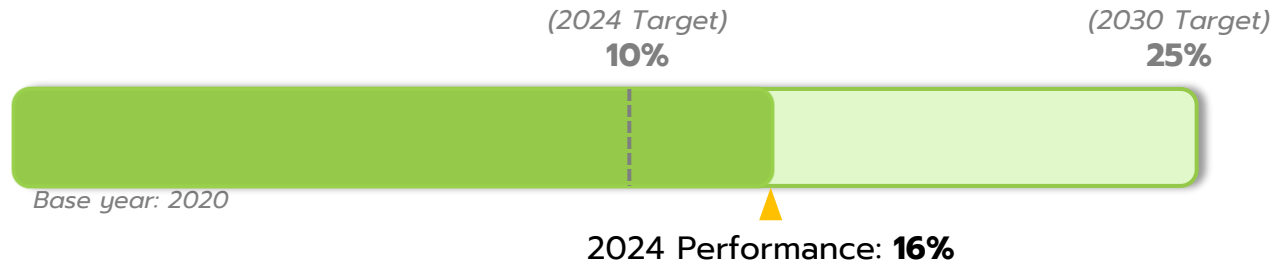


Energy management plan and results (Electricity and Fuel)

Target and Performance

Long-term target by 2030

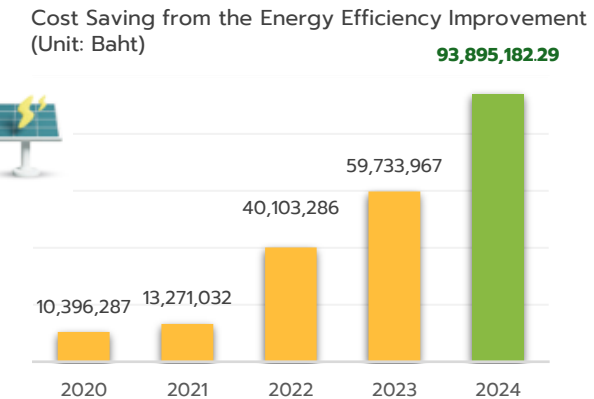
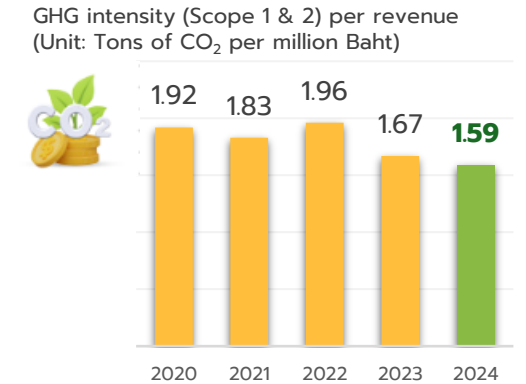
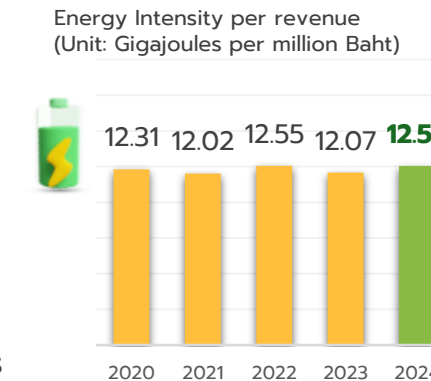
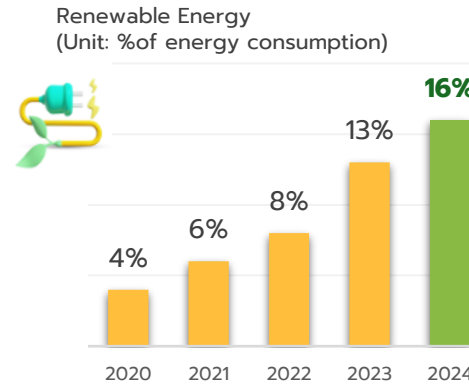
Increase renewable energy utilization ratio to 25%
And reduce energy Intensity per revenue by 25% by 2050.



Energy management plan (Electricity and Fuel)

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

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








Renewable Clean Energy Management

The company aims to continuously increase the proportion of clean energy usage every year, striving towards RE100. This will be achieved through initiatives such as installing solar rooftops, solar thermal systems, transitioning fuel vehicles, forklifts, and transport trucks to electric and hydrogen energy. These efforts aim to drive a significant transformation in the logistics systems of wholesale-retail business towards clean energy throughout the supply chain. In 2024, the Company's % of clean energy per total energy utilization reached 16%, up from 13% in 2023.

Energy Management

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

Topics	Implementation and Project	2024 Results
 <p>Target & Progress Monitoring</p>	<ul style="list-style-type: none"> Improving the energy efficiency 45% in own operation within 2030. Setting target for 100% of facilities has been energy audited. Action 100% Energy audited. Energy audits to identify opportunities for improving energy performance. 	<p>Total Energy Saving</p> <ul style="list-style-type: none"> Total Energy efficiency increased by 6.34% Total Cost saving for energy 93,895,182.29 Baht
 <p>Action to reduce the amount of energy use</p>	<ul style="list-style-type: none"> High-efficiency chillers project. LED Replacement and installation project. Change the Fixed-speed air conditioners to VRF (Variable Refrigerant Flow). 	<p>Energy Saving 1,338,249 kilowatt-hours per year</p>
 <p>Use of Clean or Renewable Energy</p>	<ul style="list-style-type: none"> Solar Thermal for Water Heater. Solar tube for lighting at head office. Converted to an electric forklift in own operation. BEV and HEV for online delivery service (by vendor). 	<p>Total renewable Energy 285,050,053.21 kilowatt-hours per year from below projects;</p> <ul style="list-style-type: none"> Rooftop solar at stores and distribution centers total of 974 stores. Solar Thermal Water Heater. Solar tube for lighting at head office Converted to an electric forklift in own operation total of 847 units. BEV and HEV for online delivery service (by vendor) total of 47 units.
 <p>Innovation for energy saving</p>	<ul style="list-style-type: none"> Innovation projects for energy saving that initiated by employee. Install tube and screen to reuse cooled water. Shorten water looping piping system to reduce pump’s power consumption. 	<ul style="list-style-type: none"> Invest 80,329,331 Baht. Energy Saving 276,157,790.82 kilowatt-hours per year. Saving energy cost 94,770,211.37 Baht per year.
 <p>Training and motivation</p>	<ul style="list-style-type: none"> Energy and GHG policy. Energy conservation training program for mechanics. Energy-saving awareness. Annual energy-saving event every year. 	<ul style="list-style-type: none"> 100% of responsible employees are trained and communicated. 100% of employee participate energy saving program.