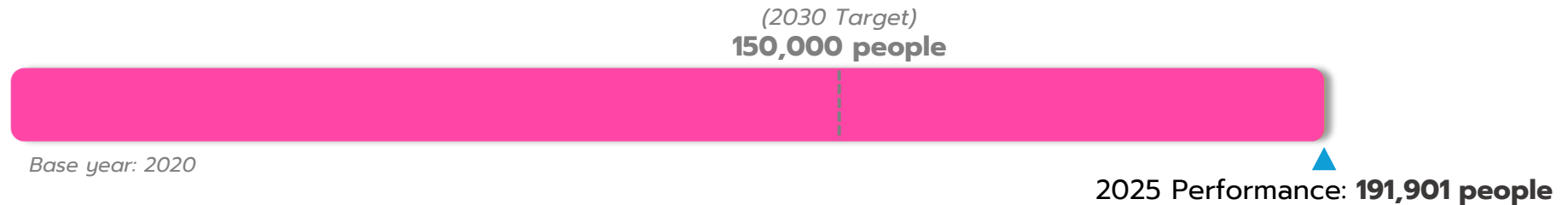


EDUCATION & INEQUALITY REDUCTION

Target and Performance

Long term target by 2030:

150,000 people gain access to quality education, lifelong learning opportunities, and essential skill development.



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



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

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

Opportunities and Challenges

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

Policy and Management Approach

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

Promoting Lifelong Learning and Educational Development

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

FR Transformation

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

2025 Result:

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

Number of participating retailers

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



"Chef's Club by Makro "

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

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

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

2025 Result:

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

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



“The 15th Sho Huay Flea Market”

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

2025 Result:

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



Organizing Workshops for Entrepreneurs

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

2025 Result:

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

Watch [Dream Partner Project](#)

***For English subtitle, you can switch on Closed captioning (CC) auto-translate to English on YouTube*



ลุงโยริน อดีตนักแสดง ป่วยจนโรงงาน เจอทางสร้างอาชีพ "หมูสะเต๊ะ" | อีจัน EJAN



ชีวิตที่เกือบมอดมตาย ของแม่ค้าเครป ประสบภัย นำท่วมเชียงราย | อีจัน EJAN

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

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

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

2025 Result:

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

VDO โครงการ “แม็คโครยื่นหยัดให้คุณยิ้มได้”



Scholarship for student

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

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

2025 Result:

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

ConnexED

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

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

2025 Result:

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



AXTRA STAR SCHOLARSHIP

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

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

2025 Result:

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



CP AXTRA Campus Connect

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

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

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

2025 Result:

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

