรรจุ/Manufacturer: โรงบรรจุผลไม้สดแบบแช่เย็นจากสวน



## Complaint and Product Recall Process

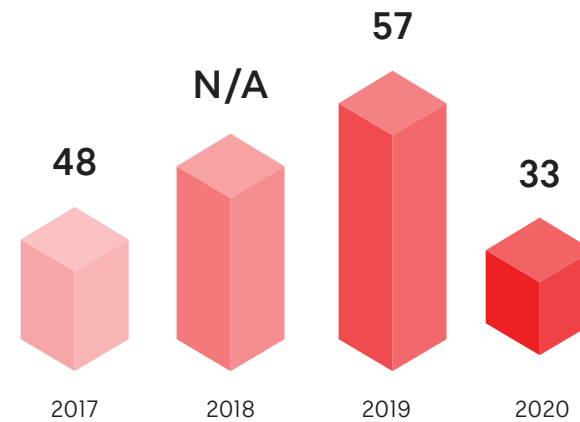
The Company has a comprehensive complaint process in regards to incidents of non-compliance concerning the quality of health and safety. This is also to improve products and services, which is carried out primarily by The Quality Assurance department. In addition, product quality issues can be handled with appropriate product recall processes to prevent complaints, meet the needs of customers with full efficiency, as well as build confidence among consumers.



## Summary of Healthy and Safe Products for the Consumers

Incidents of non-compliance concerning the health and safety impacts of products

### Number of Product Lines for which Products were Recalled



Complaints for breaches of food safety regulations, resulting in fines **0 (food segment)**

Complaints for breaches of food safety regulations, resulting in reprimands **2 (food segment)**



# Human Capital Development

Knowledgeable and competent staff is one of the most important foundations for the Company. Sustainable growth that is able to support rapid changes, both currently and in the future, also attracts high-potential employees, especially young employees who want to grow together with the company sustainably.

The Company's management approach commits to the development of talents and attitudes of all employees to be creative, to add innovative value, and to be the main driving force in the implementation of the Company's strategy in the direction of the customer-centric Omnichannel Platform.



## Management Approach and Policies



The Company encourages employees to develop their knowledge and expertise from actual operations by providing a supervisor to train in each department



The Company promotes the organization of training for employees of the Company at all levels



The Company assesses the needs and necessities for the development of employees at all levels and establishes the employee development plan in compliance with the direction of the Company



The Company organizes activities to build good relationships between management and employees at all levels to professionally increase work efficiency

In 2020, the Company has formulated strategies that help to enhance employees' talent that is in line with the Company's business direction. The program includes upgrading employee skills and transition assistance programs that covers talent development, employee development, leadership development, and omnichannel employee development. The Company provides many forms of training, including seminar workshops, virtual classrooms, e-learning, practical learning, and etc.

# Human Capital Development Strategies

## 01

### Talent Development

- Lead People and Business
- CRC Community of practice
- Career Development / Exposure

## 02

### Leadership Development

## 03

### Omnichannel Development

Customer  
Centric  
Omnichannel



# Talent Development

The Company promotes the development of employees with high potential to prepare them for growth and succession within the company, by focusing on the expansion of operations through the omnichannel platform and the learning of various business groups. The most outstanding high-potential employee development program in 2020 was the Omnichannel Commerce Program (OCP).

## Omnichannel Development

The Company conducts omnichannel development to encourage employees to have a deep understanding of the omnichannel platform and to be able to adapt to disruption in the future. Omnichannel and Gamification are hands-on learning through assigning employees to create projects that can be applied to the omnichannel platform in practice. However, at the end of the project, each participating group will share their experiences



2 sets of participants, totaling

**84** participants



In addition to the aforementioned programs, the Company offers a variety of training courses and employee skill development programs as follows:

Course	Objective
<b>Step-Up and MDP-Management Development Program</b>	Develop employees with all-round skills in preparation for leader role.
<b>Tech Catcher Program</b>	Develop employee capability to apply innovation to their operations.
<b>Talent Rotation Program and Talent Exchange Program</b>	Provide opportunities for employees to work across departments or across business segments in order to better understand the overall picture of the business and learn the various skills required in each segment.
<b>Career Roadmap Program</b>	Encourage employees to plan their career growth and assess their potential along with their supervisor in regular performance and career development reviews.





## Leadership Development

The Company has organized various projects to strengthen the leadership of employees at the managerial level. This year, the Company has outstanding projects, such as the People Manager - Coaching & Feedback project.

### People Manager – Coaching & Feedback Project

The purpose is to train employees at the manager level to have managerial skills and to develop the potential of the employees in their care. The program focuses on the development of social and emotional skills (Soft Skills), such as how to give positive advice (Constructive Feedback), how to build a good relationship, how to be inspirational, and systematic problem-solving processes, etc.

18 sets of participants, totaling

**494** participants

## Examples of Employee Leadership Development Program in 2020

Course	Objective
Omni Leadership and Transformation Program	Develop understanding of the Omnichannel platform among managerial staff
Leading Innovation Program	Develop managerial staff's capability to create innovation within the organization through the Design Thinking learning process

# Omnichannel Development

The Company provides training to develop omnichannel skills to suit the various job types of each business group, which it integrates operations between retail and online. This year, outstanding projects include the Omnichannel Operation - New Sales Channel project.

## Omnichannel Operation – New Sales Channel Project

The Company created this project to train sales staff to understand the needs of customers using omnichannel platform services and learn how to do retail across multiple channels. This includes training on strengths and limitations of each type of retail channel.

Objective	Content
Employees can serve customers through non-voice service.	Techniques for answering customer questions with attentiveness and care. Techniques for answering customer questions in the event that employees do not have information about the products.
Employees can serve customers through demonstration presenter channels.	How to win over customers with your answers What to do when you have run out of products
Employees can provide customer service through voice service channels.	Important factors affecting telephone communication. Manage customer expectation continuously to increase sales

**1,351** Total participants



Investment of **100** million THB in employee training

Investment of **1,820** THB in employee training on average per person

Average training hours of all employees **10** hours/person/year

Total of **24,000** employees participating in all types of training.

Average training hours of employees at each level

Level	Male	Female	Total
	Hour/person/year		
Top Management	5.75	8.74	7.04
Middle Management	8.48	9.75	9.21
Junior Management	9.75	9.75	9.75
Non-Management Employees	12.04	13.28	12.8

Total of **250** training courses developed

Performance and Career Development Review

Employee	Percentage
Female	100
Male	100
Executive level	100
Manager level	100
General level	100

# Talent Attraction and Retention

The Company is one of the largest employers in the country with continuing growth with businesses all across Thailand and abroad, including Vietnam and Italy. Therefore, competent employees must be selected and employees that have potential must be maintained because they can become a key force in the organizational development and cope with the transformation and growth of the Company's business. This will also prevent the loss of business opportunities that may arise from the loss of competent employees.

The Company is committed to promote sustainable business growth through the development of outstanding and modern capabilities within the organization in order to attract employees. There are 5 strategies for talent attraction as follows:



GRI 103-1, 103-2, 103-3, GRI 401-1; GRI 401-2



## Careers

A comprehensive business portfolio will attract a wide variety of employees to join the company



## Opportunity

The Company is considered to be a global organization with businesses in many countries, which helps attract employees from all over the world



## Challenge

Operating in a sensitive environment will attract a new generation of employees that like challenges



## Growth

Challenging work and organizing modern training courses will help attract people who love to constantly learn and develop themselves



## Environment

An open corporate environment and culture will help attract new generations and different types employees



The Company has created a project that emphasizes proactive recruitment of employees with the Bilateral Scholarship Project being an outstanding project of 2020.

## Dual Vocational Education

The Company cooperates with colleges under the Office of Vocational Education Commission to formulate a Dual Vocational Education.

### Diploma students

<b>Total</b>	<b>637 students</b>
<b>Proportion hired as employees</b>	<b>43%</b>
<b>Scholarship value awarded to students in 2020</b>	<b>6 million THB</b>

### Undergraduate students

<b>Total</b>	<b>747 students</b>
<b>Proportion hired as employees</b>	<b>57%</b>
<b>Scholarship value awarded to students in 2020</b>	<b>7 million THB</b>



### Education

It has developed a diploma level education program and a bachelor's degree in retail business management to recruit high-potential employees before they enter the labor market. College students who are affiliated with the Company can apply for a full scholarship duration of their participation in the program and have the opportunity to participate in internships at the Company.

The Company is granted the benefit of an opportunity to directly recruit students who are participating in

the program, which is a group of students who has passed the preliminary qualification screening who already has skills directly related to the Company's business operations.

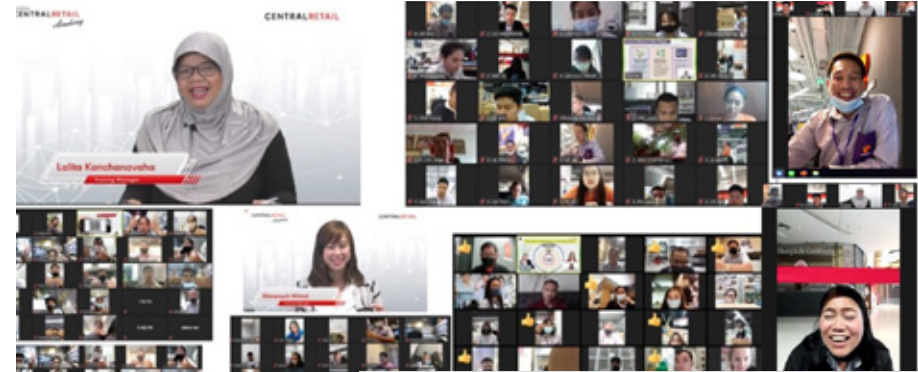
In addition to the aforementioned projects, the Company has worked to attract employees with other initiatives, which includes the Management Trainee Program, the Smart Gen Internship Program, the Partnership School program in the logistics, the textile and design courses and contractor courses.



In the operation of the Company in regards to the care of employees, emphasis is placed on fostering good relationships with employees through the simultaneous growth of both employees and the Company. There are outstanding initiatives, such as the Be Omni, Be Central Town Hall Project and Employee Joint Investment Program (EJIP).

## Be Omni, Be Central Townhall Project

The Be Omni, Be Central Townhall project is a dialogue activity between senior management and employees to communicate the direction of the Company's omnichannel platform in accordance with the operations of the employees, especially for employees who are not yet familiar with adapting to online operations. This project demonstrates the care that the company has for its employees and helps them become aware of the changes or innovations that have occurred within the Company. In the past year, this project has organized 4 activities on various topics through the omnichannel platform that employees can watch online and give feedback through questionnaires.



- 1

Townhall

**Be Omni, Be Central**  
Online Participants  
**13,620** employees

---

2

Townhall

**Online sales channels**  
Online Participants  
**7,158** employees

---

3

Townhall

**Facebook live sales channel**  
Online Participants  
**2,325** employees

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4

Townhall

**Central mobile application sales channel**  
Online Participants  
**1,508** employees

CENTRALRETAIL

**Be Omni**

ช่องทางออนไลน์พร้อมกันได้ที่ Workplace

ห้อง CRC ห้องประชุมใหญ่

**K. Nicolo**  
President of Central Retail

**K. Varawut**  
President of PowerBuy

**K. Piyapong**  
Chief Operating Officer  
Central Department Store

**K. Mathawee**  
Personal Assistant  
Central Department Manager (CDS)

CENTRAL RETAIL TOWN HALL

**10 JULY 2020**  
9.30 - 10.00

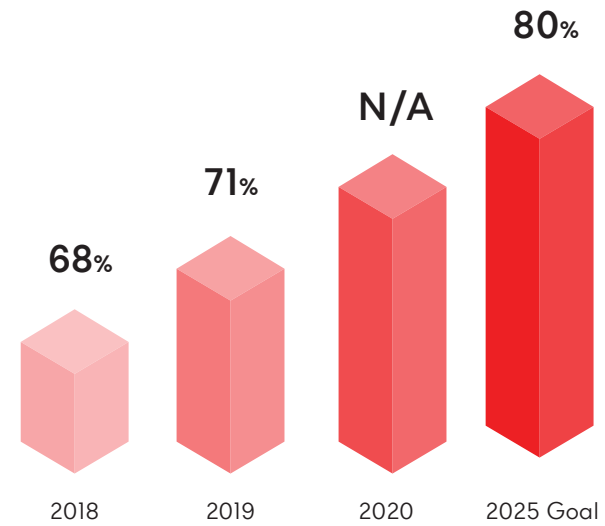
# Employee Joint Investment Program: EJIP

The joint investment program between employers and employees' objective is to provide compensation to employees in the form of the Company's shares to retain employees for the long term and encourage employees to consider the interests of the Company as a shareholder as well. The project will grant the right to purchase the Company's shares to employees participating in the project through investing 3-5% of their salaries in the Company's shares. Most importantly, the Company will be shareholders of the Company in all respects, which includes receiving dividends and earning excess profits from the sale of shares. This project is under consideration in 2020 and is expected to begin operations in March 2021.

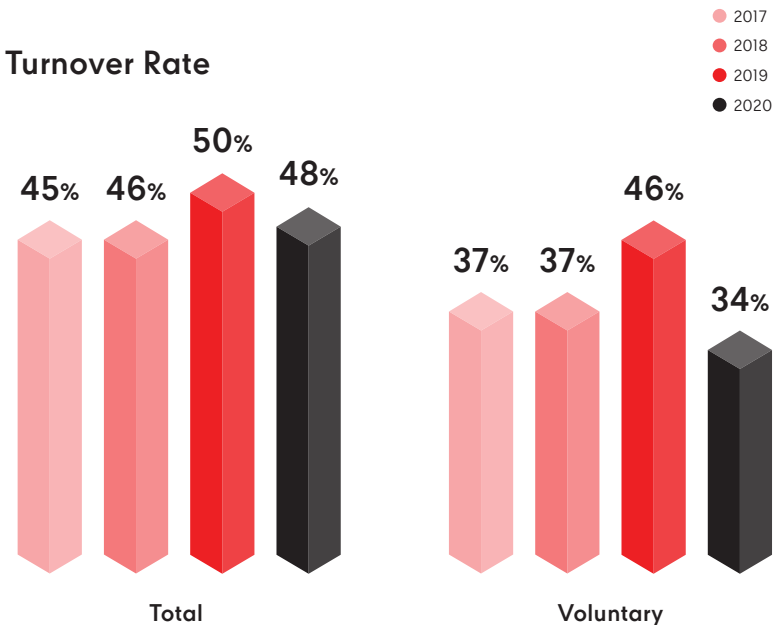


In addition to the aforementioned projects, the Company also retains employees through projects such as the Click & Collect project, Line Store project, Workplace Live Star project, Central App Promote and Download project, Double Mega Sale project, Happy Friday project, and awarding programs, such as outstanding employees of the month. These projects are to create great engagement with employees and build a good relationship between employees. It also helps advertise for the Company's various sales incentive programs.

## Employee Engagement Score



## Turnover Rate





# Occupational Health and Safety

The Company understands that building a corporate culture that gives importance to safety issues, improving the working environment, maintaining a safe and comfortable working environment, and promoting employees to have good hygiene, will all help create happiness and productivity for employees and contractors. In addition, because the COVID-19 pandemic in 2020 pose challenges to the work of employees and contractors because they need to deal with large number customers, the Company realizes the importance of dealing with and preventing the spread of COVID-19 in the workplace to build the confidence among employees, business partners, investors, and all stakeholders, as well as being a major driving force in the development of the business to have sustainable potential.

GRI 103-1, GRI 103-2, GRI 103-3, GRI 403-1, GRI 403-2, GRI 403-3, GRI 403-4, GRI 403-5, GRI 403-6, 403-7, GRI 403-9, GRI 403-10

The Company realizes the importance of safety, occupational health and working environment for employees at all levels. They range from the management, office workers, store staff and also contractors who come to work in the Company under a commitment to conduct business without incident causing injury or damage to employees and contractors. The Company aims to reduce the occurrence of accidents from operations to zero through the establishment of the Loss of Prevention (LP) of each business group. This is to set up a policy framework and supervise the management of occupational health, safety and the work environment in a comprehensive and equitable manner for employees. In 2020, the Company has established a safety and environmental policy in line with the international standard ISO45001. The details are as follows:

## Safety, Occupational Health and Work Environment Policy



Employees' workplace safety, hygiene, and working environment is the responsibility of the Company



All employees must consider their own safety, their colleagues' safety, as well as the Company's assets throughout the working period. This includes maintaining good hygiene and tidying the work area



The Company supports and promotes safety related activities, such as public relations training and safety competitions



Supervisors at all levels must act as role models, as well as control and supervise subordinates to cooperate in the occupational health and safety project

# Promoting Occupational Health and Safety at Work

The Company realizes the responsibility for the safety of employees and contractors while on the job and off-site. In addition, the Company pays attention to the occupational health and well-being of the employees. Therefore, various projects and activities have been developed to promote occupational health and safety. Examples range from establishing a process for hazard identification and risk assessment before performing work that may cause an accident, providing online safety education and hands-on training, fire drills, and allocation of various health services.

## Hazard Identification, Risk Assessment, and Incident Investigation

The Company has established guidelines for employees at both the operational level and the manager level so that employees can preliminarily assess the danger associated with the task by themselves. This includes being able to assess the level of danger and potential impacts, as well as finding measures to prevent such risks, where Loss of Prevention (LP) will act as a consultant and operational procedures for employees. Loss of prevention can be contacted directly. All employees have the right to stop working when the operations prove to be at high risk in terms of accidents. In addition, if there is a risky situation that leads to an accident or a dangerous event, the Company has established an incident investigation and reporting process, along with internal communication to develop a guideline for operational safety management.

### Hazard Identification and Risk Assessment



### Incident Investigation



From the analysis of hazard identification and risk assessment, it was found that the working model that is most accident-prone was driving cargo, lifting heavy objects in the warehouse, and working at heights.

Risk	Cargo transport driving	Lifting heavy objects in the warehouse	Working at heights of more than 2 meters
<b>Risk Prevention Measures</b>	<p><b>Measures regarding vehicles</b></p> <ul style="list-style-type: none"> <li>• Check the vehicle condition and the GPS system equipment every time before use.</li> <li>• Check the product weight in relevance to the vehicle size.</li> <li>• Do not attach a sunshade or anything else that obscures vision.</li> <li>• Follow the speed limit required by laws</li> <li>• For container cars, inspect and use twist locks to fix containers in place every time.</li> <li>• Arrange products appropriately, according to size and weight.</li> </ul> <p><b>Measures regarding personnel</b></p> <ul style="list-style-type: none"> <li>• Drivers must have the correct license to drive each specific type of vehicle.</li> <li>• The company arranges safety driving course (SDC) training before starting work. Drivers must attend a review training session at least once a year.</li> <li>• Drivers must dress properly in accordance with the Company's regulations.</li> <li>• Drivers must wear seatbelts all the time.</li> <li>• A driver should not be assigned more than 4 consecutive hours of driving. When the limit is reached, the drivers must take a 30-minute break and switch places with their partners.</li> <li>• Employees are not allowed to work more than 12 hours a day.</li> <li>• Strictly follow the rules and procedures for using the company's vehicles.</li> <li>• Only park the vehicle in the safe area in the company's parking lot.</li> </ul>	<ul style="list-style-type: none"> <li>• The weight of the product must be assessed before the employee starts to lift or carry the product.</li> <li>• The employees must follow the lifting procedure regarding the appropriate body position when moving/lifting products.</li> <li>• Employees must wear strong back support and must not turn around too quickly.</li> <li>• In case of lifting or moving heavy cargo, all employees lifting must have similar heights and strengths.</li> <li>• When moving or lifting stacked cargo or products, they must be tied together with ropes to prevent the products from dropping.</li> </ul>	<ul style="list-style-type: none"> <li>• Supervisors must give their approval before employees start working and must supervise closely.</li> <li>• Employees must check the condition of the forklift safety belt before every use.</li> <li>• Employees must use safety belts and secure them to product shelves or stalls.</li> <li>• Employees are not allowed to work on the stairs for more than 30 consecutive minutes.</li> <li>• Employees must always maintain 3 Points of contact i.e. 2 feet on the steps and 1 holding the ladder.</li> <li>• There must always be a helper at the base of the ladder when picking up products at a height.</li> <li>• The wheels of the escalators must always be locked during use.</li> <li>• Employees are not allowed to stand higher than the third step from the top on any ladder.</li> </ul>
<b>Relevant Law</b>	<ul style="list-style-type: none"> <li>• Land Transport Act, B.E. 2522</li> <li>• Road Traffic Act, B.E. 2522</li> <li>• Highway Act, B.E. 2535</li> </ul>	<ul style="list-style-type: none"> <li>• Ministerial Regulation on Determination of Weight limitations for Employees, B.E. 2647</li> </ul>	

In addition, the Company provides training on occupational health and safety at work with compulsory courses given to all employees from their first day. Furthermore, the Company offers various training in the form of online classrooms and practical training, such as online occupational health and safety training, first aid training, COVID-19 training, and fire drills to raise awareness of employees about the safety culture, which affects themselves and their colleagues. These training on occupational health and safety also reduces the risk of hazards and accidents in the workplace or during work operations.

## Fire Drills of the Food Business Groups

The Company places great emphasis on fire drill training for the food business stores since there are many branches of the consumer goods retail business across the country and certain products or operations, such as cooking demonstrations, can be an ignition source. The Company provides fire drills and fire evacuation drills in accordance with legal requirements. It was found that 100% of the stores in the food group, such as Central Food Hall, Tops Supermarket, Tops Superstore, Tops Plaza, Family Mart, Big C / GO! and every branch of the office building hold fire drills and fire evacuation drills annually.

In addition to the aforementioned projects, the Company also conducts various programs to support employees and contractors in terms of good hygiene in the workplace and health, such as the annual health check-up program, the 4 strains of influenza vaccination, and the annual workplace drinking water inspection project. In addition, the Company also allocated fitness centers and nursing rooms to employees. The Company also promotes good hygiene in cafeterias and bathrooms, keeping them clean at all times. This includes measures and supporting programs to look after employees during the COVID-19 pandemic.



## Measures to Prevent the Spread of Disease

The company has developed guidelines or strategies to cope with the COVID-19 pandemic by adding preventive measures in the workplace, such as having a body temperature test before entering work, sanitizing the entrance and exit every 30 minutes, installing alcohol hand sanitizers in many areas, etc., as well as providing educational lectures to employees on COVID-19 to help build understanding regarding the symptoms of the viral infection, how the disease spreads, and protective measures, featuring speakers, such as doctors from Phyathai 1 Hospital, Hua Chiew Hospital And Bangkok Occupational Medicine Center. The employees were also given opportunities to ask questions and share knowledge and ideas.

The Company is aware of the concerns of its employees in the COVID-19 pandemic. Therefore, the Company has implemented COVID-19 insurance for all employees, both Thai and foreign. This includes training to provide knowledge on how to protect oneself from the spread of COVID-19, as well as support various facilities for employees of all levels within the work place in terms of equipment. For example, the company has installed air purifiers in its office buildings. In addition, the Company has encouraged office-based employees to Work from Home during March - May. The Company has also provided vitamin C supplements for the employees.



**\*100%**  
of employees received  
a cloth face mask.



**Covid-19 insurances  
were given to over  
80,000 employees**  
of Central Group of Companies, which  
included Central Retail's employees.



**\*100%**  
of store workers received  
a face shield and gloves  
for their operations.

Information from the food retail group



# นับก้าว



ชวนพนักงานกลุ่มเซ็นทรัล  
ร่วมโครงการ Wellbeing แข่งขันเดิน/วิ่ง

พิชิตภารกิจ 30 วัน  
มีสิทธิ์ลุ้นรางวัล 3 ต่อ!!!

รางวัลมูลค่ารวมกว่า 50,000 บาท



## Counting Steps to Prevent Office Syndrome Project

The Company is aware of the health problem of employees working in office buildings, which is called Office Syndrome. This is caused by the behavior of working for too long at an office table and the lack of movement and regular exercise that causes pain and muscle fatigue. Therefore, the Company has initiated the Counting Steps Project to encourage employees to move their bodies and relax their bodies more. The Company has distributed portable pedometers to employees to encourage employees to maintain their health and change their behaviors in order to become more active during the work day by exercising their muscles. The employee with the highest number of steps will receive a reward from the Company for setting a good example.

The Counting Steps project invited employees from all business groups to participate with a target of 3,000 participants. However, when the project started, there were 4,358 applicants with continuous participants in the activities throughout the 1 month project (28 September - 27 October). In 2020, employees from 14 subsidiaries have walked a combined 271,048,519 steps, or an average of 11,907 steps per person / day, which means it has been a successful employee health program and has created positive behaviors and attitudes in regards to the maintenance of employee health.



## Safety Performance of Employees and Contractors

From the Company's commitment to focus on the safety of employees and contractors and strictly following the guidelines of creating workplace safety values, regarding the working environment and processes, as well as the allocation of welfare to cover the health and safety of employees. In 2020, only 154 employees or less than 1 percent of the total workforce experienced a non-fatal accident, such as falling from ladders, slipping and falling, or being hit by a door, etc.

	employees of the company (person)	contractors (person)
Accidental injury on the job (Excluding fatalities)	154	11
Absentee rate due to accidents (LTIFR)	1.61	0.976



# Labor Practice and Human Rights

The Company realizes the importance of equitable treatment of employees, respect for human rights and freedom of expression and thoughts. In addition, the Company avoids the violation of the rights of all groups of stakeholders because the business consists of various business groups and has hired employees at various levels, which there may be a risk of unfair labor treatment, including the violation of the rights in the value chain of the Company, especially child labor, forced labor, and human trafficking. This could have a significant impact on business operations, such as labor strikes, business partners and investors ceasing their support for the company, being banned in the general society, and having a negative image.

The company is committed to uphold a transparent labor hiring process. The Company is also committed to taking care of employees equally by striving to strictly comply with national and international labor laws. At the same time, the Company realizes the responsibility for the development of the working environment, as well as management of compensation and benefits to enhance employee well-being. The work in promoting the well-being of the employees is operated according to good labor practices and policies. This covers both employees in the organization, contractors and relevant stakeholders.

## Policy and Guidelines for Fair Treatment of Labor

- ▶ Respect the rights of employees according to human rights principles and abide by labor laws
- ▶ Uphold a fair hiring process and employment conditions, including compensation and fair performance appraisal processes
- ▶ Promote equal development opportunities for employees by organizing training and seminars to develop knowledge, capabilities and potential of employees, including cultivating good attitudes, morals, ethics and teamwork among employees
- ▶ Provide legal benefits according to and beyond the legal requirements, such as health insurance, accident insurance and various grants, etc.
- ▶ Provide measures to prevent accidents in the workplace, facilitating occupational and workplace safety
- ▶ Allocate channels for employees to express opinions or make complaints when treated unfairly and provide protection to employees who report such matters

## Workforce Diversity and Equality

The Company understands that employee diversity is a good opportunity for the Company's business development. It encourages employees and all stakeholders to respect diversity, with a focus on equal treatment without any discrimination on the basis of age, gender, race, religion, skin color, language, race and deficiencies or physical limitations. The Company has performed outstandingly in hiring people with disabilities, allowing them to have roles and duties equal to the general staff. In addition, the Company emphasizes gender equality, proving that professional ability is not determined by gender. In addition, the Company supports equal opportunities for women to grow as a leader at all employee levels.



## Employment of People with Disabilities

The company continues the "Central Tham" project that is committed to hiring workers with disabilities and assisting and promoting the development of occupational skills for people with disabilities by introducing the Promotion and Development of the Quality of Life of Persons with Disabilities Act, Section 33 and Section 35 as a guideline for practice. The Company has supported the career creation for people with disabilities through various projects such as The Egg-laying Hens project, Mushroom Cultivation project, Relaxing Massage project, and plastic basket weaving projects. In addition, the Company cooperates with the Redemptorist Foundation for People with Disability in hiring disabled people to work as permanent employees of the Company in the position of Call Center staff members and the workers in the maintenance department of Power Buy and Thai Watsadu. Employees of this group will be treated equally and will receive the same welfare as the general staff. In addition, the Company supports disabled friendly facilities in the workplace.

The Company has hired

**303** People  
with disabilities as full-time

**273** People with disabilities  
are in the vocational support program for the disabled.

The Company has hired

**45** People

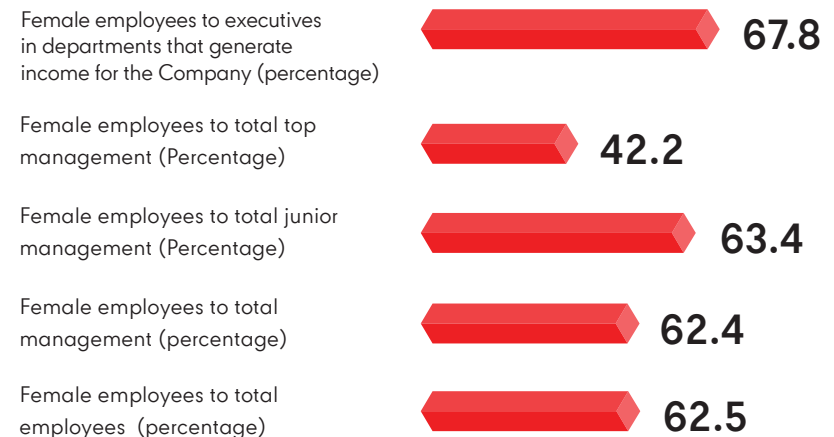
with disabilities in the Call Center project in collaboration with the Redemptorist Foundation For People with Disabilities., a CRC project by Thai Watsadu

The Company aims to increase the amount of employment for persons with disabilities by 100 permanent employees by 2021.

## Performance of the Fair Labor Practices Policy

Proportion of Thai and foreign employees	2020	
	Thai	Foreign
Total employees (percentage)	69.2	30.8
All management staffs (percentage)	76.2	23.8

## Proportion of female employees



● 2020

From the implementation of the policy on fair and strict labor practices in all business groups of the Company, As a result, 100% of employees were aware of the complaint channel for labor practices. In addition, for the past 3 years, the Company has not received any complaints about labor practices from employees and related stakeholders.

# Respecting Human Rights

The Company encourages all employees to respect the principles of international human rights. It is a fundamental right that a person's freedom of expression should be protected and that everybody should be treated equally. Respecting individual differences and diversity will result in a good relationship between employees, employers and all stakeholders.

The Company has a policy to respect human rights and the values of humanity, as well as take into account equality and freedom. The Company condemns social abuse and discrimination based on race, skin color, ancestry, nationality or origin, religion, social status, sex, age, physical appearance, language, political opinion and property, as well as sexual harassment. The Company also encourages all employees to have a better understanding of human rights through the organization of seminars, lectures and workshops, which also includes strict surveillance and monitoring of rights violations that occur in the workplace under the policy of the Company. It covers those individuals throughout the business value chain that includes employees, contractors, business partners, communities and the society.

In addition, the Company provides a channel for expressing opinions and complaints for those whose rights have been violated from the Company's business operations. There is also a follow-up process and a procedure for investigating complaints, including measures to protect and maintain the anonymity of whistleblowers or complainants. In 2020, the Company did not find any complaints that violate human rights in the workplace.

## Process for following up and investigating the handling of complaints by employees and those involved.

- Receive whistleblowing and complaints  
Set up an audit committee Investigation

- During the investigation, report the outcome of the investigation to the complainant.

- Inform the accused of the allegation and give them the right to defend themselves.

- If the accused person actually committed a wrongdoing according to the Company's policy or code of conduct, disciplinary action must be taken.
- If it is an illegal offense, taking legal action must be considered.

- Report to the Board of Directors to consider and determine disciplinary penalties.
- Remedy the complainant.



## Channels for Complaints of Human rights Violations

Channels for complaints of human rights violations to the Chief of Internal Audit, who is responsible for investigating complaints and whistleblowing regarding human rights violations and corporate ethics.

Complaints to be directly sent to the Chief Executive Officer  
Chairman of the Audit Committee

E-mail: Mopratana@central.co.th

### Head of Internal Audit

E-mail: SuPhisoot@Central.co.th

Address: Head of Internal Audit,  
Central Retail Corporation Limited  
22 Soi Somkid, Ploenchit Road,  
Lumpini , Bangkok 10330



### Employee training on human rights policies

The company provides online human rights training for employees of all levels as part of the training course called "**Corporate Ethics That Everyone Must Know**". The Company also provides a Speedy Quiz to promote employee knowledge and understanding of international human rights principles, understanding of the Company's policies, and relevant laws which initiative aims to cultivate respect for the human rights of oneself and of others..

**762** employees participated in the project, accounting for 98% of the total middle management workforce.

**483** hours of Speedy Quiz training and attendance

**100%** of employees passed the Speedy Quiz.





# Prosperity

Operation in 2020 focuses on good corporate governance and various policies to help drive and promote economic development in a sustainable direction. The Company is prepared to keep up with global trends and expresses its determination to develop economic prosperity in all sectors. This is based on the best interests of our shareholders, customers, employees, society and community, as well as all stakeholders. The materiality topics are as follows:



Supply Chain Management



Corporate Governance and Business Ethics



Cybersecurity and Privacy Protection



Innovation



Customer Relationship and Brand Management



Risk and Crisis Management and Resilience

# Prosperity

The ever-changing direction of global economic growth and rapid access to information has made the Company realize that doing business with the sole purpose of gaining monetary profit does not enable sustainable growth and prosperity. Good corporate governance is essential in helping to direct and manage the organization to operate in an efficient, transparent and verifiable direction. In addition, the Company must conduct business fairly and be responsible for the interests of shareholders and all stakeholders, including the society and the environment. Under the framework of good corporate governance, the Company is determined to be a role model for society in the area of anti-corruption with strict policies and practices for auditing. Therefore, the Company encourages all employees to comply with the good corporate ethics of the Central Group.

In addition to conducting business on the basis of virtue and ethical transparency, the Company has a risk management committee that oversees plans to prepare

for changes and crises, especially in the year 2020 when the world economy was confronted with the COVID-19 pandemic. The Company has implemented more flexible business strategies and adjustments to mitigate risks and mitigate the possible impact on employees and businesses.

Managing the supply chain for maximum efficiency is another way to operate sustainably. The Company has audited business partners to comply with relevant regulations to support the work on the supply chain to verify the source and the work processes. Furthermore, the satisfaction and good experience of the customers is another important factor that keeps the business going. The Company is dedicated to developing products and services in order to meet the needs and maximize customer satisfaction. This also includes the development of innovative and creative technologies that facilitates the purchase of products and enhances the efficiency of the organization's work processes, especially during

the COVID-19 pandemic. The Company believes that technology will play an important role in business operations, making it more efficient and helping in managing relationships with customers as well. In order to meet customer expectations for quality and safety in products and services, over the past 2 years, the Company has

focused on omnichannel marketing, which focuses on communication and attracts customers through constantly providing information, news and introducing new products. Yet because the use of online technology has seen more widespread, which may create risks to the security of the information infrastructure, the Company has set up a dedicated agency to oversee the cybersecurity process of the Company's network and protect customer information in order to prevent them from being affected by online espionage and malicious intent.



# Supply Chain Management

The Company places great emphasis on efficient supply chain management in order to achieve the flexibility and speed of the transport of products from manufacturers to consumers. The Company's supply chain management is sustainable and in line with the Company's Effective supply chain management protocols that help protect the Company from the risk of damages in the event of failure of Supply chains, such as stock shortages and delays in shipping. Moreover, the Company can benefit from reducing stocking costs and increase its competitiveness through cost reduction and building confidence among stakeholders.

The Company is committed to continuously develop its supply chain, improving agility and speed to increase operational efficiency and meet the needs of the customers. In addition, the Company is committed to working with trading partners to promote sustainability throughout the supply chain. The Company has a supply chain management approach that focuses on the development of product distribution systems and transportation systems. This is because it is the driving factor for the Company's supply chain, in which continuousness and agility are core components of the omnichannel platform. The main operations are as follows:



## Operations related to distribution centers

Increase distribution center risk response capabilities to prevent supply chain failures.



## Transport Management System

Apply technology to the freight management system to increase efficiency and speed. This includes route planning, operations control and performance administration.



## Partner screening and development system

Screening business partners in line with the company's sustainability principles, taking into account the safety of employees and the quality of service according to the following metrics: Delivery on time, availability of cargo vehicle, damaged or lost items, customer complaints, and safety performance. Moreover, the Company has evaluated and reported the evaluation results to its partners for continuous development.

**Outstanding implementations of supply chain management in 2020 were the COVID-19 response plan for distribution centers and the delivery slot booking etc.**

## COVID-19 Response Plan for Distribution Centers

The Company has prepared a response plan regarding the outbreak of COVID-19 for distribution centers with the objective of preventing operational disruptions within the distribution centers. This is of great importance to the entire supply chain, especially the omnichannel platform.

The response plan includes setting up a communication system and distributing information within the organization, for which they are three stages of response measures: Preparation stage, Action stage, and Recovery stage.

## Measures to Combat the Spread of COVID-19

Measure stage	Examples of measures for employees and personnel	Examples of workplace measures	Example of product management measures
<b>Preparation Stage</b>	<ul style="list-style-type: none"> <li>Checking travel history</li> <li>Social Distancing</li> <li>Temperature screening</li> <li>Training on the prevention of COVID-19</li> </ul>	<ul style="list-style-type: none"> <li>Sanitization</li> <li>Preparing secondary distribution centers in other areas in case the site has to be closed due to detection of infected persons or from lockdown.</li> </ul>	<ul style="list-style-type: none"> <li>Increasing inventory and in-store inventory to prevent product shortages.</li> <li>Increase the number of imported products in the event of a ban on moving goods across the country.</li> <li>Monitor the situation in the business partners' areas of operation.</li> </ul>
<b>Action Stage</b>	<ul style="list-style-type: none"> <li>Employees with a body temperature of higher than 37.5°C are sent home for monitoring.</li> <li>Employees who have come into contact with infected persons or persons at high risk of infection are quarantined at home for a period of 14 days.</li> </ul>	<ul style="list-style-type: none"> <li>Immediately close the operating site for sanitization and disinfecting, including trucks that have been in contact with infected persons.</li> <li>Operate from a temporary distribution center located in a safe area.</li> </ul>	<ul style="list-style-type: none"> <li>Transporting products from vulnerable areas to temporary distribution centers.</li> <li>Moving products between stores to prevent product shortages.</li> <li>Plan alternative freight routes to avoid high risk areas or areas with lockdown.</li> </ul>
<b>Recovery Stage</b>	<ul style="list-style-type: none"> <li>Provide opportunities for employees to work overtime to compensate employees affected by quarantine.</li> <li>Hire temporary workers or a partner to lighten the workload.</li> <li>Switch the work schedule according to the amount of work.</li> </ul>	<ul style="list-style-type: none"> <li>Return to the main distribution center after it has been cleaned up and after the area has been declared to be low risk.</li> </ul>	<ul style="list-style-type: none"> <li>Communicate the effects to all divisions.</li> <li>Check the number of products to replenish stocks.</li> <li>Express-transport of available products.</li> </ul>

**Partner:**  
Deliver products to the distribution center

**Distribution center:**  
Operations on warehouses

**Employees and partner:**  
Deliver the product to the customer.

**Customer:**  
Contact during pickup

**0** people infected from within the organization

**0** cases of product shortage in all business segments

The supply chain can respond to the needs of various business groups in order to stimulate overall sales.



# Improving The Booking System, Delivery Time and Product Installation

The purpose of improving the booking system, delivery time and product installation is to facilitate the customers in receiving the product delivery at home, especially hardline products, such as electrical equipment that require the Company's installation services. Another objective is to increase freight planning efficiency by adding planning time information in addition to other types of information, such as routes, vehicle types, and packing space on the vehicle. In addition, the Company uses a computer system to plan the transportation of goods to maximize efficiency and facilitate tracking during transportation.

**100%** of new business partners passed the safety screening

Average delivery time has been reduced from 2.2 days to

**1.8** days

**98%** of goods were delivered to the customer within the specified period

**Power Buy Promises**

- ตรวจสอบสินค้าทุกชิ้นก่อนส่งมอบ** (Check all goods before delivery)
 

ตรวจสอบสินค้าก่อนส่งมอบทุกครั้ง เพื่อให้มั่นใจว่าสินค้าที่ส่งมอบจะตรงตามความต้องการของลูกค้า และตรวจสอบความเสียหายก่อนส่งมอบ
- จัดส่งอย่างปลอดภัย** (Deliver safely)
 

ใช้รถใช้ทางที่เหมาะสมและปลอดภัยในการจัดส่งสินค้า เพื่อให้มั่นใจว่าสินค้าจะถึงมือลูกค้าอย่างปลอดภัย
- บริการผู้ดูแลศูนย์บริการลูกค้า** (Customer service)
 

ตอบสนอง ให้บริการลูกค้าอย่างมีประสิทธิภาพ และรวดเร็ว เพื่อให้ลูกค้าได้รับบริการที่ดีที่สุด
- ทีมงานมืออาชีพจาก Power Care** (Professional team from Power Care)
 

ทีมงานมืออาชีพจาก Power Care มีความรู้และประสบการณ์ในการให้บริการลูกค้า เพื่อให้มั่นใจว่าลูกค้าจะได้รับบริการที่ดีที่สุด
- บริการ Call Center** (Call center service)
 

บริการ Call Center ที่พร้อมให้บริการลูกค้า 24 ชั่วโมง เพื่อให้ลูกค้าสามารถติดต่อขอความช่วยเหลือได้ตลอดเวลา
- บริการติดตั้ง** (Installation service)
 

บริการติดตั้งที่รวดเร็วและปลอดภัย เพื่อให้ลูกค้าสามารถใช้งานได้ทันที
- จัดส่งที่รวดเร็ว** (Fast delivery)
 

จัดส่งสินค้าที่รวดเร็วและปลอดภัย เพื่อให้ลูกค้าสามารถใช้งานได้ทันที
- BEST PRICE GUARANTEE** (Best price guarantee)
 

รับประกันว่าสินค้าจะถูกลงกว่าหรือเท่ากับคู่แข่งในตลาด
- The 1** (The 1 service)
 

บริการที่เหนือกว่า บริการที่รวดเร็ว บริการที่ดีที่สุด

**Always with you**  
ทีมทุกสาขา

**02-904-2000**  
บริการทั่วประเทศ 24 ชั่วโมง และบริการฉุกเฉิน 24 ชั่วโมง  
โดยทีมงานมืออาชีพจาก Power Care



# Cybersecurity and Privacy Protection

The linkage between the Company's operating data and personal information has innovatively been transformed into Digital Transformation and the Internet of Things (IoT). In addition, due to the Company's retail business having to deal with a large number of agencies, including business partners and customers, each day, information is collected and added into the digital network. This large volume of transfers of information has made the Company conscious of cybersecurity and the stability of the information network that may face the risks of cybercrimes, which are currently becoming more violent. If business data is stolen by a cyberattack or a customer's personal information is leaked due to a system failure, it will have a serious impact on the economic, social, security, and reliability dimensions of shareholders and customers. The Company realizes the importance of compliance with the law and having strict cybersecurity and data privacy management policies to help reduce the risk of cyber espionage and its potential impact.

## Cybersecurity

The company is committed to maintaining a secure and strong internal digital technology network that is strong against cyber espionage to prevent the leakage of confidential information related to the management of the company due to system errors. The Company has established an IT agency, which is a network security agency made up of to supervise the system by establishing guidelines for the storage and transfer of information in the information system within the company, including the management of the physical security system of the computer center, which strictly controls the access of personnel, as well as the operating process of security for the use of digital technology in data management. The Company's business operations are as follows:

## Cybersecurity Process



### Working Committee

Organize monthly SCM (Security Committee Meeting) between departments of safety supervision attended by Cyber and IT executives of each sub-business group.



### Steps

Stay updated and exchange information on cybersecurity, risk and data privacy. Process to find methods of risk assessment.



### Cyber Security Framework

Improve methods and establish a framework for practice. Including preventive technology systems in accordance with CIS Control and NIST CSF.

# Data Privacy Protection

The Company realizes the importance of protecting the personal information of customers that have been collected, used, disclosed, and transferred for use in receiving services and purchasing products. The information collected is intended to be used to customize recommendations for customers. The Company is committed to taking responsibility and protecting personal information of all stakeholders, including shareholders, employees, customers and business partners. Therefore, the Company has published its privacy policy on the website related to

the subsidiary company group to show the transparency of its operations. This is managed under the department that is responsible for protecting personal information of customers, for which the operating framework is consistent with Personal Data Protection Act (PDPA). The Privacy Policy covers the use of information in stores, service through all online channels, and the customer service call center (operating under the Company). Details are as follows:

Type of personal information	Purposes for Collection, Use and Disclosure of Information	Agencies or individuals that the company may disclose
Transfer of information abroad	Personal Information Storage Timespan	Information security
Cookie Policy	Rights of the Personal Information Subject	Contact Channels regarding the right to personal information

# Contact and Complaint Regarding Privacy and Personal Information Offenses

The Company has provided channels for customers and shareholders to inquire about personal information or express the intention to exercise the right to access the information collected by the company, including making complaints of privacy and personal information violations through the channels announced in accordance with the following privacy policy.

## CENTRALRETAIL

### Contact channels

Central Retail Corporation Public Company Limited

Central Chidlom Tower, 14th Floor, 22 Soi Somkid,  
Ploenchit Road, Lumpini Subdistrict, Pathumwan  
District, Bangkok 10330

Call Center: +66 2 650 3600, +66 2 730 7777

Email: [pr@central.co.th](mailto:pr@central.co.th), [contact@central.co.th](mailto:contact@central.co.th)

## Performance

In the past year, the Company has collected a number of reports and complaints related to privacy and personal information offenses where data have been leaked to unrelated persons, which the results are as follows:

Cases of Complaints	2019	2020
Complaints directly from customers or third parties about privacy offenses committed by the Personal Data Protection Officer.	0	0
Complaints from government agencies regarding breach of customer privacy.	0	0
Number of times customer data is leaked from cyberattacks.	0	0

The Company takes action regarding complaints of personal information breaches through the Personal Information Review Committee. The cause of the complaint will be investigated and the Company will take action as quickly as possible since it is required by the law to protect the privacy of its customer. In addition, if found that the personal data breach has an impact on the complainant's rights and freedoms arising from the work of the employees, the Company will continue to report the infringement and offer remedies as appropriate.

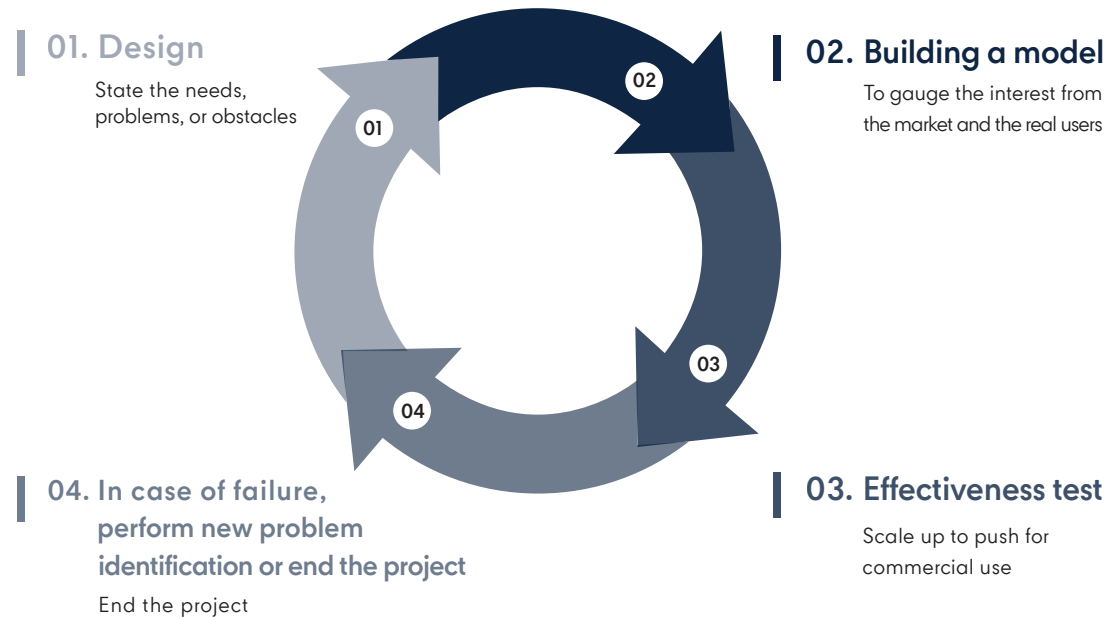
# Innovation

## The importance of innovation and technology

Digital technology and the internet have played a huge role in our daily lives and helping businesses grow exponentially, which subsequently creates a competitive advantage. The Company sees that developing innovative technologies can help meet customer needs, create a positive purchasing experience for products and services, while improving the efficiency of internal processes. In addition, changing people's behavior during the disruption era and the COVID-19 pandemic is another challenge for the Company's business operations. The Company must adapt to keep pace with the situation and propel the business forward. The Company is dedicated to developing innovations and cutting-edge technology, such as marketing in the omnichannel platforms and online shopping application services, to be able to reach customers quickly and provide complete convenience, as well as building confidence among shareholders and create appeal for investors and business partners.

The Company is committed to operating the business under the concept of "Customer Centric", which is the driving force for the development of modern technological innovation. It aims to create good experiences for all customers and users, and create engagement between customers and the Company. Thus, adjusting the marketing strategy to form an omnichannel or E-Commerce platform, as well as focusing on customer relationships are the main approaches to the innovation. To develop new innovations, the Company aims to become number 1 retailer in Thailand, operating under the omnichannel platform technology model. Moreover, the Company aims to promote Innovation within the organization at both the internal work processes level and the cooperative level so that the organization can be able to disseminate innovations that benefit society and the environment. All stakeholders are informed both directly and indirectly through various media channels in order to bring about change for the better and leading to a sustainable organization.

The Company's operation in technology and innovation development is led by "Central Tech", a subsidiary of the Company, who is responsible for initiating various technology innovation projects by adhering to an innovative process that takes into account users, customers and business partners. It has the following framework:

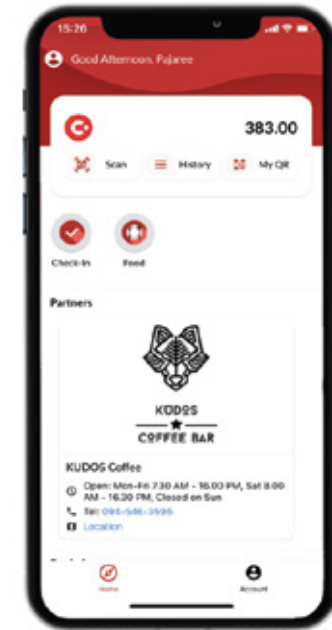


# Process Innovation

The Company realizes the building of an innovation culture within the organization is another factor that helps to increase the efficiency of work processes in the organization and to raise the security level in the workplace. This leads to creating a good experience for customers when they buy products or use services within the store, as well as to promote and support the participation of employees in the Company, which builds a positive attitude to the use of technology at work as well. There are innovative projects being developed for the work process as follows:

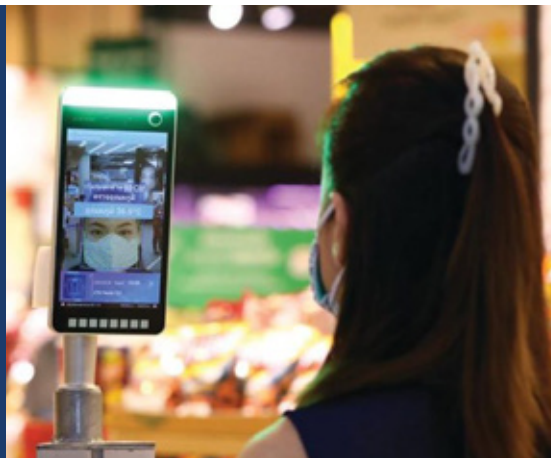
## C-Coin

Central Tech has developed a cryptocurrency called C-Coin as a reward for employees in the Company. Employees who receive this C-Coin can exchange it for products or services, as well as gifts in stores within the Central Group or transfer coins to fellow employees instead of giving compliments or thanks. Currently, an average of 1,000 employees are active on the C-Coin application, which has shown to be an innovation that fosters 80 percent of employees' engagement, 80% of employees use C-Coin.



## Facial Recognition and Temperature Checking Technology

Due to the COVID-19 pandemic, Central Tech's Innovation team has developed facial recognition technology used to measure the temperature in both Tops Supermarket and FamilyMart, which helps to increase the efficiency of measuring the body temperature of customers. It can also remind people who scan the face to wear a face mask every time before entering the shop. The use of facial recognition technology to measure temperature makes the numeric readings more accurate and customers can quickly access the service and shop without having to wait for the staff to take their temperature manually at the storefront. This is especially useful in branches with many customers, where the conventional temperature measurement stand may prevent the employees from providing adequate customer support. It also helps enforce social distancing and reduces contact between customers and employees, which creates safety and confidence in such situations. In addition, this facial recognition camera technology has been applied in some of the Group's offices as well to reduce the exposure of employees from finger scanning by 100%. It can also identify employees and collect information on employee attendance. This enables real-time monitoring of information, strengthening of the security system of the facility, and reduces the risk of exposure to COVID-19 as well.





## Smart Shelf

The smart shelf system is installing technology on shelves to alert employees when products on the shelf are about to run out, which notifies the employees in real-time. This innovative system helps manage the number of products sold in the store more efficiently and enables employees to respond to customer needs quickly and minimize the chance of errors and delays that may occur.

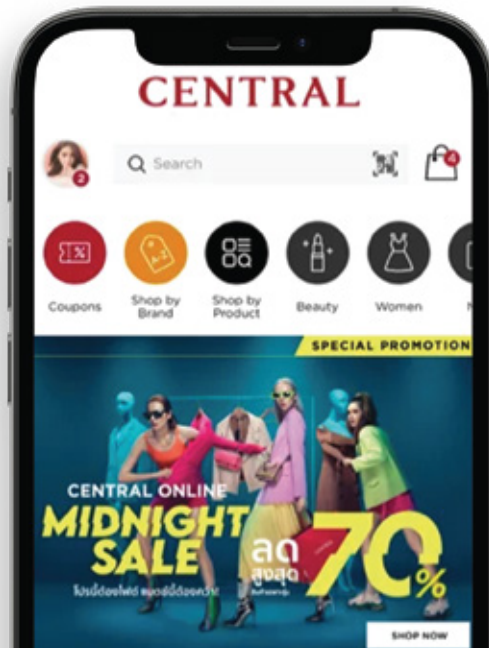


## UV-C Disinfection Robot

During the announcement of the closure of department stores in Thailand, in order to control the spread of COVID-19 pandemic, the Company still opened supermarket services to facilitate the purchase of consumer products. The Company has introduced the innovation of UV-C DISINFECTION ROBOTS, which were first used at Central Food Hall, Chidlom branch. These robots were then used at more than 10 other branches of Tops Supermarket. Furthermore, these UV-C DISINFECTION ROBOTS received an award from the World Health Organization (WHO) and the Center for Epidemic and Infection Control (CDC) because they can kill germs and do not leave any residue that may affect food safety and quality. The disinfection robot emits high-intensity UV-C light 360 degrees around its body and is effective in blocking 99.9 percent of the virus and bacteria transmission in a matter of seconds. Utilizing this innovation is a safety management initiative that minimizes the risks of work for the cleaning staff and builds confidence among customers and store employees.

# Product Innovation for Customers

With the determination to meet the needs of our customers and create the best experience when purchasing products and services through the company's affiliated stores, the Company has developed innovative products and services through modern technology according to the omnichannel strategy, which not only facilitates customer experience, but also protects the best interests of the customer. By using a variety of technologies to process the service, the sale transaction becomes quicker and results in the highest customer satisfaction.



## Central App

Determined to be No. 1 omnichannel platform retailer, the Company launched the 'Central App' in December 2020 via the App Store for both the iOS system and on Google Play Store for the Android system. Central App is an innovation under the concept of omnichannel marketing that was invented not only to focus on online sales alone, but also connect e-commerce to the offline sales system at the storefront, which is to facilitate the creation of customer satisfaction and promote a good purchasing experience.

### Benefits for customers who use the service via Central App consist of:

- ✓ More than 5,000 brands of products available (hardline and fashion items)
- ✓ Users can check the promotions and activities of each branch every day.
- ✓ Users can enjoy a seamless payment service and pick up the merchandise at the nearest branch within 1 hour.
- ✓ Users can reserve a queue for restaurants and services in the Central Group department stores in advance.
- ✓ The app can also be used in stores for additional privileges.
- ✓ The app offers discount coupons that can be used both in store and online

Providing services through the Central App also improves the efficiency of the Company. With the development of a database management system using a CRM (Customer Relationship Management) software to track and monitor sales and customer service tasks, the machine learning analysis collects product purchasing behavior and customer interests in a personal way to present products and promotions that suit the different lifestyles of each customer. In addition, the E-payment service also supports having a cashless society, which resulted in sales done through the application to be 50% of overall online sales. The Company aims to enhance the application to contribute to 80% of overall online sales by 2026.

App Store

4.3  
★★★★☆

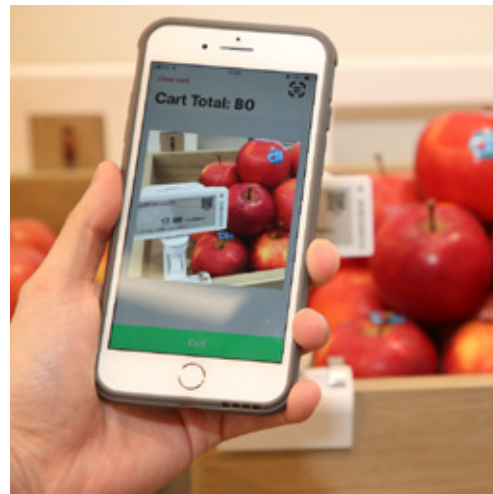
Google Play

4.5  
★★★★☆



# “Easy Shopping App” by Thai Watsadu

Thai Watsadu: Building, Hardware, Sanitaryware, Nong Chok Branch, Bangkok, is the first branch of the Thai Watsadu group to initiate a new type of service through digital channels based on current customers' online purchasing behavior. Thai Watsadu has reduced the size of the storefront area to 10,000 square meters in order to reach more community areas. At this branch, customers shop through the “Easy Shopping App” application that is available for Android smartphone users. Customers can purchase products through QR Code scanning, pay at the Check-Out point, wait for the product for 15 minutes without having to walk around, select the products, or put the products into the cart. This makes the purchasing experience more convenient. In addition, post-delivery service is also available for building materials products, where customers can bring their car to pick up the product at the back of the store at the service entrance after completing online orders through the Easy Shopping App. This new service saves time for Thai Watsadu and for customers who have limited time to shop and create a good experience for customers.



## Tops Box

Tops Supermarket has initiated the use of electronic price tags to facilitate customers to shop and pay by scanning a QR Code on the price tag without having to bring the product to the cashier. Scanning payment from electronic price tags is more convenient for customers who shop at the store, but do not want to wait in line for the cashier. It also promotes a cashless society for the safety of financial transactions.



# Central Tech Retail Lab (CTRL)

CTRL or the Central Tech Retail Lab, was established under the work of the Central Tech, to be a center for innovation and experimentation of technology for application in retail. CTRL has partnered with global partners AWS (Amazon Web Services) to identify and support startups to participate in the development of retail innovation with the Company. In addition, the company is committed to making CTRL a center for innovation for young people, students, investors, and entrepreneurs to increase latency, business competitiveness and drive the digital economy to great lengths.

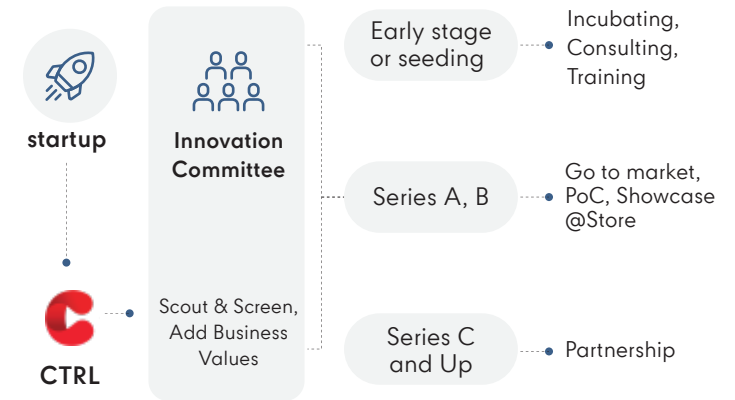
## Innovation Projects Startup with CTRL

CTRL provides an opportunity for creative people and startups in Thailand, that need a platform to demonstrate their innovation potential. CTRL has worked with the Company and AWS for the purpose of evolving into business partners for the retail business. Innovation will significantly affect the growth of the business since it is a key factor in changing consumer behavior in new and more diverse directions. In addition, innovation and technology will play an important role in bringing development to society and the environment.

## Projects in Collaboration with Universities

The Executive Director of Central Tech has joined the committee to present innovative projects to create good customer experiences, which is a project by a student of the College of Management Mahidol University (CMMU), and has given advice and exchanged knowledge for developing products or practices that can be used in the retail business. In addition, the Company has also collaborated with True Digital Park, Krung Thai Bank and King Mongkut's Institute of Technology Ladkrabang to build the largest integrated innovation and startup development center in Southeast Asia to promote the development of modern technology and innovation in the country.

## The Work Processes Between CTRL and Startups are as Follows.



# Customer Relationship and Brand Management

The Company places great emphasis on customer relationship management in order to improve the Company's services and product, better meet the needs of customers, and create the best satisfaction and experience for the customers. In addition, the Company places emphasis on brand management in order to increase the efficiency of communicating the identity of the Company to customers and other stakeholders. Focusing on these two aspects increases competitiveness, helps develop a positive image, and build confidence among stakeholders. It also helps achieve other objectives of the organization.

The Company is committed to develop effective customer relationship management in order to create maximum satisfaction and provide the best customer experience through sustainable business operations. Guidelines for the Company's customer relationship management focuses on increasing the feedback channels for customers, as well as self-assessment through the Mystery Shopper process with the goal of recognizing the Company's weaknesses. As a guideline to improve the service for the better, the Company has a brand management approach that emphasizes communicating the Company's direction and omnichannel platforms with a Customer Centric omnichannel.

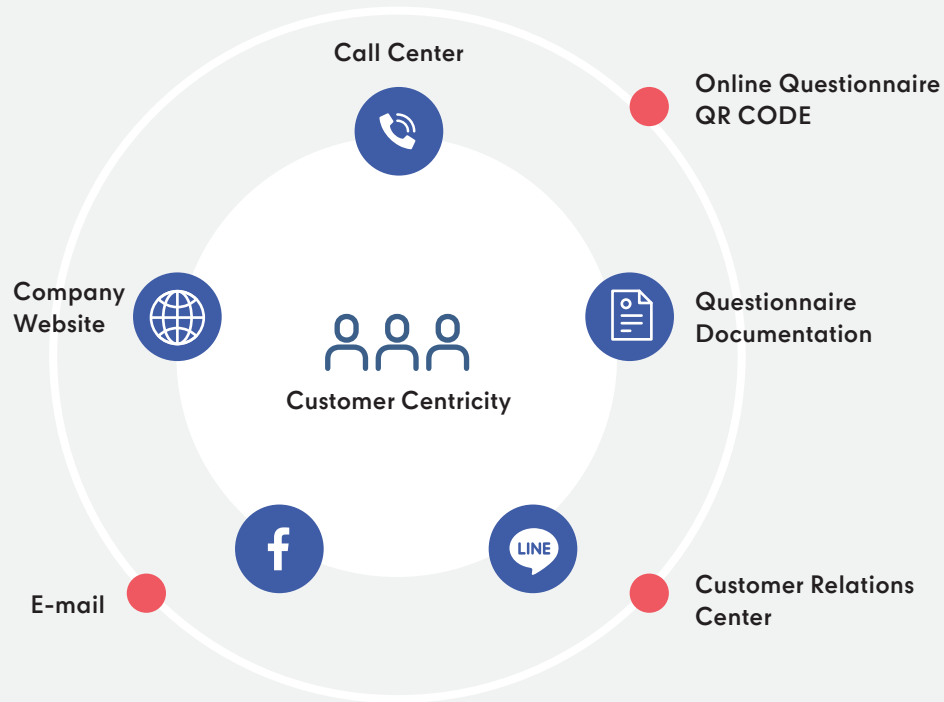
Outstanding operations in customer relationship management and brand management include developing Customer Engagement Channels and providing convenience to customers during the COVID-19 pandemic.



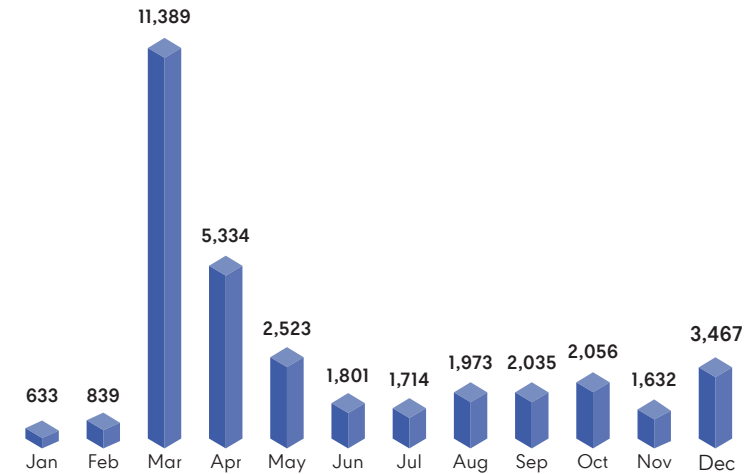


# Customer Engagement Channel

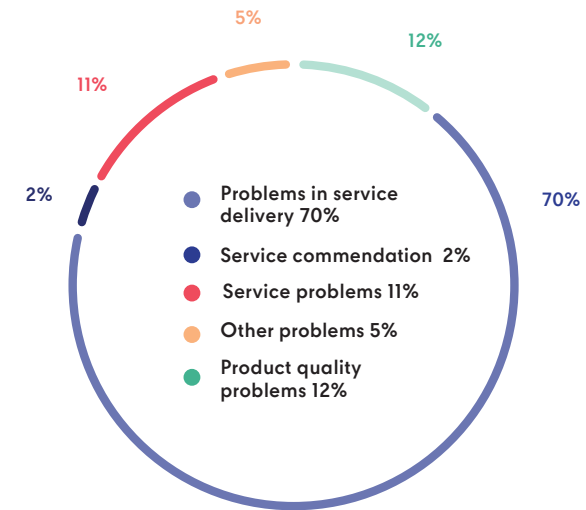
Developing customer engagement channel is aimed at increasing reach and facilitating customer expressions. The Omnichannel platform has been applied in the system development. In the past year, the Company saw the most customer engagement cases in March. This stems from complaints about the delivery service during the COVID-19 pandemic in Thailand. However, the number of complaints decreased in the next month due to improvements in the Company's services. Guidelines for responding to complaints consist of delegating each complaint to the agency that is most suitable to deal with the problem, employee training, and analysis for solving problems at the root cause.



## Customer Engagement in 2020



## Type of Customer Engagement in 2020



# Ensuring Convenience for Our Customers During The COVID-19 Pandemic

As a result of the spread of COVID-19, customers are more concerned about their safety. With the objective of facilitating and protecting the health of customers, the Company has implemented new purchase channels and delivery methods as follows:



In addition, the food retail business group is the only business that can be opened during the government's lockdown. Therefore, additional measures were needed to facilitate customer experience as follows: Priority checkout for customers who are at high risk of contracting diseases, such as the elderly, pregnant women and the disabled. UV sterilization robots were used during off hours. An emergency response plan was put in place in case of encountering an infected person. For the fashion retail businesses, including Central Department Store and Robinson, there are additional sanitization measures and Personal Shopper service via telephone to introduce product information, recommend best selling products and various promotions.



# Performance

## Measuring Customer Feedback Regarding Convenience in 2020



### Summary of Customer Relationship and Brand Management

#### Customer Satisfaction Score

	2018	2019	2020
Total	89%	87%	87%
Coverage (Percentage of Responding Customers)	100%	100%	100%





# Planet

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The Company places great emphasis on environmental conservation and sustainable natural resource management, and strives to reduce the environmental impact of its business operations as much as possible. This includes reducing the risk of adverse effects that may occur to the Company throughout the business value chain of the Company, taking into account the issue of climate change, energy conservation, greenhouse gas emissions reduction, and efficient use of natural resources. The Company is also concerned with alleviating various environmental problems that are relevant to the Company, both directly and indirectly, such as waste, pollution and resource shortage problems.



Climate Change and Energy Management



Raw Material Sourcing



Circular Economy



Waste Management

# Planet



The development of environmental policies has been continuously implemented and the Company has operated in accordance with the Central Group's environmental sustainability operating framework, which has 4 approaches:

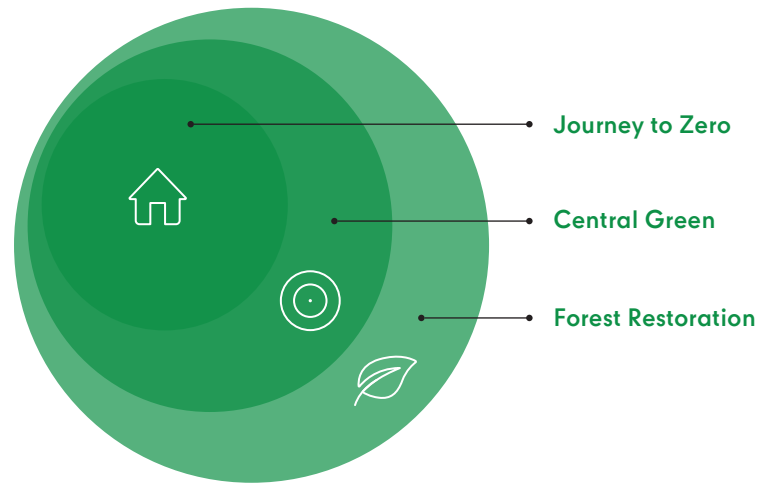
1. Climate change management
2. Efficient use of natural resources
3. Management of solid waste
4. Value chain management

The development guidelines and practices are aligned with the Sustainable Development Goals set by the United Nations in order to have clear goals of action and establish the management direction. Our top environmental indicators consist of indirect greenhouse gas emission (scope 2) covering 77% of revenue, waste disposal covering 77% of revenue, direct greenhouse gas emission (scope 1) covering 72% of revenue, food loss & waste indicators covering 57% of revenue, and others.

The Company aims for business growth to go hand in hand with sustainable and environmental development. The Company realizes that this must range from the origin of the supply chain to the end of the technical waste management, which requires cooperation from many parties. The Company places great emphasis on the development of knowledge and innovation in environmental management, energy and natural

resources management, starting with internal personnel. The knowledge is then shared to the wider society and to all stakeholders on the community, provincial, national, and global levels.

In 2020, The Company announced business policies that will be carried out to help conserve the environment and power society in a sustainable manner. This will be done through the Circular Economy system with the “Central Retail Love the Earth” campaign that was founded in 2018. This campaign sees the Company work with all industry sectors on vital 3 projects, starting from “Journey to Zero” focusing on reducing waste, “Central Green” increasing green space to “Forest Restoration”.





# Climate Change and Energy Management

Climate Change is one of the global trends that organizations are increasingly focused on because it has a wide impact on both business operations and human-beings in general, such as severe natural disasters in many areas, which the Company has partners and businesses in many areas around the world. Therefore, the Company realizes the importance of energy management and climate change and aims to be part of the solution and protect businesses from risks that may arise. These issues range from damaging the value chain, both in the production and transportation of goods, taxation associated with high levels of greenhouse gas emissions, or having higher energy costs.



## Energy Management

The Company is committed to efficient energy management in order to conserve energy and reduce greenhouse gas emissions, which is the main cause of climate change. The growth of the business has resulted in the need of more energy, which the Company has smartly invested in the production of renewable solar energy so that the business operation of the Company will be able to reduce the use of energy from fossil fuel sources, reduce energy costs, and reduce greenhouse gas emissions.

## Solar Rooftop Systems Installation Project

The project of installing solar cells on the roof aims to produce clean energy from sunlight, reduce energy costs and reduce greenhouse gas emissions. The Company has so far installed solar panel systems on the roof of 25 retail operations (17 Robinson Department Stores, 7 Thai Watsadu stores in Thailand, and 1 Big C / GO! in Vietnam.)



In addition to the aforementioned projects, the Company has other energy management projects, including energy reduction in Tops Supermarket and FamilyMart stores, such as changing to LED bulbs, switching to freezers with glass doors to reduce the energy loss from opening the door, improving the cooling system to improve energy usage, and reducing the number of stores that are open 24 hours.

# Climate Change Management

The company is committed to being a part of tackling the climate change problem. Emphasis is placed on the reduction of greenhouse gas emissions directly within the organization (scope 1), such as the use of gasoline in the transportation of the Company's products, indirect reduction of greenhouse gas emissions from the organization's energy use (scope 2), such as solar power generation, and indirect reduction of greenhouse gas emissions outside the organization from various stakeholders (scope 3), such as the reuse of waste materials in the production process. The company is also in process of aligning practices and disclosure with Task Force on Climate-Related Financial Disclosures (TCFD) which will further enhance our management of climate related risk and opportunities and also outlining targets for our climate strategy. We aim to align with TCFD and implement during 2021.



## Electric Vehicle (EV) Charging Station Installation Project

The Electric Vehicle Charging Station Installation Project aims to reduce greenhouse gases emitted by customers, which so far 14 stations have been installed in the Company's retail operations. 11 in Robinson Department Stores, 1 at Central Chidlom Department Store, 1 at Chidlom Tower, and 1 at Big C / GO! in Vietnam, which overall helps promote the use of electric cars and reduce greenhouse gas emissions. The benefits that customers receive include the service of electric charging equipment and reduced fuel costs, while the benefits that the Company receives include reducing fuel consumption by customers and a positive image from joint efforts to tackle climate change.

**14** branches participating  
in the project

**30-350**  
electric cars used the charging stations  
per month in 2020

Reduced greenhouse gas emissions by

**145.3** tons CO<sub>2</sub>e  
/month




# Forest Restoration Project

The watershed forest restoration project aims to restore and increase forest areas to store carbon, create jobs, and develop sustainable local food systems. It has been implemented in collaboration with local communities and environmental organizations in Chiang Mai, Chiang Rai and Nan provinces, which are important areas of biodiversity. In addition, the project has promoted each area to ensure environmental management and sustainable agriculture, for example, by encouraging farmers to switch from monoculture that uses large quantities of chemicals to organic farming.

The project promotes mixed-forest agriculture “three forests: four benefits”, based on King Rama IX’s Philosophy, in which communities receive support in the form of knowledge regarding sustainable agriculture and production inputs, processing, adding product value, and marketing. The Company benefits from strengthening relationships with communities.



## Summary of Climate Change and Energy Management

	Reduced energy consumption in 2020	Reduced Greenhouse gas emissions in 2020
	Reduced energy by <b>156,366</b> MWh	Reduced Greenhouse gas emissions by <b>87,721</b> tons CO <sub>2</sub> e
	Reduced energy by <b>89,852</b> MWh	Reduced Greenhouse gas emissions by <b>50,407</b> tons CO <sub>2</sub> e
	Reduced energy by <b>281,604</b> MWh	Reduced Greenhouse gas emissions by <b>8,398</b> tons CO <sub>2</sub> e

**1,033** Rais for Forest Restoration in 2020 | Social Return on Investment (SROI) worth **262** million THB | Total greenhouse gas storage of **39,353** tons of CO<sub>2</sub>/Rai within 10 years



# Raw Material Sourcing

The company believes that quality raw materials are the key to quality products and creating satisfaction and confidence among customers. Moreover, sustainable sourcing of raw materials is very important for the Company to show responsibility to its stakeholders and customers. Today, there are many consumers who are aware of the importance of the source of raw materials that may affect the environment and society. Therefore, sourcing may affect the purchase decision of products and services. Allocation of raw materials from inferior sources or through illegal and unethical ways that contribute to the destruction of nature and the environment will affect the reputation of the Company and the trust of stakeholders, business partners, and customers. Therefore, the Company values the environmental protection and is committed to ethical business conduct focuses on procurement of raw materials to meet the sustainability standards, especially natural raw materials that come from agriculture and husbandry. These raw materials must have the least impact on the environment and must be procured with ethical conducts. This helps build good relationships with suppliers of raw materials from the community and business partners and create jobs for the local community.

## Management Approach

The company realizes the importance of sustainable procurement of raw materials. Therefore, it implements a policy framework aimed at reducing the impact on the environment, community, and society and to build a strong relationship with suppliers, both large corporations and community partners. The Company's practice guidelines are in line with the Sustainable Development Goals of the United Nations, especially SDG12 Responsible Consumption and Production, for efficient and sustainable resource management. In addition, the Company has developed a Supplier Code of Conduct manual and guideline.

The Company has strictly set the criteria for the selection of trading partners in the procurement division by implementing environmental-related criteria in the screening and inspection processes. This is considered by the reduction of waste production, reduction of greenhouse gas emissions, reduction of water and energy consumption, the protection and improvement of nature and biodiversity, and includes not participating in deforestation or incineration for agriculture and animal cruelty.



GRI 103-1, GRI 103-2, GRI103-3

## Selecting Suppliers

The guidelines and criterias that the Company requires concerning suppliers include the procurement of raw materials and products, which will be screened in terms of potential and ethics to determine whether it complies to the Company's Code of Conduct. In addition, the operations of the suppliers must be legitimate and take into account the impact on the environment and society. 100% of the Company's suppliers agree to comply with the practices for business partners set by the Company. In addition, the Company performs an annual audit to evaluate the suppliers' operating standards.

## Promotion of Organic Products and OTOP Products

The trend of healthcare among consumers today is growing steadily. The rate of consumers who are interested in eating organic foods or using organic products tends to increase every year. Therefore, the Company is committed to taking responsibility in supplying high quality, safe, and standardized organic products that have environmentally friendly production and transportation processes. The products from community-based enterprises and OTOP products are another alternative response to consumers' needs, which the Company sees as a responsibility for sustainable sourcing and generating income for the community.

Products	Sales THB		
	2018	2019	2020
Organic products (vegetables, fruits)	181,940,931	228,425,974	215,951,015
OTOP Products	260,354,300	269,920,184	175,012,589

# Phu Chee Duen Coffee Project

The coffee consumption among Thai consumers is constantly growing. The Company is committed to providing quality coffee beans to customers by promoting the community-based enterprise of Phu Chee Duan organic coffee group in Chiang Rai. The project encourages farmers in Phu Chee Duan area to change their cultivation methods from monoculture and using chemicals to growing authentic Arabica coffee varieties in a natural forest area on a high mountain, under the shade of various big trees in the forest. This is an organic and natural way of growing coffee. Organic agriculture has helped restore forests and watersheds, reduce the amount of greenhouse gas emissions by storing carbon to the soil and trees, and reduce the use of chemicals in cultivation. In addition, the Company fully supports production factors such as coffee processing houses, warehouses, machinery and equipment for the production of coffee, etc., as well as providing training to educate workers on environmental management and marketing.

The Company develops these coffee beans under the Good Goods brand that has been certified by FDA and GMP (Good Manufacturing Practice) standards, as well as creates channels of distribution at Good Goods stores and Tops Supermarket.

**47** farmers participating in the program in 2020

**~3,000** kilograms of coffee beans

produced and sold to Central Group stores in 2020

Generate **3.3** million THB income to the community in 2020

Restoration of more than **500** rai of forest areas



## Organic Vegetables from The Pun Boon Garden, Kalasin

The Company has worked with the Skill Development Foundation to support and co-develop organic agriculture with the Pun Boon Community Enterprise Group, Khongchai District, Kalasin Province, in growing organic vegetables for distribution. Since the end of 2020, the Company has supported the project in terms of packing and sorting plant, standardized greenhouses, and production equipment. The Company has also increased distribution channels through Tops supermarkets and helped build knowledge and understanding of environmental management. Health and environmental-conscious consumers are also another important group of customers whose needs have to be met. The Company sees that the organic vegetables from the Pun Boon garden are completely integrated organic agricultural products that terminate the use of chemical fertilizers and pesticides altogether. This reduces the risk of illness among farmers in the community and also provides confidence for consumers who want to eat fresh vegetables that come from a sustainable cultivation process. Plus, it is friendly to the environment and the community as well.

**50** households are members of the project

Generate **2.4** million THB of income for the community per year





# Animal Welfare

Raw materials from animal husbandry, whether aquatic animals or terrestrial animals, play an important role in the quality and safety of food products. Taking into account the ethical treatment of animals, the Company is committed to distributing animal products that meet quality standards. The ingredients obtained from farmed animals must not be tested on animals and there is zero tolerance for animal cruelty.

## My Choice Natural Pork

My Choice Natural Pork is pork meat for health-conscious consumers. It has been distributed continuously for more than 10 years by the Company in collaboration with the Department of Livestock and Pig farmers, which develops distribution channels and creates knowledge for pig farmers by promoting the raising of pigs for independent consumption in large fields or free-range rearing. This will allow the pigs to exercise in a well designed and developed farming environment that poses a positive effect on the mood and behavior of the pig, which subsequently makes their meat lower in fat compared to pigs raised in pig stalls. Moreover, there is no usage of chemical, antibiotic or growth hormone injections, which reduces the risks to consumer safety. Herbal supplements are also used instead of drugs and chemicals, which contributes to inhibition of bacteria and building immunity. Furthermore, The Company focuses on the traceability of the source of raw materials by allowing customers to trace the origin and standard of the pork. This builds consumer confidence.



Sales growth **5%** annually

By **2027**

Central Food Hall and Tops Supermarket aim to terminate distribution of all pork raised in standing cages.

# Quality At Heart

The “Quality at Heart” project is to raise the level of food safety standards to the highest possible quality for vegetables, fruits, and fresh food in an attempt to meet consumers’ new lifestyles that place emphasis on the quality of health-promoting products. The Company’s Sustainable Food Development team has jointly developed the quality standards of agricultural products from the initial processes, from cultivation to harvest, to transportation. Products under the Quality at Heart program will focus on the safety and quality of the product and take into account the environmental impact throughout the supply chain, reduce the use of plastic in the production process, reduce greenhouse gas emissions in the transportation process, and improve farmers’ quality of life for better livelihoods, while creating jobs in the community. The program also sells seasonal products at reasonable prices and emphasizes traceability within the production process.



Fruit products that are important to the economy are also selected to be in the pilot initiative of the Quality at Heart program. This includes Monthong Durian from Chanthaburi and Chumphon, Nam Dok Mai Mango No. 4 and Golden Nam Dok Mai Mango from Ratchaburi and Prachuap Khiri Khan, Plum Mango and Marian Plum from Pichit and Trat Golden Pineapple from Trat. These fruits are sold at Tops Supermarket and Central Food Hall.

**5** type of fruits (8 SKUs)

**8** suppliers certified for the Quality at Heart program



# Circular Economy

The continuous increase of the world's population and rapid economic growth has caused the demand for resources to also increase every year. However, there are limited resources or raw materials used in the manufacture of goods and services to meet people's consumption. Lack of awareness of the value of available resources for maximum benefit and inadequate resource management will cause resource scarcity and waste issues. In addition, there will also be pollution problems that arise from the production process. Each year, it is estimated that around 12 million ton of plastic waste are spilled into rivers and oceans worldwide. This has caused a trend in many countries around the world, including Thailand, to advocate and start a widespread campaign to reject single-use plastics. For example, the Ministry of Natural Resources and Environment encouraged businesses to permanently refrain from distributing plastic bags to customers since January 1, 2020, but reversely because of the COVID-19 pandemic and the growth of the delivery business that followed, the usage of single-use plastics have contributed to higher amounts of wastes.

Subsequently, as a retail business that sells a wide variety of products and services directly to consumers, the Company is aware of the challenges ahead. Therefore, the Company takes circular economy as an important guideline to help build knowledge and understanding among employees in the organization, as well as consumers regarding using resources or products for maximum value and efficiency, which will ameliorate the problem of plastic waste, resource scarcity, and other environmental problems.



## Management Approach

The Company realizes the importance of creating value and solving environmental problems with circular economy principles. The company is committed to supporting executives, employees, contractors, customers and all stakeholders to realize the limited availability of resources and create awareness and responsibility towards environmental problems. Therefore, the Company has implemented the Journey to Zero policy framework as a guideline for reducing the plastic waste generated from single-use plastics that occurs throughout the value chain. Policies for developing plastic waste reduction action plans are as follows:



### 01. Prepare baseline information and set goals

- Create a single-use waste account and collect data on current plastic usage

### 02. Preventing and reducing plastic waste

- The company has set up a list of plastic waste to reduce or eliminate the use of single-use plastics and plastics that cannot be recycled

### 03. Sustainable waste management according to the 3R principles

- 3R: Reduce, Reuse, Recycle
- Evaluate the life cycle of the waste from the manufacturing process, to usage and disposal, to find recycling solutions

### 04. Eco-friendly purchasing

- When purchasing products and equipment used in offices and retail units, the Company must consider the environmental impact of the entire cycle
- Encourage the use of durable products and environmentally friendly materials

### 05. Communication campaign

- Encourage employees at all levels to realize the importance of plastic waste generation through usage of media for external and internal communication

### 06. Responsible investment

- Explore investment in circular economy business
- Promote investment in businesses that use alternative raw materials and environmental friendly materials.

### 07. Creating Shared Value (CSV)

- The action plan to reduce plastic waste is carried out in line with business operations for the community and stakeholders' benefits

### 08. Collaboration and Partnerships

- Promote and cooperate to develop waste management technology and innovation according to the principles of circular economy. Promote products that do not negatively affect the environment



# SAY NO TO PLASTIC

## Project

The "Say No To Plastic Bag" has been ongoing since 2018, with all of the Company's business groups participating and playing a role in this campaign to drive solutions in eliminating single-use plastics that are discarded into natural environments. Currently, all business groups of the Company have stopped giving away plastic bags to employees and customers, and have campaigned to use reusable cloth bags instead of plastic bags. This will help reduce large quantities of waste from single-use plastics. The cloth bags are sold to customers who did not bring them along when shopping at retail operations such as Tops, Central Food Hall and Robinson. Central Group has also switched to straws made from biodegradable materials instead of plastic tubes to reduce waste and plastic consumption.

Year of operation	Decrease in single-use plastic bags (ton)
2019	Reduced by <b>1,800</b> tons/years
2020	Reduced by <b>4,720</b> tons/years

\*Information as in 2020



**12** million cloth bags were sold to support reusable bag idea

**236** million single-use plastic bags were reduced

**17** million biodegradable equipment were used in the Company's restaurants

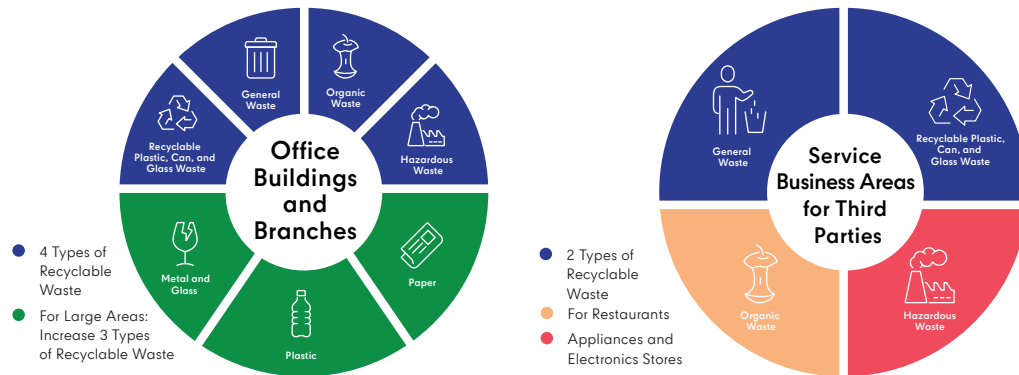


# Waste Segregation

The Company promotes waste management from waste generation to disposal. This is because some types of waste can be reduced, reused and recycled, which can be beneficial and falls in line with the circular economy framework. Segregating waste is marked with 4 colored trash cans: organic waste, recycled waste, general waste and hazardous waste. The Company have installed these colored trash cans in affiliated shopping centers and office buildings to create awareness and promote waste segregation practices for customers and employees in the organization.

## Practices in Waste Segregation

Practices in waste segregation adheres to the operating principles according to the type and size of the area, according to the Company's waste segregation policy.



The waste segregation policy is applied to all subsidiaries in the Central Retail, which encourages employees to refrain from using personal trash and to help instill waste segregation behavior, by focusing on making the most out of waste and reusing waste. The Company records the amount and weight of each type of waste and allocates compensation to employees who participate in the segregation of waste or bring unused items to donate to the Foundation for the Environment. Furthermore, the sorted waste is then sent to the partners to be managed correctly according to academic principles to support circular economy management.



Waste segregation in department stores increased by **13%**

Waste segregation in offices increased by **12%**

**2** tons of sorted waste materials have been upcycled

**1** tons of sorted electronic waste was refurbished for reuse

**29** tons of sorted organic waste was used in biological fermentation

## Upcycling Product from Plastic Waste

The Company has seen immense benefits with collecting plastic wastes from the communities and various stores in the retail network, transforming them into new products that can be used and helps promote the implementation of circular economy guidelines. The Company has collaborated with Bang Kachao community to collect plastic waste to be designed and manufactured into new products, such as cloth bags, clothes, hats, vases, plant pots, children's toys, or furniture for children. This lengthens the lifespan of plastic and delays the creation of new waste. In addition, the Company has promoted and encouraged upcycling products to be sold in Goods Goods, Tops Supermarket and FamilyMart stores.

**2,000** plastic bottles have been upcycled

Create economic value at

**200,000** THB/year

## Aprons Made with Recycled Plastic Bottles Project

The Company and the Associates of the Waste Management Working Group of OUR Khung Bangkachao Project collaborated with Wat Chak Daeng Community Enterprise to support the recycling project of plastic bottles (PET) to re-manufacture them as aprons for use at the "Jing Jai Farmers' Market", producing a total of 200 pieces. Each apron is made from 10 bottles, which means it consists of 100% recycled material.



## Bag for Life Project

Plastic bags distributed by Tops Supermarket and FamilyMart, which are called Bag for Life, are an innovation under the principle of 3Rs (Reduce, Reuse, Recycle). It focuses on the whole lifecycle of the plastic bag, starting from reducing the use of plastic pellets in the production process and then designing the plastic bags to be thick strong and durable, so users can reuse them many times. Then, when the bags are damaged or get old, customers can exchange for a new one for free. The original bags that were exchanged will then be properly recycled and produced into a new bag. This all helps promote a circular economy and preserves the environment.

**518,447** recycled plastic bags were sold in the project



# Waste Management

Using resources economically and reducing waste are amongst the indicators that reflect business efficiency. Consumers today are more aware of the value of resources and the environmental problems caused by waste, which can greatly affect customers' decision to continue or stop supporting the business. The Company is aware of this and its responsibility towards the environment, communities and all stakeholders in regards to the management of waste that occurs throughout the operations. Most of the waste is generated from the food business of the Company, consisting of food that has not been sold (Food Surplus) and leftover food waste after consumption, as well as waste from the packaging and general waste generated throughout the food supply chain. In general, food waste is sent to a landfill for disposal. This may result in environmental problems, such as bad odors to surrounding communities, emissions of pollution into rivers and canals, and emissions of greenhouse gases into the atmosphere. The Company places great emphasis on waste management and has laid out a policy framework to reduce food loss and food waste in order to maximize the use of resources, alleviate environmental problems, and reduce the cost of waste management operations.



# Management Approach

The Company has announced its plan to create zero waste with the “Journey to Zero” initiative, which will become principal guidelines in environmental issues, waste management, reduction of greenhouse gases, and using resources effectively. This will be achieved by decreasing food waste in the supply chain management in the year 2030 by half compared to today, which will follow United Nations’ Sustainable Development Goals (SDG12.3)

## Guidelines for Solving Food Waste and Reducing Food Waste

5-step Food Recovery Hierarchy process, which the company hopes to implement throughout the retail value chain from the sourcing to the consumer's home.

**01. Prevention**

- Prevent excess (Food Surplus) by providing an order system to meet the needs

**02. Optimization**

- Allocate new uses for food that can still be consumed
- Donate to the needy and employees, sell in a special store at a lower price or as animal feed and support organizations that act as intermediaries in the distribution of food

**03. Recycle**

- Biogas production by fermentation
- Used to produce fertilizers for agriculture

**04. Recovery**

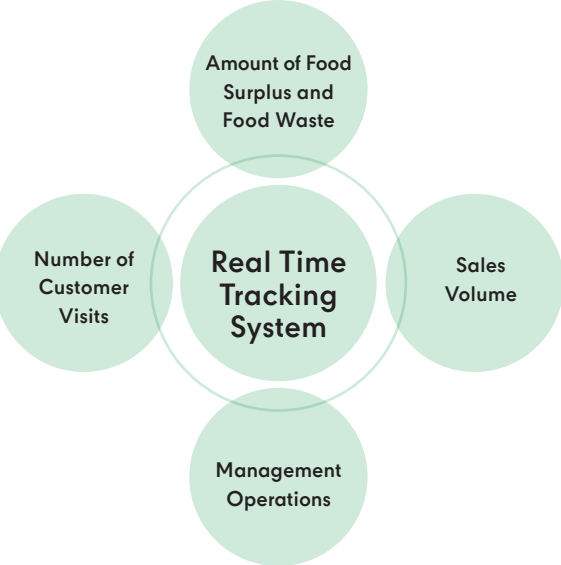
- Low moisture food waste is incinerated to produce heat energy

**05. Disposal**

- Waste that can no longer be used To be disposed of by incineration or landfill

# Evaluation

The company pays attention to information regarding the collection of food waste by using automatic equipment connected to the information system to track excess food intake and food waste, producing an advanced analysis that can be used in the performance report.

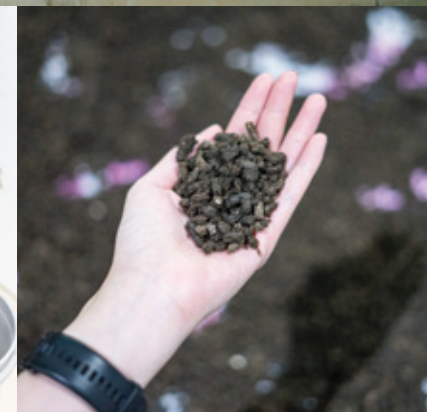




# Food Surplus Management Project

The Company aims to reduce and manage excess food or food waste from the sales and consumption of employees in the organization before they are eliminated altogether. The amount of excess food generated by the food business each year is at about 189 tons. These excess foods are still edible, of good quality and are sorted from 29 Tops Supermarket stores and 9 FamilyMart stores, which are then passed on to the non-profit SOS (Scholars of Sustenance) Foundation, who acts as an intermediary to deliver food to the community or vulnerable groups in need. In addition, leftover food that is no longer edible are considered organic waste and are sent into a composting process performed by local partners, which include schools and universities, to convert organic waste into fertilizers and biogas to be used in the community.

From the success of the food surplus management program to reduce the amount of solid waste going to landfills, the Company aims to expand its operations to the main tourist areas of Thailand in the next year, such as Hua Hin, Chiang Mai, Pattaya and many areas in Bangkok. There are also plans to support cold storage vehicles in order to maintain the quality of food that are donated.



Edible  
Food Surplus  
sent to the SOS

**189**

tons  
or 797,306  
meals

**29**

tons  
was used to produce  
fertilizers and biogas

A decrease of

**218** tons

of waste sent to landfills

# Samui Zero Waste Model

The "Samui Zero Waste Model" project aims to solve environmental problems on the island sustainably, starting with organic waste. For example, unsold food will be sorted by the employees to organic waste, general waste and recyclable waste, while some organic food waste will be donated as animal feed. The rest will be taken to a composter, obtaining by products such as biogas, which can be used as a replacement for the use of LPG in schools. In addition, organic composts obtained from the composting process can be used to support the community in organic farming. Furthermore, the project is a learning center for farmers or local communities to study the processing of organic waste for reuse. Plus, the project can generate sustainable income for the community as well.

The school can save up to

**5,000** THB/month

Produces

**15** tons of bio-compost/year

Currently, the Company has expanded the results of cooperation with Surat Thani Rajabhat University and Koh Samui municipality in processing organic waste from Central Festival Samui and FamilyMart in order to use byproducts obtained from food waste processing in the Farm to Table project and Organic Café Agricultural Demonstration Plots. The products from the project will be sold at Tops Supermarket and shopping centers in the Central Group in the future as well.

## Operating Framework

- 1 Food sorting from packaging
- 2 Organic waste shredder machine
- 3 Collect cooking gas, fertilizer and bio-fermented water
- 4 Use cooking gas in school and then delivering to local communities for agriculture



## Renew Battery Box

Big C / GO! stores, which are subsidiaries of the Company In Vietnam, with 30 branches nationwide, have installed boxes to collect old batteries from March 2020. The aim is to help manage electronic waste, which is in the hazardous waste category, and will be handled in accordance with Vietnam's legal process.

Amount of old batteries collected

**1,000** kg/year





## Peace & Partnerships

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Sustainable business practices for good long-term results can occur through cooperation from various sectors. The concept of organizing activities to give back to society and the environment or Corporate Social Responsibility (CSR) has been developed and elevated into the concept of Creating Shared Values (CSV) for society, which the Company has adhered to as a principle of operation. Work focused on helping to improve the quality of life of the people in society, especially the community, includes improving the environment, along with the growth of the economy, at the community level to the national level. Central Group has developed the "Central Tham" project as a framework for the implementation of various projects committed to strengthening the community economies. Collaborating with our partners, alliances and many other organizations has helped to increase the career opportunities for our community and our own employees to generate stable income from selling local products. In addition, many community enterprises are upgraded to business partner status. Furthermore, the Company is also committed to taking part in the conservation of arts, culture and local wisdom, and supports the communities to uphold their unique traditions and cultures, which can be a selling point in ecotourism that will generate income for the community.



Community Contribution and Product Development

# Peace & Partnerships

The Company is committed to implementing the program in line with the Sustainable Development Goals set by the United Nations with the goal of developing peaceful communities, sustainably conserving cultural heritage, and fostering cooperation for creating common values.

The COVID-19 pandemic in 2020 is another factor that has had a serious economic impact. As a result, the rate of unemployment and the number of people who lack of income has increased rapidly. Therefore, the Company understands that its business operations have the potential to provide assistance and support to create careers and income for those affected.

**In 2020, the Company focused on creating economic value for the community, building careers and generating income from product development, and create community tourism.**

For 2021, the Company aims to develop a total of 76 projects in 22 provinces to develop strong communities, build knowledge, and support fundamental needs of the community. The Company will be focusing on holistic development in the field of career building, creating income from adding product value to the community, environmental management, and promoting tourism, which overall all the projects aim to develop business alongside society for a sustainable future.





# Community Contribution and Product Development

The Company realizes the importance of strengthening the community economies, building a good relationship with the community, and building business partnerships by recruiting quality local products that meet customer needs. These tactics help to promote the Company's business competitiveness, create a positive image, as well as build confidence among all groups of stakeholders.

## Community Contribution

The company is committed to creating economic values to enhance the quality of life of the people in the community and driving the overall economy of the country. In addition, the Company aims to promote its long-term business operations too.



## Strategies for Creating Economic Value for The Community

The Company is aware of its limitations regarding knowledge necessary to run the business, such as specific knowledge about the factors of production of local communities. Therefore, its strategy of operation is focused on developing the capabilities of the people in the community through education, skill development, equipment and infrastructure support, distribution channel developments, and marketing. The Company continues to uphold the "Central Tham" project, which is the main guideline for the joint value creation operation. In addition, the Company has adopted the Sustainable Development Goals of the United Nations as a guideline for the operation.

The Company realizes that community development must be based on the needs of the local population, which therefore, the area survey was conducted to explore the needs and expectations of the community and all stakeholders. The survey included assessing the impacts that will occur on society and the environment, and gathering opinions of the community and stakeholders to develop guidelines for action. The Company operates corporate social responsibilities through the "Central Tham", under the concept of Creating Shared Values (CSV) for the community and the Company to grow together.

# Mae Tha Organic Farming and Sustainable Living Project

The Company cooperated with Earth Net Foundation and other sectors to implement the organic farming community project, Mae Tha Organic Farming and Sustainable Living Project, located at Mae Tha, Chiang Mai. This project helps to develop a prototype project for a comprehensive organic learning center and eco-tourism destination, according to the needs of the people in the community. This project received 3,319,650 THB of funding for the construction and renovation of an organic seed sorting room, construction of the training building, and renovation of the production packing building. In addition, air conditioning was also installed, which has helped the project run in a more standardized and systematic manner. Moreover, this project also encourages the new generation to appreciate their hometown community.

Generate **5** million THB for the community

Over **60** households participated in the project

The Integrated Organic Learning Center opened in the last quarter of 2020, with

**129** trainees

The company selected organic produce to be sold at

**7**

branches of Tops Supermarket in Chiang Mai, Chiang Rai and Lampang



## Moo Yai Ruam Jai Pattana Melon Community Enterprise



The Company realizes the potential of farmers to produce quality products that meet market needs. Therefore, the Company supports the factors of production for the community, which is located in Lat Bua Luang, Ayutthaya. The Company has supported the community's infrastructure and services with 4,205,128 THB of funding, which was used to build a sorting plant and promote the community as an agricultural tourism attraction. The project also has created a learning center for melon planting in greenhouses. In addition, the Company has worked to develop the landscape and turn the area into tourist attraction, which helps to promote marketing and sales channels. The Company sources melons from the community to be sold at Tops Supermarket under the brand "Smile Melon", which helps distribute income back to the community and meet the needs of customers who are looking for good quality products.

**30** farmers joined as members of the enterprise

More than **10,173** tourists  
The Company aims to double this by 2021.

Revenue from tourism and melon sales totaling more than **12.6** million THB

## Local Product Development

The Company is determined to preserve and pass on the culture and local wisdom to the future generations, as well as develop local products to create sustainable livelihoods for the community.

### Local Product Development Strategies

Local products from many areas are already unique, but changes in the social context have rendered local products obsolete in meeting the needs of today's consumers. Therefore, the later generations forget about their existence. Local product development strategies are focused on bringing local cultures and wisdom to be developed in a variety of ways to add value and bring attention to these products, to become more in demand by the new generation. An example is the development of eco-tourism attractions or cultural attractions. Local products can be redesigned or their usage can be adapted to suit the modern lifestyle and cater to modern customers. Distribution channels for these products is also crucial, which can be developed through Ecotourism or Cultural tourism.



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## Na Muen Sri Community Handicraft Textile Learning Center Project



The Company supports the Na Muen Sri Project in Trang, in order to help expand the product range of woven fabrics that are outstanding in terms of traditional weaving patterns and its unique colors. In addition, the Company has established a museum, a fabric learning center, and a bicycle route for community life, in order to promote the community to be a cultural tourism destination. Inside the museum, there is a display of ancient textiles, showcasing the traditions of Na Muen Sri weaving. The biographies of founding weaving teachers who have passed away are also highlighted, together with the woven cloth series under the concept of "Heritage Pattern to Modern Na Muen Sri" which are done in collaboration with leading designers. The aim of the center is to allow tourists to study the weaving process and shop for woven fabric products. In addition, those interested in Na Muen Sri weaving can choose to buy products through other online channels, such as the official Facebook page of "Na Muen Sri Textile" and "Central Tham Market". From the implementation of this project, the community has been successful in maintaining weaving as a career and has passed on local wisdom to future generations.

Generated  
**9** million THB  
of income for the community

Attracted  
**10,800**  
visitors

**159**  
households in the community  
joined the project





## Jing Jai Farmers' Market Project

The company has been working on the Jing Jai Farmers' Market project since 2018 to provide opportunities for local farmers to sell organic vegetables and well-known products of the community in the Company's affiliated shopping malls. The Company has supported training for farmers in the field of retail, freight management, and regulations related to product quality and safety standards. This project will allow representatives from the Company and local farmers to be able to meet and listen to the opinions of consumers directly in order to develop their own products. The products sold in the Jing Jai Farmers' Market are organic and chemical-free agricultural products from local communities. In addition, no plastic bags are distributed in the market, which caters to customers who care about health and the environment. The Company aims to generate total sales of 850 million THB per year by 2025.

Generated income of **193** million THB for farmers

Already launched **23** branches

Support **3,900** households 460 sub-districts

**15,866** farmers or 3,529 households participating in the project



# Promoting Community Agricultural Products in Vietnam

The group of companies in Vietnam has implemented projects to develop local communities and help products from farmers and local villagers to reach consumers in the community or to be distributed at the company's affiliated stores to provide opportunities for farmers and business partners to directly sell agricultural products to the consumers.

## OCOP Product Week, Quang Ninh Province

The group of companies in Vietnam has cooperated with the People's Committee of Quang Ninh to organize an OCOP Product Week at Big C Ha Long Department Store to allow community cooperatives and farmers to sell local agricultural and community products directly to interested consumers. This event has also attracted tourists and attendees to learn more about the community brands. In addition to organizing product sales activities, there was also a workshop with the Company to exchange ideas for the development of future products and distribution channels and providing opportunities for farmers in Quang Ninh to sign business partnerships with Big C / GO! Stores.

Helping more than

**300** community cooperatives

**5,500**

farmers participated in the project

More than

**30,000** tons

of agricultural products and community products were sold.

Generate

**2 billion**

VND of current income for farmers in the province

## Weekend Farmers' Market

The Weekend Farmers' Market is a project that follows the footsteps of the Jingjai Farmers' Market Project in Thailand. By working with the Ministry of Agriculture and Rural Development of Vietnam, the Company organized a weekend farmers' market at Big C / GO! stores in several provinces including Hanoi, Can Tho, Ho Chi Minh City, Hai Phong, Hue, Khanh Hoa, and Lam Dong, where local farmers set up shops to sell agricultural products and community products directly to consumers. In addition, the Company organizes training for community agricultural cooperatives in many provinces to enhance the distribution of products to retail stores, with farmers signing on as business partners committing to provide agricultural products to be sold in Big C / GO! stores

**135** farmers signed on as business partners



## Operations During The COVID-19 Pandemic in Vietnam

In 2020, farmers and small businesses faced economic problems due to the COVID-19 pandemic. In Vietnam, there are various projects to support and help farmers and small business entrepreneurs. A prime example was purchasing agricultural products from farmers, such as watermelon and dragon fruit, that were then sold at Big C / GO! stores in many provinces, which helped distribute products to consumers in more ways. In addition, the Company aids tenants by decreasing rent by as much as 15%. There is also a program to reduce pork prices by 6-25% for consumers to help communities and those who suffer from the economic slowdown due to the COVID-19 pandemic.



## Summary of Community Contribution and Local Product Development in 2020

Types of Philanthropic Activities	Percentage of Total Costs
Charitable Donations	18%
Community Investments	24%
Commercial Initiatives	58%
<b>Total</b>	<b>100%</b>

Social responsibility support	Unit
Cash contributions	44.13 million (THB)
Time : employee volunteering during paid working hours	271.336 million (THB)
In-kind giving : product or services donations, projects/partnerships or similar	60.82 million (THB)
Management overheads	144.96 million (THB)



# Central Retail Performance Data : People

GRI Standards	Data	Unit	Data Collection Period in 2020		
			Male	Female	Total
	<b>Thailand</b>				
<b>102-7</b>	<b>Scale of organization</b>				
	Total worker	Person			<b>72,240</b>
		Person	23,767	48,473	
	Total employee	Person			<b>38,610</b>
		Person	13,568	25,042	
	Contractor (PC/BA)	Person			<b>33,630</b>
		Person	10,199	23,431	
	<b>Total employee by area</b>				
	Bangkok	Person	5,382	12,025	
	Other provinces	Person	8,186	13,017	
<b>102-8</b>	<b>Total worker by employment contract and by area</b>				
	<b>Permanent contract</b>	Person	<b>12,805</b>	<b>22,771</b>	
	Bangkok	Person	4,938	10,539	
	Other provinces	Person	7,867	12,232	
	<b>Temporary contract</b>	Person	<b>763</b>	<b>2,271</b>	
	Bangkok	Person	444	1,486	
	Other provinces	Person	319	785	
	<b>Total employee by employee type</b>				
	Full-time	Person	12,805	22,771	
	Part-time	Person	763	2,271	

GRI Standards	Data	Unit	Data Collection Period in 2020		
			Male	Female	Total
	<b>Thailand</b>				
102-8	<b>Total employee by employee category (level)</b>				
	Top Management	% of total top management employees	57	43	
		Person	123	94	
	Middle Management	% of total middle management employees	45	55	
		Person	278	342	
	Senior	% of total senior employees	36	64	
		Person	4,063	7,099	
	Employee	% of total employees	35	65	
		Person	8,339	15,238	
	Others (PT DVT Internship)	% of total other employees	25	75	
		Person	763	2,271	
	<b>Total employee by age group</b>				
	<30 years old	% of total employees			26.14
		Person			14,515
	30 - 50 years old	% of total employees			38.72
		Person			21,500
	>50 years old	% of total employees			4.67
		Person			2,595
	<b>Vietnam</b>				
102-7	<b>Scale of organization</b>				
	Total Worker	Person			17,134
		Person	7,811	9,323	
	Total Employee	Person			15,532
		Person	7,094	8,438	
	Contractor	Person			1,602
	(PC/BA Robinson & Central Department Store)	Person	717	885	



GRI Standards	Data	Unit	Data Collection Period in 2020			
			Male	Female	Total	
	<b>Vietnam</b>					
102-7	<b>Total employee by area</b>					
	North	Person	2,037	3,530		
	Central	Person	1,453	1,372		
	South	Person	3,604	3,536		
102-8	<b>Total worker by employment contract and by area</b>					
	<b>Permanent contract</b>		Person			
	North	Person	2,037	3,530		
	Central	Person	1,453	1,372		
	South	Person	3,604	3,536		
	<b>Total employee by employee type</b>					
	Full-Time	Person	7,094	8,438		
	Part-Time	Person				
	<b>Total employee by employee category (level)</b>					
	Top Management	% of total top management employees		56	44	
		Person		5	4	
	Middle Management	% of total middle management employees		41	59	
		Person		298	428	
	Senior	% of total senior employees		39	61	
		Person		260	401	
Employee	% of total employees		45	55		
	Person		6,351	7,785		

GRI Standards	Data	Unit	Data Collection Period in 2020		
			Male	Female	Total
	<b>Vietnam</b>				
102-8	<b>Total employee by age group</b>				
	<30 years old	% of total employees			13.51
		Person			7,503
	30 - 50 years old	% of total employees			13.94
		Person			7,740
	>50 years old	% of total employees			0.52
		Person			289
	<b>Thailand</b>				
401-1	<b>New employee</b>				
	New Employees	% of total new employees	66.98	33.02	100
		Person	10,200	5,028	15,228
	<b>New employee by age group</b>				
	<30 years old	% of total new employees	23.68	52.21	75.89
		Person	3,606	7,950	11,556
	30 - 50 years old	% of total new employees	9.18	14.62	23.80
		Person	1,398	2,226	3,624
	>50 years old	% of total new employees	0.16	0.16	0.32
		Person	24	24	48
	<b>New employee by management level</b>				
	Top Management	% of total new employees	0.17	0.09	0.26
		Person	26	13	39
	Middle Management	% of total new employees	0.36	0.29	0.65
		Person	55	44	99
	Junior Management	% of total new employees	3.09	3.91	7.00
		Person	471	595	1,066
	Employee	% of total new employees	29.39	62.70	92.09
	Person	4,476	9,548	14,024	

GRI Standards	Data	Unit	Data Collection Period in 2020		
			Male	Female	Total
	<b>Vietnam</b>				
401-1	<b>New employee</b>				
	New Employees	% of total new employees			
		Person			
	<b>New employee by age group</b>				
	<30 years old	% of total new employees			
		Person			
	30 - 50 years old	% of total new employees			
		Person			
	>50 years old	% of total new employees			
		Person			
	<b>New employee by management level</b>				
	Top Management	% of total new employees			
		Person			
	Middle Management	% of total new employees			
		Person			
	Junior Management	% of total new employees			
	Person				
Employee	% of total new employees				
	Person				

## GRI Standards

## Data

## Unit

Data Collection Period in 2020  
Male Female Total

## Thailand

## Turnover

Total employee turnover rate	% of total employees	11	20	31
	Person	5,898	10,847	16,745
Voluntary employee turnover rate	% of total employees	7	13	20
	Person	3,593	7,223	10,816

## 401-1

## Turnover by area

Bangkok	% of total employees	4	8	12
	Person	2,226	4,143	6,369
Other Provinces	% of total employees	7	12	19
	Person	3,672	6,704	10,376

## Turnover rate by age group

<30 years old	% of total employees	6	12	18
	Person	3,428	6,505	9,933
30 - 50 years old	% of total employees	4	7	11
	Person	2,249	3,748	5,997
>50 years old	% of total employees	0.4	1	2
	Person	221	594	815



GRI Standards	Data	Unit	Data Collection Period in 2020			
			Male	Female	Total	
<b>Vietnam</b>						
<b>Turnover</b>						
401-1	Total employee turnover rate	% of total employees	7	9	17	
		Person	3,979	5,087	9,066	
	Voluntary employee turnover rate	% of total employees	6	8	14	
		Person	3,198	4,492	7,690	
	<b>Turnover by area</b>					
	North	% of total employees	3	4	7	
	Person	1,365	2,289	3,654		
Central	% of total employees	1	1	2		
	Person	478	548	1,026		
South	% of total employees	4	4	8		
	Person	2,138	2,248	4,386		
<b>Turnover rate by age group</b>						
<30 years old	% of total employees	5	7	11		
	Person	2,566	3,563	6,129		
30 - 50 years old	% of total employees	3	3	5		
	Person	1,360	1,477	2,837		
>50 years old	% of total employees	0.1	0.1	0.2		
	Person	53	47	100		

GRI Standards	Data	Unit	Data Collection Period in 2020		
			Male	Female	Total
	<b>Thailand</b>				
401-3	<b>Parental leave</b>				
	Number of employees entitled to parental leave	Person			22,771
	Number of employees taking parental leave	Person			807
	Number of employees returning to work after parental leave	Person			720
	Number of employees returning to work after parental leave who were still employed for 12 months after retiring	Person			630
	Employee returning to work retention rate	% of total employees taking parental leave			78%
	<b>Vietnam</b>				
401-3	<b>Parental leave</b>				
	Number of employees entitled to parental leave	Person			N/A
	Number of employees taking parental leave	Person			913
	Number of employees returning to work after parental leave	Person			826
	Number of employees returning to work after parental leave who were still employed for 12 months after retiring	Person			382
	Employee returning to work retention rate	% of total employees taking parental leave			42
	<b>Thailand</b>				
404-3	<b>Employee receiving regular performance and career development reviews</b>				
	Top Management	% of total top management employees			100
	Middle Management	% of total middle management employees			100
	Junior Management	% of total junior management employees			100
	Employee	% of total employees			100

## GRI Standards

## Data

## Unit

Data Collection Period in 2020  
Male Female Total

## Thailand

## Gender diversity

Women in workforce	% of total workforce	64.9
	Person	25,044
Women in Middle Management and Top Management	% of total in middle management and top management workforce	52.1
	Person	436
Women in Middle Management	% of total in middle management workforce	55.2
	Person	342
Women in Top Management	% of total in top management workforce	43.3
	Person	94
Women in management positions in revenue generating functions e.g. Sales, Marketing, Operation and BD that under BU	% of total in management positions in revenue generating functions	67.5

## Vietnam

## Gender diversity

Women in workforce	% of total workforce	55.5
	Person	8,618
Women in Middle Management and Top Management	% of total in middle management and top management workforce	58.8
	Person	432
Women in Middle Management	% of total in middle management workforce	59
	Person	428
Women in Top Management	% of total in top management workforce	44.4
	Person	4
Women in management positions in revenue generating functions e.g. Sales, Marketing, Operation and BD that under BU	% of total in management positions in revenue generating functions	54.7

GRI Standards	Data	Unit	Data Collection Period in 2020		
			Male	Female	Total
<b>Labor Practice</b>					
<b>Thailand</b>					
404-1	<b>Training and Development</b>				
	Average hours per FTE of training and development	Hours			9
	Average amount spend per FTE on training and development	Baht/FTE			2,537
	Average hours of training by employee category (level)				
	Top Management	Hours/Person/Year	6	10	
	Middle Management	Hours/Person/Year	10	10	
	Junior Management	Hours/Person/Year	10	10	
	Employee	Hours/Person/Year	8	10	
	<b>Vietnam</b>				
404-1	<b>Training and Development</b>				
	Average hours per FTE of training and development	Hours			12.55
	Average amount spend per FTE on training and development	Baht/FTE			40.39
	Average hours of training by employee category (level)				
	Top Management	Hours/Person/Year	5	5	
	Middle Management	Hours/Person/Year	4	9	
	Junior Management	Hours/Person/Year	9	9	
	Employee	Hours/Person/Year	24	23	



GRI Standards	Data	Unit	Data Collection Period in 2020			
			Male	Female	Total	
<b>Occupational Health and Safety</b>						
403-8	<b>Thailand</b>					
	<b>Accidental injury on the job (Excluding fatalities)</b>					
	Employees	Case			120	
	Contractors	Case			11	
	<b>Vietnam</b>					
	<b>Workers covered by an occupational health and safety management system</b>					
	<b>Employees</b>					
	Total number of all employees covered by an occupational health and safety management system	Person	2,343	4,847		
	Percentage of all employees covered by an occupational health and safety management system	% of all employees	17	39		
	Total number of all employees who are covered by such a system that has been internally audited	Person	1,710	3,445		
Percentage of all employees who are covered by such a system that has been internally audited	% of all employees	9	19			
Total number of all employees who are covered by such a system that has been audited or certified by an external party	Person	2,084	4,273			
Percentage of all employees who are covered by such a system that has been audited or certified by an external party	% of all employees	16	30			

GRI Standards	Data	Unit	Data Collection Period in 2020		
			Male	Female	Total
Labor Practice					
Vietnam					
403-9	<b>Number of fatalities as a result of work-related injury</b>				
	Employees	Case			1
			1	0	
	<b>Rate of fatalities as a result of work-related injury</b>				
	Employees	Case / 1 million manhours			0.00000016
			0	0	
	<b>Number of high-consequence work-related injuries (excluding fatalities)</b>				
	Employees	Case			34
		31	3		
<b>Rate of high-consequence work-related injuries (IR)</b>					
Employees	Case			0.00000547	
		0.0000050	0.0000005		
<b>Number of hours worked</b>					
Employees	Case			6210048	
<b>Lost Workday Case (LWC)</b>					
Employees	Case			206	
		63	143		



# Central Retail Performance Data : Prosperity

GRI Standards	Data	Unit	Data Collection Period	
			2019	2020
<b>Corporate Governance</b>	<b>Board Structure</b>			
	Total number of board members	Person	15	15
	Number of executive directors	Person	1	1
	Number of non-executive directors (excl. independent directors)	Person	9	9
	Number of independent directors	Person	5	5
<b>405-1</b>	<b>Gender Diversity</b>			
	Number of women on board of directors/supervisory board	Person	4	4
	% of meetings of board of directors/ supervisory board		26.67	26.67
	<b>Board Effectiveness</b>			
	Average meeting attendance	%	95.73	95.73
	Minimum attendance for all members required, at least	%	80	80
	Number of non-executive/ independent directors with 4 or less other mandates	Number	14	14
	Number of other mandates for non-executive/independent directors restricted to	Number	4	4
	<b>Average Tenure</b>			
	Average tenure of board members in years	Year	1	2
	<b>Board Industry Experience</b>			
	Number of board members that have relevant working experience in company's sector according to GICS level 1 sector classification	Person	9	9
	<b>Government Ownership</b>			
	The total percentage of government ownership (sum of % of individual governmental institutions owning more than 5% of voting rights)	%	0	0

GRI Standards	Data	Unit	Data Collection Period	
			2019	2020
405-1	<b>Dual Class Shares</b>			
	Amount of shares with no vote	Number of share	195,353,339	195,353,339
	Amount of shares with one vote	Number of share	5,835,646,661	5,835,646,661
	Voting Power (= Votes per share x Amount of Share)	Total number of vote	5,835,646,661	5,835,646,661
	<b>Anti-Bribery and Corruption (ABC)</b>			
205-2	<b>ABC has been communicated to Governance body members</b>			
	Total number and percentage of governance body members that the organisation's anti-corruption policies and procedures have been communicated to	Person % of governance body members	0 0	0 0
	<b>Reporting on breaches</b>			
	<b>Number of code of conduct breaches reporting</b>			
205-3	(1) Code of Conduct Compliants	Case	85	89
	- Corruption/ Fraud	Case	42	35
	- Conflict of interest	Case	0	3
206-1	- Regulatory compliance	Case	43	51
	- Antitrust/Anticompetitive	Case	0	0
419-1	(2) Other Compliants	Case	3	7
	- Social and Community	Case	0	0
307-1	- Environment, Occupational Health & Safety	Case	2	2
	- Products and Packages	Case	1	5
307-1, 419-1	- Human Rights	Case	0	0



GRI Standards	Data	Unit	Data Collection Period	
			2019	2020
<b>Number of code of conduct breaches ongoing investigation in the reporting year</b>				
205-3	(1) Code of Conduct Compliants	Case	0	1
	- Corruption/ Fraud	Case	0	0
	- Conflict of interest	Case	0	0
206-1	- Regulatory compliance	Case	0	1
	- Antitrust/Anticompetitive	Case	0	0
419-1	(2) Other Compliants	Case	0	0
	- Social and Community	Case	0	0
307-1	- Environment, Occupational Health & Safety	Case	0	0
307-1, 419-1	- Products and Packages	Case	0	0
	- Human Rights	Case	0	0
<b>Number of confirmed cases of code of conduct breaches</b>				
205-3	(1) Code of Conduct Compliants	Case	77	62
	- Corruption/ Fraud	Case	38	25
	- Conflict of interest	Case	0	3
206-1	- Regulatory compliance	Case	39	34
	- Antitrust/Anticompetitive	Case	0	0
419-1	(2) Other Compliants	Case	3	6
	- Social and Community	Case	0	0
307-1	- Environment, Occupational Health & Safety	Case	2	1
307-1, 419-1	- Products and Packages	Case	1	5
	- Human Rights	Case	0	0

## GRI Standards

## Data

## Unit

Data Collection Period  
2019 2020

### Anit-Corruption Data

Termination	Case	40	31
Warning/Disciplinary actions	Case	27	22
Transfer	Case	2	1
Send back	Case	7	2
Corrective action as complaint/suggestion	Case	2	10
No action	Case	2	2
Total	Case	80	68

### Customer Relationship Management

102-44

Customer satisfaction results (Food's customers)	%	90.2	88.2
Customer satisfaction results (Central Department Store's customers, Fashion Category)	%	93.6	84.4
Customer satisfaction results (Robinson's customers, Fashion Category)	%	89.6	86.8



# Central Retail Performance Data : Planet

GRI Standards	Data	Unit	Data Collection Period 2020
301-1	<b>Material</b>		
	Renewable material	Million Tonnes	0.006
301-2	Wood/Paper fiber packaging made from recycled and/or certified material	% of total weight	92
301-1	Total weight of all plastic packaging	Tonnes	1,825
	<b>Energy Consumption</b>		
302-1	Total non-renewable energy consumption within the organization	MWh	607,695
	Solar cell	MWh	15,689
302-4	Total energy saved by efforts to reduce energy use and increase energy efficiency	MWh	27,918
	Electricity saving	MWh	15,689
	<b>Greenhouse Gas Emissions (GHGs)</b>		
305-1	Direct greenhouse gas emissions (scope 1)	Tonnes CO2 equivalent	734.79
305-2	Market-based energy indirect (scope 2) GHG emissions	Tonnes CO2 equivalent	492,401
305-5	Total GHG emissions reduction	Tonnes CO2 equivalent	173,140
	<b>Water Consumption</b>		
303-3	Total net fresh water consumption	Million cubic meters	4.05
	<b>Waste Disposal</b>		
306-3	Total waste used/recycled/sold	Tonnes	3.047
306-4	Hazardous waste generated as defined by national legislation	Tonnes	1
	Recycle	Tonnes	3.047
306-4	Total waste disposed (Total waste sent to landfill)	Tonnes	243
	<b>Food Loss &amp; Waste</b>		
306-3	Total weight of all food loss & waste	Tonnes	1,525.02
306-4	Total weight of food loss & waste volumes used for alternative purposes	Tonnes	254.53
306-5	Total discarded food loss & waste	Tonnes	1,270.49
	Food loss & waste intensity	Food loss & waste value in THB	120,765,634



# Central Retail Performance Data : Peace and Partnerships

GRI Standards	Data	Unit	Data Collection Period 2020
	<b>Thailand</b>		
	<b>Type of Contribution</b>		
201-1	Cash contributions	Million Baht	44.13
	Time: employee volunteering during paid working hours	Million Baht	271.3368125
	In-kind giving : product or services donations, projects/partnerships or similar	Million Baht	60.82
	Management overheads	Million Baht	144.96



GRI Standard	GRI Standard Name	GRI Disclosure for 2020	GRI Disclosure Title	Chapter	Page	Omission
<b>General Disclosures (Core Option)</b> <b>102</b>	<b>General Disclosure (2016)</b>					
<b>1 Organizational profile</b>						
		102-1	Name of organization	About this Report	25	
		102-2	Activities, brands, products, and services	About Central Retail	13 - 19	
		102-3	Location of headquarters	About Central Retail	13 - 19	
		102-4	Location of operations	About Central Retail	13 - 19	
		102-5	Ownership and legal form	About this Report	25	
		102-6	Markets served	About Central Retail	13 - 19	
		102-7	Scale of the organization	About Central Retail	13 - 19	
				Central Retail Performance Data	108 - 125	
		102-8	Information on employees and other workers	Central Retail Performance Data	108 - 125	
		102-9	Supply chain	About Central Retail	13 - 19	
		102-10	Significant changes to the organization and its supply chain	About Central Retail	13 - 19	
		102-11	Precautionary principle or approach	Innovation	73 - 78	
		102-12	External initiatives	Highlight Sustainability Performance	5 - 12	
		102-13	Membership of associations	Highlight Sustainability Performance	5 - 12	
<b>2 Strategy</b>						
		102-14	Statement from senior decision-maker	Message from Chairman of the Board of Directors	3	
				Message from Chief Executive Officer	4	
<b>3 Ethics and integrity</b>						
		102-16	Values, principles, standards, and norms of behavior	About Central Retail Outlook and Sustainability Directions	20 - 24	
<b>4 Governance</b>						
		102-18	Governance structure	Corporate Governance and Business Ethics	31 - 36	
		102-30	Effectiveness of risk management processes	Risk and Crisis Management and Resilience	37 - 38	

GRI Standard	GRI Standard Name	GRI Disclosure for 2020	GRI Disclosure Title	Chapter	Page	Omission
<b>General Disclosures (Core Option)</b> <b>102</b>	<b>General Disclosure (2016)</b>					
<b>5 Stakeholder engagement</b>						
		102-40	List of stakeholder groups	Stakeholder Engagement	29 - 30	
		102-41	Collective bargaining agreements	Labor Practice and Human Rights	61 - 64	
		102-42	Identifying and selecting stakeholders	Stakeholder Engagement	29 - 30	
		102-43	Approach to stakeholder engagement	Stakeholder Engagement	29 - 30	
		102-44	Key topics and concerns raised	Customer Relationship and Brand Management	79 - 82	
				Stakeholder Engagement	29 - 30	
				Customer Relationship and Brand Management	79 - 82	
				Central Retail Performance Data	108 - 125	
<b>6 Reporting practice</b>						
		102-45	Entities included in the consolidated financial statements	About this Report	25	
		102-46	Defining report content and topic boundaries	Materiality Assessment	26 - 28	
		102-47	List of material topics	Materiality Assessment	26 - 28	
		102-48	Restatements of information	About this Report	25	
		102-49	Changes in reporting	About this Report	25	
		102-50	Reporting period	About this Report	25	
		102-51	Date of most recent report	About this Report	25	
		102-52	Reporting cycle	About this Report	25	
		102-53	Contact point for questions regarding the report	About this Report	25	
		102-54	Claims of reporting in accordance with the GRI Standards	About this Report	25	
		102-55	GRI content index	GRI Content Index	126 - 135	
		102-56	External assurance	N/A	N/A	CRC have not been verified by external assurance
<b>GRI Specific Disclosures</b>						
<b>201</b>	<b>Economic Performance 2016)</b>	201-1	Direct economic value generated and distributed	About Central Retail	13 - 19	

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