

Sustainability Performance Report (GRI)

Workforce Data during 2020-2024

GRI Standard	Performance	Unit	2020	2021		2022		2023		2024		
			Makro	Makro	Lotus's	Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER
102-8	1. Workforce data											
	1.1 By Gender											
	Total Employee (Full-time employee)											
	- Male	Person	7,242	7,579	19,275	11,129	18,488	10,560	15,882	11,293	16,116	4,095
	- Female		8,866	9,341	31,901	12,151	29,823	12,998	25,205	13,989	24,778	2,997
	by business unit		16,108	16,920	51,176	23,280	48,311	23,558	41,087	25,282	40,894	7,092
	The company		16,108	68,096		71,591		64,645		73,268		
	Ratio Male:Female	%	45:55	39:61		41:59		41:59		43:57		
	Contract Workers/Temporary/Part-Time											
	- Male	Person	215	288	n/a	2,467	n/a	3,393	3,725	3,857	4,158	619
	- Female		167	245	n/a	1,361	n/a	2,266	4,327	2,667	5,229	344
	by business unit		382	533	n/a	3,828	n/a	5,659	8,052	6,524	9,387	963
	The company		382	533		3,828		13,711		16,874		
	1.2 Employee by domicile											
	Thailand											
	- Male	Person	n/a	7,272	19,275	11,072	18,488	10,480	15,882	11,262	16,116	0
	- Female		n/a	9,094	31,901	12,145	29,823	12,961	25,205	13,983	24,778	0
	by business unit		n/a	16,366	51,176	23,217	48,311	23,441	41,087	25,245	40,894	0
	The company		n/a	67,542		71,528		64,528		66,139		
	Other											
- Male	Person	n/a	19	n/a	57	n/a	34	n/a	31	0	4,095	
- Female		n/a	2	n/a	6	n/a	5	n/a	6	0	2,997	
by business unit		n/a	21	n/a	63	n/a	39	n/a	37	0	7,092	
The company		n/a	21		63		39		7,129			
405-1	2. Employee diversity											
	2.1 By level											
	Top management											
	- Male	Person	10	26	57	16	58	37	60	33	16	1
	- Female		18	36	33	20	28	45	47	44	13	3
	The company		28	152		122		189		110		
	Ratio Male:Female	%	36:64	55:45		61:39		51:49		49:51		
	Middle management											
	- Male	Person	93	90	821	429	812	114	798	107	581	76
	- Female		117	108	1,115.00	574	1,154	127	1,110	144	832	35
	The company		210	2,134		2,969		2,149		1,775		
	Ratio Male:Female	%	44:56	43:57		42:58		42:58		44:56		

GRI Standard	Performance	Unit	2020	2021		2022		2023		2024		
			Makro	Makro	Lotus's	Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER
	Junior Management											
	- Male	Person	571	597	1,348	1,084	1,382	883	1,259	436	1,532	405
	- Female		781	853	2,400.0	1,450	2,522	1,191	2,460	552	2,804	348
	The company		1,352	5,198		6,438		11,870			6,077	
	Ratio Male:Female	%	42:58	37:63		38:62		37:63			38:62	
	Officer											
	- Male	Person	6,353	6,578	17,049	6,498	16,236	9,526	14,476	10,717	13,987	3,613
	- Female		7,783	8,099	28,353	8,010	26,119	11,635	22,030	13,249	21,129	2,611
	The company		14,136	60,079		56,863		122,973			65,306	
	Ratio Male:Female	%	45:55	39:61		40:60		42:58			44:56	
	2.2 By race											
	Thailand											
	- Male	Person	n/a	7,272	19,271	8,003	18,485	10,526	15,879	11,262	n/a	0
	- Female		n/a	9,094	31,901.00	10,052	29,823	12,993	25,204	13,983	n/a	0
	The company		n/a	67,538		66,363		64,602			25,245	
	Percent by total employee	%	n/a	99.96		99.96		99.93			34.46	
	Cambodia											
	- Male	Person	n/a	0	0	0	0	0	361	2	n/a	0
	- Female		n/a	0	0	0	0	0	250	0	n/a	0
	The company		n/a	0		0		611			2	
	Percent by total employee	%	n/a	0		0		0.95			0.00	
	India											
	- Male	Person	n/a	0	0	8	0	10	0	11	n/a	549
	- Female		n/a	0	0	1	0	1	0	0	n/a	635
	The company		n/a	0		9		11			1,195	
	Percent by total employee	%	n/a	0		0.01		0.02			1.63	
	China											
	- Male	Person	n/a	0	0	0	0	2	0	1	n/a	119
	- Female		n/a	0	0	0	0	1	0	2	n/a	153
	The company		n/a	0		0		3			275	
	Percent by total employee	%	n/a	0		0.00		0.00			0.38	
	Myanmar											
	- Male	Person	n/a	0	0	0	0	0	350	0	n/a	0
	- Female		n/a	0	0	0	0	0	192	0	n/a	0
	The company		n/a	0		0		542			0	
	Percent by total employee	%	n/a	0		0		0.84			0.00	
	Malaysia											
	- Male	Person	n/a	0	0	0	0	1	0	0	n/a	3,345
	- Female		n/a	0	0	0	0	0	0	0	n/a	2,139
	The company		n/a	0		0		1			5,484	
	Percent by total employee	%	n/a	0		0		0.00			7.48	

GRI Standard	Performance	Unit	2020	2021		2022		2023		2024		
			Makro	Makro	Lotus's	Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER
Lao												
	- Male	Person	n/a	0	0	0	0	0	0	0	n/a	0
	- Female		n/a	0	0	0	0	0	0	0	n/a	0
	The company		n/a	0		0		0		0		0
	Percent by total employee	%	n/a	0		0		0		0		0
Australia												
	- Male	Person	n/a	0	0	2	0	2	0	2	n/a	0
	- Female		n/a	0	0	1	0	1	0	0	n/a	0
	The company		n/a	0		3		3		2		2
	Percent by total employee	%	n/a	0		0.00		0.00		0.00		0.00
Korea												
	- Male	Person	n/a	0	0	1	0	1	0	2	n/a	0
	- Female		n/a	0	0	0	0	1	0	2	n/a	0
	The company		n/a	0		1		2		4		4
	Percent by total employee	%	n/a	0.00		0.00		0.00		0.01		0.01
Other												
	- Male	Person	n/a	19	4	16	3	18	3	13	n/a	82
	- Female		n/a	2	0.00	1	0	1	1	2	n/a	70
	The company		n/a	25		20		23		167		167
	Percent by total employee	%	n/a	0.04		0.03		0.04		0.23		0.23
2.3 By age												
Under 30 years old												
	- Male	Person	2,670	2,734	11,651	4,703	10,888	4,597	9,211	4,869	8,947	2,329
	- Female		2,912	2,875	18,725.00	4,381	16,757	4,871	13,126	5,086	12,285	1,324
	The company		5,582	35,985		36,729		31,805		34,840		34,840
	Percent by total employee	%	35.50	53.26		51.30		49.20		47.55		47.55
30-50 years old												
	- Male	Person	4,152	4,331	7,246	6,087	7,172	5,656	6,169	6,088	6,624	1,582
	- Female		5,484	5,854	12,717.00	7,301	12,520	7,673	11,438	8,391	11,773	1,479
	The company		9,636	30,148		33,080		30,936		35,937		35,937
	Percent by total employee	%	61.27	44.62		46.21		47.86		49.05		49.05
Over 50 years old												
	- Male	Person	205	226	378	339	428	307	499	336	545	184
	- Female		303	367	459.00	469	546	454	641	512	720	194
	The company		508	1,430		1,782		1,901		2,491		2,491
	Percent by total employee	%	3.23	2.12		2.49		2.94		3.40		3.40
2.4 By Religion												
Buddhist												
	- Male	Person	n/a	n/a	n/a	7,554	n/a	9,921	n/a	10,609	n/a	99
	- Female		n/a	n/a	n/a	9,537	n/a	12,321	n/a	13,262	n/a	136
	The company		n/a	n/a	n/a	17,091		22,242		24,106		24,106
	Percent by total employee	%	n/a	n/a	n/a	25.74		34.41		32.90		32.90

GRI Standard	Performance	Unit	2020	2021		2022		2023		2024		
			Makro	Makro	Lotus's	Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER
	Christian											
	- Male	Person	n/a	n/a	n/a	60	n/a	58	n/a	66	n/a	98
	- Female		n/a	n/a	n/a	58	n/a	85	n/a	84	n/a	90
	The company		n/a	n/a	n/a	118		143		338		
	Percent by total employee	%	n/a	n/a	n/a	0.18		0.22		0.46		
	Islamic											
	- Male	Person	n/a	n/a	n/a	338	n/a	443	n/a	490	n/a	3,393
	- Female		n/a	n/a	n/a	378	n/a	474	n/a	516	n/a	2,188
	The company		n/a	n/a	n/a	716		917		6,587		
	Percent by total employee	%	n/a	n/a	n/a	1.08		1.42				
	Hinduism											
	- Male	Person	n/a	n/a	n/a	6	n/a	6	n/a	3	n/a	488
	- Female		n/a	n/a	n/a	3	n/a	3	n/a	4	n/a	574
	The company		n/a	n/a	n/a	9		9		1,069		
	Percent by total employee	%	n/a	n/a	n/a	0.01		0.01		1.46		
	Other											
	- Male	Person	n/a	n/a	n/a	2	n/a	12	n/a	3.00	n/a	17
	- Female		n/a	n/a	n/a	0	n/a	3	n/a	1.00	n/a	9
	The company		n/a	n/a	n/a	2		15		30		
	Percent by total employee	%	n/a	n/a	n/a	0.00		0.02		0.04		
	Undisclosed											
	- Male	Person	n/a	n/a	19,275	67	18,488	120	15,882.00	122.00	16,116	0
	- Female		n/a	n/a	31,901	78	29,823	112	25,205.00	122.00	24,778	0
	The company		n/a	51,176		48,456		41,319		41,138		
	Percent by total employee	%	n/a	75.75		72.98		63.92		56.15		
	2.5 By physical characteristics and etc.											
	Number of local middle management or above											
	- Male	Person	n/a	0	n/a	11	n/a	11	n/a	n/a	n/a	n/a
	- Female		n/a	0	n/a	14	n/a	14	n/a	n/a	n/a	n/a
	The company		n/a	0	n/a	25	n/a	25	n/a	0		
	Percent by total employee	%	n/a	0.00		0.04		0.00		0.00		
	Employee with disability											
	- Male	Person	n/a	13	104	12	133	13	94	18	90	n/a
	- Female		n/a	13	94	13	112	14	82	13	77	n/a
	The company		22.00	26	198	25	245	27	176	198		
	Percent by total employee	%	0.14	0.33		0.41		0.31		0.27		
	Number of indigenous, migrant, and vulnerable groups employed in the workforce (both employees and contractors)											
	- Male	Person	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	- Female		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	The company		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a		
	Percent by total employee	%	n/a	n/a		n/a		n/a		n/a		

GRI Standard	Performance	Unit	2020	2021		2022		2023		2024		
			Makro	Makro	Lotus's	Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER
3. Revenue Generating Functions Workforce												
3.1 Number of employees												
	- Male	Person	n/a	6,212	19,079	6,972	18,287	8,805	16,356	7,826	19,617	n/a
	- Female		n/a	6,093	31,596	7,405	29,508	10,901	25,302	6,755	29,160	n/a
	The company		n/a	62,980		62,172		61,364		63,358		
	Percent by female		%	n/a	59.84		59.37		59.00		56.69	
3.2 By level												
Top management												
	- Male	Person	n/a	1	53	2	53	13	56	6	38	n/a
	- Female		n/a	1	27	5	22	16	41	16	40	n/a
	The company		n/a	82		82		126		100		
	Percent by female		%	n/a	34.15		32.93		45.24		56.00	
Middle management												
	- Male	Person	n/a	187	694	280	693	64	669	17	339	n/a
	- Female		n/a	198	975	389	1,009	85	958	28	641	n/a
	The company		n/a	2,054		2,371		1,776		1,025		
	Percent by female		%	n/a	57.11		58.96		58.73		65.27	
Junior Management												
	- Male	Person	n/a	713	1,348	779	1,382	517	1,259	211	1,277	n/a
	- Female		n/a	550	2,400	722	2,522	786	2,460	294	2,493	n/a
	The company		n/a	5,011		5,405		5,022		4,275		
	Percent by female		%	n/a	58.87		60.02		64.64		65.19	
Officer												
	- Male	Person	n/a	5,311	16,984	5,911	16,159	8,211	325	7,592	17,963	n/a
	- Female		n/a	5,344	28,194	6,289	25,955	10,014	745	6,417	25,986	n/a
	The company		n/a	55,833		54,314		19,295		57,958		
	Percent by female		%	n/a	60.07		59.37		55.76		55.91	
3.3 By age												
Under 30 years old												
	- Male	Person	n/a	2,372	11,618	2,691	10,846	3,907	9,156	3,599	12,135	n/a
	- Female		n/a	1,941	18,659	2,385	16,693	4,078	13,049	2,520	16,187	n/a
	The company		n/a	34,590		32,615		30,190		34,441		
	Percent by female		%	n/a	59.55		58.49		56.73		54.32	
30-50 years old												
	- Male	Person	n/a	3,658	7,096	4,076	7,032	4,659	6,722	4,051	6,928	n/a
	- Female		n/a	3,911	12,497.00	4,731	12,292	6,442	11,644	4,015	12,213	n/a
	The company		n/a	27,162		28,131		29,467		27,207		
	Percent by female		%	n/a	60.41		60.51		61.38		59.65	
Over 50 years old												
	- Male	Person	n/a	182	365	205	409	239	478	176	554	n/a
	- Female		n/a	241	440.00	289	523	381	609	220	760	n/a
	The company		n/a	1,228		1,426		1,707		1,710		
	Percent by female		%	n/a	55.46		56.94		58.00		57.31	

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			Makro	Makro	Lotus's	Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER
	4. Nuber of employee in STEM position											
	Under 30 years old											
	- Male	Person	n/a	261	30	566	55	740	54	908	18	n/a
	- Female		n/a	604	65	780	85	818	62	1,154	8	n/a
	The company		n/a	960		1,486		1,674			2,088	
	Percent by female	%	n/a	69.69		58.21		52.57			55.65	
	30-50 years old											
	- Male	Person	n/a	686	120	1,095	117	1,259	72	1,275	28	n/a
	- Female		n/a	1,488	139.00	1,931	140	1,531	31	1,817	18	n/a
	The company		n/a	2,433		3,283		2,893			3,138	
	Percent by female	%	n/a	66.87		63.08		53.99			58.48	
	Over 50 years old											
	- Male	Person	n/a	33	8	54	11	50	2	55	1	n/a
	- Female		n/a	87	9	122	6	85	0	96	0	n/a
	The company		n/a	137		193		137			152	
	Percent by female	%	n/a	70.07		66.32		62.04			63.16	
405-2	5. Ratio of average salary and remuneration of female to male											
	Payment Ratio by gender (Female:Male)	Ratio	n/a	n/a		n/a		1.01:1.00			0.97:1.00	
	CEO per employee compensation		n/a	n/a		n/a		52			30	
	5.1 By level											
	Executive level (Average based salary)											
	- Male	Baht	n/a	642,982	486,141	1,099,069	466,649	1,215,952	356,148			
	- Female		n/a	735,367	516,255	775,390	507,688	816,950	299,815			
	รวมทั้งบริษัทหญิงต่อชาย The company		n/a	571,033	525,351	596,030	675,348	432,017	601,571			
	Payment Ratio by gender (Female:Male)	Ratio	n/a	1.14:1.00	1.06:1.00	0.71:1.00	1.09:1.00	0.67:1.00	0.84:1.00	0.72:1.00	0.84:1.00	n/a
			n/a		1.09:1.00		0.88:1.00		0.72:1.00		0.77:1.00	
	Executive level (Average based salary + other cash incentives)											
	- Male	Baht	n/a	921,735	657,932	1,437,541	573,095	1,812,461	451,267			
	- Female		n/a	1,215,842	644,773	1,169,390	596,224	1,305,944	378,291			
	by business unit		n/a	787,541	723,883	785,369	858,362	644,154	860,069			
	Payment Ratio by gender (Female:Male)	Ratio	n/a	1.32:1.00	1.02:1.00	0.81:1.00	0.96:1.00	0.72:1.00	0.84:1.00	0.62:1.00	0.80:1.00	n/a
			n/a		1.09:1.00		0.91:1.00		0.75:1.00		0.69:1.00	
	Management level (Average based salary)											
	- Male	Baht	n/a	53,922	55,101	55,016	54,757	57,712	52,992			
	- Female		n/a	59,611	49,254	55,780	48,879	57,045	46,581			
	by business unit		n/a	51,843	54,806	51,156	54,842	41,963	45,153			
	Ratio Female:Male	Ratio	n/a	1.11:1.00	1.12:1.00	1.01:1.00	1.12:1.00	0.99:1.00	0.88:1.00	1.00:1.00	0.86:1.00	n/a
			n/a		0.95:1.00		0.93:1.00		0.93:1.00		0.90:1.00	

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			Makro	Makro	Lotus's	Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER	
Management level (Average based salary + other cash incentives)													
	- Male	Baht	n/a	73,712	69,962	70,135	69,612	77,454	64,751				
	- Female		n/a	82,627	62,267	72,026	61,754	77,314	56,588				
	by business unit		n/a	67,357	70,899	65,144	69,784	53,864	57,669				
	Payment Ratio by gender (Female:Male)	Ratio	n/a	1.12:1.00	1.12:1.00	1.03:1.00	1.13:1.00	1.00:1.00	0.87:1.00	1.00:1.00	0.86:1.00	n/a	
			n/a	0.95:1.00		0.93:1.00		0.93:1.00		0.89:1.00			
Non-management level (Average based salary)													
	- Male	Baht	n/a	14,243	12,200	14,064	11,759	14,180	10,388				
	- Female		n/a	15,380	12,324	14,709	11,772	14,851	10,687				
	by business unit		n/a	13,088	12,711	12,741	12,520	10,262	9,883				
	Ratio Female:Male	Ratio	n/a	1.08:1.00	0.99:1.00	1.05:1.00	1.00:1.00	1.05:1.00	1.03:1.00	1.04:1.00	1.03:1.00	n/a	
			n/a	1.03:1.00		1.02:1.00		1.04:1.00		1.02:1.00			
Non-management level (Average based salary + other cash incentives)													
	- Male	Baht	n/a	18,206	15,834	17,430	16,014	19,227	12,939				
	- Female		n/a	19,812	15,802	18,320	15,959	20,248	12,964				
	by business unit		n/a	16,805	16,427	16,738	16,481	13,253	12,874				
	Payment Ratio by gender (Female:Male)	Ratio	n/a	1.09:1.00	1.00:1.00	1.05:1.00	1.00:1.00	1.05:1.00	1.00:1.00	1.04:1.00	0.99:1.00	n/a	
			n/a	1.02:1.00		1.02:1.00		1.05:1.00		1.00:1.00			
	- Mean gender pay gap	%	n/a	-5.6	7.0	-3.4	6.3	-1.3	0.034	-0.300	1.300	n/a	
				3.84		3.13		-0.45		1.30			
	- Medium gender pay gap	%	n/a	-5.9	1.4	-6.0	1.9	-7.1	0.002	-5.800	-0.100	n/a	
				-0.46		-0.11		-3.55		-2.90			
	- Mean bonus gap	%	n/a	-10.5	3.9	-9.2	2.9	-5.4	0.068	-4.600	8.200	n/a	
				0.32		-0.16		-1.90		-1.30			
	- Medium bonus gap	%	n/a	-7.9	-1.8	-5.7	-7.2	-6.3	0.004	-4.100	4.900	n/a	
				-3.33		-6.83		-3.15		-3.30			
6. Employee entering provident fund													
	- Male	Person	13,389	13,850	12,715	6,017	12,083	8,662	10,493	9,434	12,659	n/a	
	- Female				21,142	7,537	20,216	6,723	17,365	11,865	20,292	n/a	
	The company		13,389	47,707	45,853		43,243		54,250				
	Percent by total employee	%	85.14	70.61	69.06		66.89		74.04				
401-1	7. New hires												
	7.1 By Gender												
	New hires												
		- Male	Person	1,652	2,171	17,303	4,529	13,660	5,119	9,082	5,647	22,219	3,920
		- Female		1,618	2,364	30,632	4,621	22,640	6,096	14,990	5,145	31,605	1,839
		The company		3,270	4,535	47,935	9,150	36,300	11,215	24,072	10,792	53,824	5,759
		Percent by total employee		3,270	52,470	45,450		35,287		70,375			
	Rate of new hires												
		- Male	%	10.50	13.25	33.81	25.05	28.28	21.73	22.10	22.34	54.33	67.68
		- Female		10.29	14.43	59.86	25.56	46.86	25.88	36.48	20.35	77.29	32.32
		by business unit		20.79	27.67	93.67	50.61	75.14	47.61	58.59	42.69	131.62	81.20
		The company		20.79	77.66	68.46		54.59		96.05			

GRI Standard	Performance	Unit	2020	2021		2022		2023		2024		
			Makro	Makro	Lotus's	Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER
7.2 By level												
Top management												
- Male	Person	5	8	4	5	3	6	3	6	1	1	
- Female			2	4	2	2	8	5	5	1	1	
The company		5	18	12	22	15						
Percent by total employee	%	0.15	0.03	0.03	0.06	0.02						
Middle management												
- Male	Person	10	12	131	97	140	15	85	5	97	44	
- Female			8	153	111	193	9	98	7	115	30	
The company		10	304	541	207	298						
Percent by total employee	%	0.31	0.58	1.19	0.59	0.42						
Junior Management												
- Male	Person	215	66	48	212	74	220	40	74	104	16	
- Female			88	196	292	116	197	68	70	158	4	
The company		215	398	694	525	426						
Percent by total employee	%	6.57	0.76	1.53	1.49	0.61						
Officer												
- Male	Person	3,040	2085	17,120	4,215	13,443	4,878	8,750	2,611	22,017	3,859	
- Female			2266	30,279.00	3,856	22,329	5,882	14,819	3,059	31,331	1,804	
The company		3,040	51,750	43,843	34,329	64,681						
Percent by total employee	%	92.97	98.63	96.46	97.29	91.91						
7.3 By age												
Under 30 years old												
- Male	Person	1,070	1,522	13,496	3,273	11,236	3,329	7,428	4,155	18,884	3,046	
- Female			990	1,493	22,068	2,735	17,391	3,736	11,370	3,327	25,184	1,363
The company		2,060	38,579	14,509	10,757	55,959						
Percent by total employee	%	63.00	73.53	31.92	30.48	79.52						
30-50 years old												
- Male	Person	579	641	3,766	1,214	2,391	1,775	1,642	1,481	3,280	840	
- Female			624	867	8,446.00	1,489	5,209	2,348	3,601	1,805	6,337	440
The company		1,203	13,720	10,303	9,366	14,183						
Percent by total employee	%	36.79	26.15	22.67	26.54	20.15						
Over 50 years old												
- Male	Person	3	8	41	42	33	15	12	11	55	34	
- Female			4	4	118	37	40	12	19	13	84	36
The company		7	171	152	58	233						
Percent by total employee	%	0.21	0.33	0.33	0.16	0.33						
7.4 By race												
Thailand												
- Male	Person	3,268	2,160	17,302	4,485	13,660	5,106	8,761	5,339	n/a	0	
- Female			2,364	30,632	4,256	22,640	6,094	14,780	5,027	n/a	0	
The company		3,268	52,458	45,041	34,741	10,366						
Percent by total employee	%	99.94	99.98	99.10	98.45	14.73						

GRI Standard	Performance	Unit	2020	2021		2022		2023		2024		
			Makro	Makro	Lotus's	Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER
Cambodia												
	- Male	Person	n/a	n/a	n/a	0	0	0	171	0	n/a	0
	- Female		n/a	n/a	n/a	0	0	0	107	0	n/a	0
	The company		n/a	n/a	n/a	0		278		0		
	Percent by total employee	%	n/a	n/a	n/a	0		0.79				
India												
	- Male	Person	n/a	n/a	n/a	30	0	3	0	18	n/a	1
	- Female		n/a	n/a	n/a	3	0	0	0	0	n/a	0
	The company		n/a	n/a	n/a	33		3		19		
	Percent by total employee	%	n/a	n/a	n/a	0.08		0.01			0.03	
China												
	- Male	Person	n/a	n/a	n/a	0	0	2	0	0	n/a	0
	- Female		n/a	n/a	n/a	0	0	1	0	1	n/a	0
	The company		n/a	n/a	n/a	0		3		1		
	Percent by total employee	%	n/a	n/a	n/a	0		0.01			0.00	
Myanmar												
	- Male	Person	n/a	n/a	n/a	0	0	0	150	157	n/a	0
	- Female		n/a	n/a	n/a	0	0	0	103	87	n/a	0
	The company		n/a	n/a	n/a	0		253		244		
	Percent by total employee	%	n/a	n/a	n/a	0		0.72			0.35	
Malaysia												
	- Male	Person	n/a	n/a	n/a	0	0	0	0	0	n/a	1,629
	- Female		n/a	n/a	n/a	0	0	0	0	0	n/a	837
	The company		n/a	n/a	n/a	0		0		2,466		
	Percent by total employee	%	n/a	n/a	n/a	0		0			4	
Other												
	- Male	Person	n/a	11	1	14	0	8	0	133	n/a	125
	- Female		n/a	0	0	2	0	1	0	30	n/a	1
	The company		n/a	12		16		9		289		
	Percent by total employee	%	n/a	0.02		0.04		0.03			0.41	
7.5 By physical characteristics												
Total number of employee with disability												
	- Male	Person	11	13	104	12	133	1	0	5	0	0
	- Female		11	13	94	13	112	3	0	1	0	0
	The company		22	224		270		4		6		
	Percent by total employee	%	0.14	0.33		0.41		0.01			0.01	
8. Average hiring cost												
	- Male	Baht per employee equivalent	1,680.00	2,681.00	868.66	4,095.00	1,310.07	2,570.26	783.34	2,506.00	584.40	3,377.56
	- Female		1,680.00	2,681.00	868.66	4,095.00	1,310.07	2,570.26	783.34	2,506.00	584.40	3,377.56
	The company		1,680.00	2,681.00	868.66	4,095.00	1,310.07	2,570.26	783.34	2,506.00	584.40	3,377.56
	Percent by total employee			1,680.00	1,774.83		2,702.53		1,676.80		2,155.99	

GRI Standard	Performance	Unit	2020	2021		2022		2023		2024			
			Makro	Makro	Lotus's	Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER	
401-1	9. Filled by internal hires												
	Total number of open job positions filled by internal candidates												
	- Male	Person	993	1,095	9,594	1,820	10,320	2,548	8,888	2,218	13,063	n/a	
	- Female				1,393	17,019	2,143	17,851	3,342	15,215	2,807	22,566	n/a
	by business unit			993	2,488	26,613	3,963	28,171	5,890	24,103	5,025	35,629	n/a
	The company		993	29,101		32,134		29,993		40,654			
	Percent by total employee	%	6.31	43.07		48.40		46.40		55.49			
	Total number of total open job positions (both internal and external candidates)												
	by business unit	Position	n/a	7,153	74,548	12,753	64,471	17,000	50,446	15,817	89,742	n/a	
	The company		n/a	81,701		77,224		67,446		105,559			
	9.1 By level												
	Top management												
	- Male	Person	n/a	4	29	8	6	4	47	6	5	n/a	
	- Female			n/a	3	12	15	3	8	39	9	6	n/a
	The company			n/a	48		32		98		26		
	Percent by total open positions	%	n/a	0.06		0.04		0.15		0.02			
	Middle management												
	- Male	Person	n/a	11	223	149	162	30	281	17	144	n/a	
	- Female			n/a	17	333	187	239	38	441	49	248	n/a
	The company			n/a	584		737		790		458		
	Percent by total open positions	%	n/a	0.71		0.95		1.17		0.43			
	Junior Management												
	- Male	Person	n/a	83	923	331	1,057	260	1,112	97	839	n/a	
	- Female			n/a	113	1,841	483	2,099	355	2,315	131	1,941	n/a
	The company			n/a	2,960		3,970		4,042		3,008		
	Percent by total open positions	%	n/a	3.62		5.14		5.99		2.85			
	Officer												
	- Male	Person	n/a	997	8,419	1,332	9,095	2,254	7,448	2,098	12,075	n/a	
	- Female			n/a	1260	14,833	1,458	15,510	2,941	12,420	2,618	20,371	n/a
	The company			n/a	25,509		27,395		25,063		37,162		
	Percent by total open positions	%	n/a	31.22		35.47		37.16		35.20			
	9.2 By age												
	Under 30 years old												
	- Male	Person	n/a	480	5,731	755	7,110	1,053	5,516	1,005	9,412	n/a	
	- Female			n/a	590	9,204	830	11,040	1,355	8,425	1,126	14,065	n/a
	The company			n/a	16,005		19,735		16,349		25,608		
	Percent by total open positions	%	n/a	19.59		25.56		24.24		24.26			
	30-50 years old												
	- Male	Person	n/a	599	3,724	1,019	3,148	1,451	3,244	1,164	3,529	n/a	
	- Female			n/a	774	7,604.00	1,263	6,677	1,911	6,580	1,616	8,285	n/a
	The company			n/a	12,701		12,107		13,186		14,594		
	Percent by total open positions	%	n/a	15.55		15.68		19.55		13.83			

GRI Standard	Performance	Unit	2020	2021		2022		2023		2024		
			Makro	Makro	Lotus's	Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER
	Over 50 years old											
	- Male	Person	n/a	16	139	46	62	44	128	49	122	n/a
	- Female		n/a	29	211	50	134	76	210	65	216	n/a
	The company		n/a	395		292		458		452		
	Percent by total open positions	%	n/a	0.48		0.38		0.68		0.43		
	9.3 By race											
	Thailand											
	- Male	Person	n/a	1,067	9,594	1,815	10,320	2,543	8,882	2,203	n/a	n/a
	- Female		n/a	1,330	17,019	2,143	17,851	3,338	15,211	2,804	n/a	n/a
	The company		n/a	29,010		32,129		29,974		5,007		
	Percent by total open positions	%	n/a	35.51		41.60		44.44		4.74		
	Cambodia											
	- Male	Person	n/a	0	0	0	0	0	2	0	n/a	n/a
	- Female		n/a	0	0	0	0	0	0	0	n/a	n/a
	The company		n/a	0		0		2		0		
	Percent by total open positions	%	n/a	0.00		0.00		0.00		0.00		
	อินเดีย India											
	- Male	Person	n/a	0	0	3	0	1	0	2	n/a	n/a
	- Female		n/a	0	0	0	0	2	0	0	n/a	n/a
	The company		n/a	0		3		3		2		
	Percent by total open positions	%	n/a	0.00		0.00		0.00		0.00		
	China											
	- Male	Person	n/a	0	0	0	0	1	0	1	n/a	n/a
	- Female		n/a	0	0	0	0	1	0	0	n/a	n/a
	The company		n/a	0		0		2		1		
	Percent by total open positions	%	n/a	0.00		0.00		0.00		0.00		
	Myanmar											
	- Male	Person	n/a	0	0	0	0	0	4	0	n/a	n/a
	- Female		n/a	0	0	0	0	0	4	0	n/a	n/a
	The company		n/a	0		0		8		0		
	Percent by total open positions	%	n/a	0.00		0.00		0.01		0.00		
	Malaysia											
	- Male	Person	n/a	0	0	0	0	0	0	0	n/a	n/a
	- Female		n/a	0	0	0	0	0	0	0	n/a	n/a
	The company		n/a	0		0		0		0		
	Percent by total open positions	%	n/a	0.00		0.00		0.00		0.00		
	Other											
	- Male	Person	n/a	0	0	2	0	3	0	2	n/a	n/a
	- Female		n/a	0	0	0	0	1	0	12	n/a	n/a
	The company		n/a	0		2		4		14		
	Percent by total open positions	%	n/a	0.00		0.01		0.01		0.01		

GRI Standard	Performance	Unit	2020	2021		2022		2023		2024		
			Makro	Makro	Lotus's	Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER
10. Turnover												
Total number of turnover (Both voluntary and involuntary turnover)												
	- Male	Person	1334	1,315	14,960	7,407	15,658	2,702	8,888	3,452	10,880	1,531
	- Female		1297	1,357	25,799	6,202	26,547	3,412	15,215	3,902	17,098	917
	by business unit		2,631	2,672	40,759	13,609	42,205	6,114	24,103	7,354	27,978	2,448
	The company		2,631	43,431		55,814		30,217		37,780		
Rate of turnover												
	- Male	%	8.48	8.02	22.62	24.14	24.48	20.44	34.77	23.41%	22%	32.60%
	- Female		8.25	8.28	33.52	21.04	35.46	20.83	37.66	21.81%	34%	28.62%
	by business unit		16.73	16.31	56.14	45.17	59.96	20.66%	36.97%	22.53%	40.62%	25.66%
	The company		16.73	38.94%		43.81%		31.88%		34.02%		
10.1 By level												
Top management												
	- Male	Person	n/a	1	3	8	8	0	9	1	6	3
	- Female		n/a	2	1	7	9	0	7	2	6	0
	The company		n/a	7		32		16		18		
	Percent by total number of turnover	%	7.84	0.01%		0.04%		0.02%		0.05		
Middle management												
	- Male	Person	n/a	11	120	84	173	13	159	33	151	35
	- Female		n/a	7	160.00	120	222	16	206	15	185	46
	The company		n/a	298		599		394		465		
	Percent by total number of turnover	%	5.88	0.44%		0.83%		0.61%		1.23		
Junior Management												
	- Male	Person	n/a	63	205	189	399	139	358	133	311	33
	- Female		n/a	52	425	193	735	161	636	120	636	25
	The company		n/a	745		1,516		1,294		1,258		
	Percent by total number of turnover	%	12.56	1.08%		2.07%		1.96%		3.33		
Officer												
	- Male	Person	n/a	1240	14,632	7,126	15,078	2,550	12,481	3,285	10,412	1,460
	- Female		n/a	1296	25,213	5,882	25,581	3,235	20,397	3,765	16,271	846
	The company		n/a	42,381		53,667		38,663		36,039		
	Percent by total number of turnover	%	17.30	38.36%		42.85%		37.42%		95.39		
10.2 By age												
Under 30 years old												
	- Male	Person	745	739	11,992	5,281	12,250	1,553	9,850	2,044	8,575	1,258
	- Female		671	715	19,622	3,803	19,509	1,852	15,159	2,167	12,316	660
	The company		1,416	33,068		40,843		28,414		27,020		
	Percent by total number of turnover	%	8.08%	32.69%		36.33%		30.53%		71.52		
30-50 years old												
	- Male	Person	569	555	2,913	2,026	3,337	1,120	3,087	1,356	2,217	249
	- Female		609	626	6,084	2,302	6,950	1,505	5,991	1,669	4,676	228
	The company		1,178	10,178		14,615		11,703		10,395		
	Percent by total number of turnover	%	6.81%	13.00%		16.95%		15.33%		27.51		

GRI Standard	Performance	Unit	2020	2021		2022		2023		2024		
			Makro	Makro	Lotus's	Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER
	Over 50 years old											
	- Male	Person	20	21	55	100	71	29	70	52	88	24
	- Female		17	16	93	97	88	55	96	66	106	29
	The company		37	185		356		250			365	
	Percent by total number of turnover	%	0.23%	0.27%		0.49%		0.39%			0.97	
11. Employees with a new job after leaving the Company												
	Employees with a new job less than 1 year after leaving company in											
	- Male	Person	n/a	1,214	12,689	5,226	11,554	2,663	n/a	n/a	n/a	n/a
	- Female		n/a	1,283	22,109	4,555	20,274	3,363	n/a	n/a	n/a	n/a
	by business unit		n/a	2,497	34,798	9,781	31,828	6,026	n/a	n/a	n/a	n/a
	The company		n/a	37,295		41,609		6,026			n/a	
	Percent by total number of turnover	%	n/a	85.87		74.55		n/a			n/a	
12. Voluntary Turnover												
	Number of cumulative voluntary turnover											
	- Male	Person	n/a	1,214	12,689	5,226	11,554	2,455	6,221	3,039	5,324	n/a
	- Female		n/a	1,283	22,109	4,555	20,274	3,163	10,784	3,539	8,919	n/a
	by business unit		n/a	2,497	34,798	9,781.00	31,828.00	5,618	17,005	6,578	14,243	n/a
	The company		n/a	37,295		41,609		22,623			20,821	
	Voluntary turnover rate	%	14.96	35.39%		36.76%		25.92%			55.11	
12.1 By level												
	Top management											
	- Male	Person	n/a	0	3	6	6	0	5	1	1	n/a
	- Female		n/a	2	1	7	9	0	4	2	1	n/a
	The company		n/a	6		28		9			5	
	Percent by total number of voluntary turnover	%	3.92	0.01		0.05		0.03			0.01	
	Middle management											
	- Male	Person	n/a	9	111	77	160	13	99	28	82	n/a
	- Female		n/a	6	156	103	212	16	139	12	105	n/a
	The company		n/a	282		552		267			227	
	Percent by total number of voluntary turnover	%	5.88	0.41%		0.77%		0.41%			0.60	
	Junior Management											
	- Male	Person	n/a	57	184	181	334	136	238	123	214	n/a
	- Female		n/a	50	371	186	626	160	421	108	425	n/a
	The company		n/a	662		1,327		955			870	
	Percent by total number of voluntary turnover	%	12.06	0.96%		1.82%		1.46%			2.30	
	Officer											
	- Male	Person	n/a	1,148	12,391	4,962	11,054	2,306	5,879	2,887	5,027	n/a
	- Female		n/a	1,225	21,518	4,259	19,427	2,987	10,220	3,417	8,388	n/a
	The company		n/a	36,282		39,702		21,392			19,719	
	Percent by total number of voluntary turnover	%	15.39	34.76%		35.67%		24.86%			52.19	

GRI Standard	Performance	Unit	2020	2021		2022		2023		2024		
			Makro	Makro	Lotus's	Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER
12.2 By age												
Under 30 years old												
	- Male	Person	n/a	694	10,165	3,688	9,020	1,424	4,637	1,821	4,083	n/a
	- Female		n/a	682	16,843	2,728	14,887	1,707	7,745	2,006	6,198	n/a
	The company		n/a	28,384		30,323		15,513			14,108	
	Percent by total number of voluntary turnover	%	22.72	29.42%		29.75%		19.35%			37.34	
30-50 years old												
	- Male	Person	n/a	511	2,481	1,458	2,474	1,002	1,569	1,185	1,220	n/a
	- Female		n/a	595	5,181	1,746	5,313	1,401	3,009	1,498	2,688	n/a
	The company		n/a	8,768		10,991		6,981			6,591	
	Percent by total number of voluntary turnover	%	11.05	11.41%		13.31%		9.75%			17.45	
Over 50 years old												
	- Male	Person	n/a	9	43	80	60	29	15	33	21	n/a
	- Female		n/a	6	85	81	74	55	30	35	33	n/a
	The company		n/a	143		295		129			122	
	Percent by total number of voluntary turnover	%	3.74	0.21%		0.41%		0.20%			0.32	
13. Parental leave of employee												
Number of employees taking parental leave in the reporting year												
	- Male	Person	n/a	0	556	0	571	0	398	0	350	n/a
	- Female		n/a	373	1,420	223	1,601	304	1,328	300	1,068	n/a
	by business unit		n/a	373	1,976	223	2,172	304	1,726	300	1,418	n/a
	The company		n/a	2,349		2,395		2,030			1,718	
	Percent by total employee	%	n/a	3.48		3.61		3.14			6.80	
Number of employees who returned to work after parental leave ended in the reporting year												
	- Male	Person	n/a	0	518	0.00	565	0	398	0	350	n/a
	- Female		n/a	351	1,321	223	1,478	304	1,246	300	1,024	n/a
	by business unit		n/a	351	1,839	223	2,043	304	1,644	300	1,374	n/a
	The company		n/a	2,190		2,266		1,948			1,674	
	Percent by total employee	%	n/a	93.23		94.61		95.96			97.44	
Number of employees who returned to work after parental leave ended												
	- Male	Person	n/a	0	n/a	0	413	0	261	0	286	n/a
	- Female		n/a	334	n/a	223	1,041	304	795	300	837	n/a
	by business unit		n/a	334	n/a	223	1,454	304	1,056	300	1,123	n/a
	The company		n/a	334		1,677		1,360			1,423	
	Percent by total employee	%	n/a	14.22		70.02		67.00			82.83	

GRI Standard	Performance	Unit	2020	2021		2022		2023		2024		
			Makro	Makro	Lotus's	Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER
-	14. Human capital ROI (published finance statement)											
	Net profit											
	by business unit	millionon Baht	n/a	6,576	397	7,074	623	5,975	2,665			
	The company		n/a	6,973		7,697		8,640		10,837		
	ROI per training investment											
	by business unit	Ratio	n/a	100.92	5.48	86.64	2.23	147.12	95.97			
	The company		n/a	39.88		27.83		111.26		164.66		
	ROI per O2O training investment											
	by business unit	Ratio	n/a	10.42	0.49	10.48	0.42	24.03	54.27			
	The company		n/a	5.45		5.45		39.15		60.00		
404-1	15. Employee Training and Development											
	Average hours of training for all employees											
	- Male	Hour/ person/ year	14.03	13.16	34.96	34.17	30.00	69.75	25.71	27.35	18.12	158.41
	- Female		14.60	16.34	37.69	32.66	32.00	64.36	29.38	22.57	22.47	216.44
	by business unit		14.32	14.75	36.32	33.42	31.00	67.06	27.55	24.71	20.75	182.93
	The company		14.32	25.54		32.21		47.30		76.13		
	15.1 จำนวนตามระดับ/ By level											
	Top management											
	- Male	Hour/ person/ year	60.59	98.52	21.00	52.00	27.00	92.14	23.91	55.35	33.18	163.00
	- Female		114.21	167.79	20.00	59.00	35.00	112.71	23.90	63.07	36.52	
	The company		87.40	76.83		43.25		63.17		70.23		
	Middle management											
	- Male	Hour/ person/ year	45.41	37.55	88.00	40.00	25.00	38.36	23.76	47.05	26.24	n/a
	- Female		56.97	19.69	96.00	37.00	29.00	51.92	26.38	56.67	33.36	n/a
	The company		51.19	60.31		32.75		35.11		40.83		
	Junior Management											
	- Male	Hour/ person/ year	31.77	30.85	71.00	119.33	47.00	84.04	41.27	52.04	56.90	359.01
	- Female		35.47	34.95	79.00	119.12	49.00	58.69	48.91	45.30	71.60	
	The company		33.62	53.95		83.61		58.23		116.97		
	Officer											
	- Male	Hour/ person/ year	13.00	9.37	46.00	23.00	80.00	69.75	24.48	26.13	14.96	n/a
	- Female		13.21	12.15	52.00	20.00	62.00	64.36	27.37	21.18	17.32	n/a
	The company		13.11	29.88		46.25		46.49		19.90		

GRI Standard	Performance	Unit	2020	2021		2022		2023		2024		
			Makro	Makro	Lotus's	Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER
15.2 จำนวนตามอายุ By age												
Under 30 years old												
	- Male	Hour/ person/ year	n/a	10.88	33.00	43.63	32.00	83.95	27.09	24.31	16.13	n/a
	- Female		n/a	15.14	34.00	46.24	33.00	84.64	29.65	19.54	18.48	n/a
	The company	n/a	23.26		38.72		56.33		19.62			
30-50 years old												
	- Male	Hour/ person/ year	n/a	14.22	39.00	28.00	24.00	59.03	24.41	29.36	21.49	n/a
	- Female		n/a	16.64	43.00	26.00	27.00	51.98	29.53	24.01	27.57	n/a
	The company	n/a	28.21		26.25		41.24		25.61			
Over 50 years old												
	- Male	Hour/ person/ year	n/a	21.93	40.00	36.27	26.00	29.31	18.27	35.68	17.01	n/a
	- Female		n/a	21.57	47.00	34.36	28.00	28.65	1.01	30.02	22.48	n/a
	The company	n/a	32.62		31.16		19.31		26.30			
15.3 By race												
Thailand												
	- Male	Hour/ person/ year	n/a	13.09	35.00	34.22	30.12	69.71	26.78	26.30	n/a	0.00
	- Female		n/a	16.34	38.00	32.66	31.96	64.34	29.86	21.21	n/a	120.00
	The company	n/a	25.61		32.24		47.67		41.88			
Cambodia												
	- Male	Hour/ person/ year	n/a	0.00	0.00	0.00	0.00	0.00	2.69	0.00	n/a	0.00
	- Female		n/a	0.00	0.00	0.00	0.00	0.00	2.39	0.00	n/a	0.00
	The company	n/a	0.00		0.00		2.54		0.00			
India												
	- Male	Hour/ person/ year	n/a	0.00	0.00	4.13	0.00	2.73	0.00	0.05	n/a	0.00
	- Female		n/a	0.00	0.00	9.00	0.00	0.50	0.00	0.00	n/a	0.00
	The company	n/a	0.00		3.28		1.62		0.01			
China												
	- Male	Hour/ person/ year	n/a	0.00	0.00	0.00	0.00	13.50	0.00	0.23	n/a	0.00
	- Female		n/a	0.00	0.00	0.00	0.00	9.00	0.00	0.24	n/a	120.00
	The company	n/a	0.00		0.00		11.25		30.12			
Myanmar												
	- Male	Hour/ person/ year	n/a	0.00	0.00	0.00	0.00	3.00	0.94	0.09	n/a	0.00
	- Female		n/a	0.00	0.00	0.00	0.00	3.00	1.18	3.70	n/a	0.00
	The company	n/a	0.00		0.00		2.03		0.95			
Malaysia												
	- Male	Hour/ person/ year	n/a	0.00	0.00	0.00	0.00	0.00	0.00	0.00	n/a	398.20
	- Female		n/a	0.00	0.00	0.00	0.00	0.00	0.00	0.00	n/a	775.00
	The company	n/a	0.00		0.00		0.00		293.30			
Lao												
	- Male	Hour/ person/ year	n/a	0.00	0.00	0.00	0.00	96.04	0.00	5.16	n/a	0.00
	- Female		n/a	0.00	0.00	0.00	0.00	96.00	0.00	4.70	n/a	0.00
	The company	n/a	0.00		0.00		96.02		2.46			

GRI Standard	Performance	Unit	2020	2021		2022		2023		2024			
			Makro	Makro	Lotus's	Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER	
Australia													
	- Male	Hour/ person/ year	n/a	0.00	0.00	68.50	0.00	58.50	0.00	54.12	n/a	0.00	
	- Female		n/a	0.00	0.00	3.50	0.00	3.00	0.00	0.00	n/a	0.00	
	The company		n/a	0.00		18.00		30.75		13.53			
Korea													
	- Male	Hour/ person/ year	n/a	0.00	0.00	9.00	0.00	9.00	0.00	4.24	n/a	0.00	
	- Female		n/a	0.00	0.00	0.00	0.00	9.00	0.00	0.23	n/a	0.00	
	The company		n/a	0.00		2.25		9.00		1.12			
Other													
	- Male	Hour/ person/ year	n/a	36.12	7.00	21.35	53.00	80.31	49.33	269.78	n/a	0.00	
	- Female		n/a	54.00	7.00	72.00	25.00	88.96	15.25	280.44	n/a	0.00	
	The company		n/a	26.03		42.84		58.46		137.56			
15.4 By Function													
Operation													
	- Male	Hour/ person/ year	n/a	12.00	59.00	24.06	32.00	74.13	29.30	29.17	11.96	155.25	
	- Female		n/a	15.00	20.00	22.04	34.00	69.11	32.29	23.40	14.16	158.72	
	by business unit		n/a	13.50	39.50	23.05	33.00	71.62	30.80	26.00	13.36	156.62	
	The company	n/a	26.50		28.03		51.21		65.40				
Distribution and logistic													
	- Male	Hour/ person/ year	n/a	8.00	1.00	12.95	4.00	2.84	3.53	6.18	19.95	81.58	
	- Female		n/a	6.00	0.00	11.15	3.00	3.33	2.57	7.93	24.09	182.89	
	by business unit		n/a	7.00	0.50	12.05	3.50	3.09	3.05	7.07	22.45	104.80	
	The company	n/a	3.75		7.78		3.07		50.77				
พนักงานสำนักงาน Head office													
	- Male	Hour/ person/ year	n/a	38.00	2.00	188.23	15.00	19.90	16.04	17.03	3.41	389.51	
	- Female		n/a	35.00	1.00	146.18	16.00	21.71	16.94	20.32	3.44	167.30	
	by business unit		n/a	36.50	1.50	167.21	15.50	20.81	16.49	18.95	3.43	254.37	
	The company	n/a	19.00		91.35		18.65		97.53				
15.5 By Type													
Leadership training													
	- Male	Hour/ person/ year						0.72	0.40	0.41	0.74	n/a	
	- Female								0.93	0.55	0.58	1.11	n/a
	by business unit								0.83	0.48	0.50	0.96	n/a
	The company							0.65		0.72			
Compliance training													
	- Male	Hour/ person/ year						8.90	1.25	15.23	1.41	n/a	
	- Female								6.54	1.27	10.80	1.56	n/a
	by business unit								7.72	1.26	12.80	1.50	n/a
	The company							4.49		7.22			

GRI Standard	Performance	Unit	2020	2021		2022		2023		2024		
			Makro	Makro	Lotus's	Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER
	IT Security & Cyber Security training											
	- Male	Hour/ person/ year						0.02	0.69	0.007	2.35	n/a
	- Female							0.02	0.72	0.008	1.77	n/a
	by business unit							0.02	0.71	0.007	2.00	n/a
	The company							0.36		1.02		
	Occupational Health and Safety											
	- Male	Hour/ person/ year						3.31	6.20	3.55	1.06	n/a
	- Female							1.45	4.74	2.35	1.67	n/a
	by business unit							2.38	5.47	2.89	1.42	n/a
	The company							3.93		2.16		
	Other											
	- Male	Hour/ person/ year						56.81	17.17	8.15	12.56	n/a
	- Female							55.43	22.10	8.83	16.37	n/a
	by business unit							56.12	19.64	8.52	14.83	n/a
	The company							37.88		11.54		
	16. Employee Training and Development Cost											
	Average training costs per employee equivalent											
	- Male	Baht per employee equivalent	n/a	3,086.11	1,146	3,466.36	4,407.00	1,589.03	610.05	1,351.59	234.21	n/a
	- Female		n/a	4,540.33	1,246	3,468.18	3,573.00	1,835.57	727.75	1,586.42	351.41	n/a
	by business unit		2,366.41	3,813.22	1,196.29	3,467.27	3,990.00	1,712.30	668.90	1,481.53	304.15	n/a
	The company		2,366.41	2,504.76		3,728.64		1,190.60		892.84		
	16.1 By level											
	Top management											
	- Male	Baht per employee equivalent	n/a	121908.87	2950.00	450787.00	225736.00	174484.85	53483.43	105701.56	215.71	n/a
	- Female		n/a	147592.27	2468.00	510875.00	314481.00	266066.72	20722.96	148266.16	6139.52	n/a
	The company		n/a	68729.78		375469.75		128689.49		65080.74		
	Middle management											
	- Male	Baht per employee equivalent	n/a	69744.52	7265.00	26281.00	11078.00	26311.41	4710.38	15127.94	977.75	n/a
	- Female		n/a	72319.92	7484.00	19755.00	13651.00	39543.48	5458.64	16487.22	1984.18	n/a
	The company		n/a	39203.36		17691.25		19005.98		8644.27		
	Junior management											
	- Male	Baht per employee equivalent	n/a	12622.69	3378.00	17340.10	1312.00	5714.74	1825.06	5427.19	895.54	n/a
	- Female		n/a	18703.17	3875.00	17055.20	1108.00	8475.39	2108.15	6462.38	1170.00	n/a
	The company		n/a	9644.71		9203.82		4530.84		3488.78		
	Officer											
	- Male	Baht per employee equivalent	n/a	799.28	2153.00	1140.00	132507.00	789.34	662.97	767.29	154.35	n/a
	- Female		n/a	1073.79	2578.00	724.00	87297.00	590.60	1124.86	778.67	192.40	n/a
	The company		n/a	1651.02		55417.00		791.94		473.18		
	16.2 By age											
	Under 30 years old											
	- Male	Baht per employee equivalent	n/a	5530.01	758.74	5540.53	5883.00	678.00	338.71	773.41	147.31	n/a
	- Female		n/a	10321.85	881.02	6237.99	5427.00	636.00	402.06	809.10	161.84	n/a
	The company		n/a	4372.91		5772.13		513.69		472.92		

GRI Standard	Performance	Unit	2020	2021		2022		2023		2024		
			Makro	Makro	Lotus's	Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER
	30-50 years old											
	- Male	Baht per employee equivalent	n/a	1355.30	1780.18	3497.00	2768.00	2000.00	453.27	1618.92	360.72	n/a
	- Female		n/a	1502.91	1806.04	3200.00	3003.00	2238.00	444.23	1792.56	583.31	n/a
	The company		n/a	1611.11		3117.00		1283.88		1088.88		
	Over 50 years old											
	- Male	Baht per employee equivalent	n/a	4727.36	1784.21	7419.81	2538.00	9330.00	1685.21	4468.58	429.70	n/a
	- Female		n/a	5539.66	1688.84	10962.51	2247.00	9636.00	1973.70	5654.60	501.32	n/a
	The company		n/a	3435.02		5791.83		5656.23		2763.55		
17.Employee training and development in Sustainability												
Employee trained and developed in Sustainability												
	- Male	Person	n/a	674.00	2,038	6,816	16,196	7,214	32,954	43	45,922	n/a
	- Female		n/a	1,194	4,170	9,121	24,295	8,872		54		n/a
	by business unit		n/a	1,868	6,208	15,937	40,491	16,086	32,954	97	45,922	
	The company		n/a	8,076		56,428		49,040		46,019		
	Percent by total employee	%	n/a	11.95		84.99		75.86		71.19		
Employee engaged in corporate shared value program(s)												
	- Male	Person	n/a	2,930	0	5,100	0	8,700	4,909	8,700	7,493	2,675
	- Female		n/a									
	by business unit		n/a	2,930	0	5,100	0	8,700	4,909	8,700	7,493	4,459
	The company		n/a	2,930		5,100		13,609		20,652		
	Percent by total employee	%	n/a	4.34		7.68		21.05		31.95		
Employee engaged in initiatives/ leadership development programs												
	- Male	Person	n/a	557	5,886	734	2,716	618	n/a	80	0	78
	- Female		n/a	877	11,396	1,112	2,223	927	n/a	161	0	52
	by business unit		n/a	1,434	17,282	1,846	4,939	1,545	0	241	0	130
	The company		n/a	18,716		6,785		1,545		742		
	Percent by total employee	%	n/a	27.70		10.04		2.39		1.15		
Employee trained the governance and other related topics												
	- Male	Person	n/a	n/a	n/a	7,348	n/a	9,877	n/a	10,937	n/a	n/a
	- Female		n/a	n/a	n/a	8,661	n/a	9,812	n/a	13,526	n/a	n/a
	by business unit		n/a	n/a	n/a	16,009	n/a	19,689	n/a	24,463	n/a	n/a
	The company		n/a	n/a	n/a	16,009		19,689		24,463		
	Percent by total employee	%	n/a	n/a	n/a	23.69		30.46		37.84		
Number of hours volunteered by employees												
	- Male	Hour	n/a	4,358	0	5,080	0	74,081	17,384	34,407	38,432	n/a
	- Female		n/a									
	by business unit		n/a	4,358	0	5,080	0	74,081	17,384	34,407	38,432	n/a
	The company		n/a	4,358		5,080		91,465		72,839		

GRI Standard	Performance	Unit	2020	2021		2022		2023		2024		
			Makro	Makro	Lotus's	Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER
-	18. Employee Engagement Score											
	Employee engagement result											
	- Male	%	82.70	85.00	92.00	84.00	91.00	82.00	90.00	83.00	91.00	n/a
	- Female		82.70	84.00		82.00	92.00	81.00	92.00	81.40	90.80	n/a
	by business unit		n/a	84.50	92.00	83.00	91.50	81.50	91.00	82.20	90.80	n/a
	The company		n/a	87.00		87.25		86.25			86.53	
	Employee engagement target		80.00	>80		>80		>80			>80	
	Total number of employee engagement survey participants											
	- Male	Person	15,726	7,291	19,275	8,027	18,488	12,190	15,772	10,460	14,420	n/a
	- Female			9,096	31,901	10,054	29,823	13,920	25,418	12,983	22,386	n/a
	by business unit			16,387	51,176	18,081	48,311	26,110	41,190	23,443	36,806	n/a
	The company			67,563		66,392		67,300			60,249	
	Percent by total employee	%	100	100		100		100			100	
	Total number of disable employee engagement survey participants											
	- Male	Person	n/a	13	104	12	97	12	0	n/a	n/a	n/a
	- Female			13	94	13	88	13	0	n/a	n/a	n/a
	by business unit			26	198	25	185	25	0	n/a	n/a	n/a
	The company			224		210		25			n/a	
	Percent by total employee	%	n/a	0.33		0.32		0.04			n/a	
	18.1 Total number of employee survey participants by level											
	Top management											
	- Male	Person	n/a	26	57	16	58	99	40	20	30	n/a
	- Female			36	33	20	28	99	31	37	33	n/a
	Percent by total employee	%	n/a	0.22		0.18		0.42			0.20	
	Middle management											
	- Male	Person	n/a	90	821	429	812	494	590	112	103	n/a
	- Female			108	1,115	574	1,154	593	821	139	150	n/a
	Percent by total employee	%	n/a	3.16		4.47		3.86			0.84	
	Junior management											
	- Male	Person	n/a	597	1,348	1,084	1,382	2,781	1,133	3,040	2,139	n/a
	- Female			853	2,400	1,450	2,522	4,088	2,239	4,136	3,901	n/a
	Percent by total employee	%	n/a	7.69		9.70		15.84			21.94	
	Officer											
	- Male	Person	n/a	6,578	17,049	6,498	16,236	8,816	13,028	7,275	12,143	n/a
	- Female			8,099	28,353	8,010	26,119	9,140	20,268	8,671	18,298	n/a
	Percent by total employee	%	n/a	88.92		85.65		79.28			76.99	

GRI Standard	Performance	Unit	2020	2021		2022		2023		2024		
			Makro	Makro	Lotus's	Makro	Lotus's	Makro	Lotus's	Makro-TH	Lotus's-TH	Lotus's-INTER
	18.2 Total number of employee survey participants by age											
	Under 30 years old											
	- Male	Person	n/a	2,734	11,651	3,121	3,312	6,548	8,290	4,820	8,119	n/a
	- Female		n/a	2,875	18,725	10,888	16,757	6,391	12,076	5,196	11,593	n/a
	The company		n/a	35,985		34,078		33,305			29,728	
	Percent by total employee	%	n/a	53.26		51.33		51.52			49.34	
	30-50 years old											
	- Male	Person	n/a	4,331	7,246	4,660	6,336	5,349	6,126	5,321	5,765	n/a
	- Female		n/a	5,854	12,717	7,172	12,520	7,095	10,930	7,297	10,084	n/a
	The company		n/a	30,148		30,688		29,500			28,467	
	Percent by total employee	%	n/a	44.62		46.22		45.63			47.25	
	Over 50 years old											
	- Male	Person	n/a	226	378	246	406	293	414	319	536	n/a
	- Female		n/a	367	459	428	546	434	577	490	709	n/a
	The company		n/a	1,430		1,626		1,718			2,054	
	Percent by total employee	%	n/a	2.12		2.45		2.66			3.41	
	19. Employee entering welfare committee											
	- Male	Person	700	926	479	262	491	292	300	358	n/a	n/a
	- Female				718	483	736	522	916	655	n/a	n/a
	by business unit			1197	745	1227	814	1216	1013	n/a	n/a	
	The company			2123		1972		2030			1,013	
	Percent by total employee	%	4.35	3.12		2.97		3.14			1.38	
	20. Non-binary (LGBTQ+)											
	The company	Person	n/a	n/a	n/a	656	n/a	876	n/a	876	n/a	n/a
	Percent by total employee	%	n/a	n/a		3.63		3.72			3.46	

Remarks:

- n/a means not available
- Total employees covers permanent employee, contract and temporary under Siam Makro Public Company Limited and Lotus's Stores (Thaoland) Co.,Ltd, Thailand only.
- Scope of GRI 401-1, 404-1, and 405-1 cover only permanent employee.
- Makro mean Makro-Thailand Business
- Lotus's mean Lotus's Stores (Thailand) Co.,Ltd., and subsidiaries
- Lotus's Malaysia mean Lotus's Stores (Malaysia) Sdn.Bhd., and subsidiaries
- In 2021 included Lotus's
- In 2022 initial disclosure of the combined data Makro and Lotus's
- Blank = Undisclosure

Occupational Health and Safety Data during 2020-2024

GRI Standard	Performance	Unit	2020		2021		2022			2023			2024			
			makro	Lotus's	makro	Lotus's	makro	Lotus's (Thailand)	Lotus's (Malaysia)	makro	Lotus's (Thailand)	Lotus's (Malaysia)	makro	Lotus's (Thailand)	Lotus's (Malaysia)	
-	1. The number of hours worked															
	Employees															
	-Male	Hours	n/a	16,474,416	n/a	17,789,032	43,800,589	7,884,119	21,535,828	54,570,375	7,326,138	25,886,981	59,692,739	7,919,166		
	-Female		n/a	20,259,360	n/a	21,989,088	65,293,919	6,416,524	26,340,583	79,831,512	5,972,517	31,658,658	81,378,606	6,318,846		
	by business		n/a	36,733,776	n/a	39,778,120	109,094,507	14,300,643	47,876,411	134,401,887	13,298,655	57,545,639	141,071,345	14,238,012		
	The company		n/a	36,733,776		163,173,270		195,576,953		212,854,996						
	Contractors															
	-Male	Hours	n/a	25,479,902	n/a	32,228,522	15,338,534	2,222,328	38,684,724	11,911,736	1,652,192	43,208,054	14,414,192	1,734,446		
	-Female		n/a	19,007,369	n/a	22,471,411	15,277,487	30,396	27,539,942	13,423,108	42,643	31,352,890	14,572,864	53,975		
	by business		n/a	44,487,271	n/a	54,699,933	30,616,021	2,252,724	66,224,666	25,334,845	1,694,835	74,560,944	28,987,056	1,788,421		
	The company		n/a	44,487,271		87,568,678		93,254,346		105,336,421						
	403-9 (a) (2018)	2. The number of fatalities as a result of work-related injuries														
		Employees														
		-Male	Person	0	0	n/a	0	0	0	0	0	0	0	1	0	
-Female		0		0	n/a	0	0	0	0	0	0	0	0	0		
by business		0		0	n/a	0	0	0	0	0	0	0	1	0		
The company		0		0		0	0	0	1							
Contractors																
-Male		Person	0	2	n/a	1	0	0	1	0	0	1	0	0		
-Female			0	0	n/a	0	0	0	0	0	0	0	0	0		
by business			0	2	n/a	1	0	0	1	0	0	1	0	0		
The company			0	2		1	0	0	1	1						
3. Rate of fatalities as a result of work-related injuries																
Employees																
-Male		Case/ million hours worked	0	0.00	n/a	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.02	0.00		
-Female	0		0.00	n/a	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
by business	0		0.00	n/a	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.01	0.00			
The company	0		0.00		0.00	0.00	0.00	0.005								
Contractors																
-Male	Case/ million hours worked	0	0.08	n/a	0.03	0.00	0.00	0.03	0.00	0.00	0.02	0.00	0.00			
-Female		0	0.00	n/a	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
by business		0	0.04	n/a	0.02	0.00	0.00	0.02	0.00	0.00	0.00	0.00	0.00			
The company		0	0.04		0.01	0.00	0.01	0.01								

GRI Standard	Performance	Unit	2020		2021		2022			2023			2024		
			makro	Lotus's	makro	Lotus's	makro	Lotus's (Thailand)	Lotus's (Malaysia)	makro	Lotus's (Thailand)	Lotus's (Malaysia)	makro	Lotus's (Thailand)	Lotus's (Malaysia)
403-9 (a) (2018)	4. Number of high-severity work-related injuries; including fatalities														
	Employees														
	-Male	Person	n/a	0	n/a	0	0	1	0	0	0	0	1	0	
	-Female		n/a	0	n/a	0	0	0	0	0	0	0	0	0	
	by business		n/a	0	n/a	0	0	1	0	0	0	0	1	0	
	The company		n/a	0		1		0		1					
	Contractors														
	-Male	Person	n/a	2	n/a	1	0	0	1	0	0	1	0	0	
	-Female		n/a	0	n/a	0	0	0	0	0	0	0	0	0	
	by business		n/a	2	n/a	1	0	0	1	0	0	1	0	0	
	The company		n/a	2		1		1		1				1	
	5. Rate of high-severity work-related injuries; including fatalities														
	Employees														
	-Male	Case/ million hours worked	n/a	0.00	n/a	0.00	0.00	0.13	0.00	0.00	0.00	0.00	0.02	0.00	
	-Female		n/a	0.00	n/a	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
	by business		n/a	0.00	n/a	0.00	0.00	0.07	0.00	0.00	0.00	0.00	0.01	0.00	
	The company		n/a	0.00		0.01		0.00		0.00			0.00		
	Contractors														
	-Male	Case/ million hours worked	n/a	0.08	n/a	0.03	0.00	0.00	0.03	0.00	0.00	0.02	0.00	0.00	
	-Female		n/a	0.00	n/a	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
	by business		n/a	0.04	n/a	0.02	0.00	0.00	0.02	0.00	0.00	0.01	0.00	0.00	
	The company		n/a	0.04		0.01		0.01		0.01			0.01		
	6. Number of recordable work-related injuries														
	Employees														
	-Male	Person	n/a	82	n/a	78	40	70	89	44	75	132	47	60	
	-Female		n/a	43	n/a	37	43	21	70	25	24	99	35	22	
	by business		n/a	125	n/a	115	83	91	159	69	99	231	82	82	
	The company		n/a	125		289		327		395					
Contractors															
-Male	Person	n/a	73	n/a	44	17	3	51	7	6	83	20	1		
-Female		n/a	29	n/a	31	19	1	41	14	4	63	20	1		
by business		n/a	102	n/a	75	36	4	92	21	10	146	40	2		
The company		n/a	102		115		123		188						

GRI Standard	Performance	Unit	2020		2021		2022			2023			2024		
			makro	Lotus's	makro	Lotus's	makro	Lotus's (Thailand)	Lotus's (Malaysia)	makro	Lotus's (Thailand)	Lotus's (Malaysia)	makro	Lotus's (Thailand)	Lotus's (Malaysia)
403-9 (a) (2018)	7. Total Recordable Injury Frequency Rate : TRIFR														
	Employees														
	-Male	Case/ million hours worked	4.56	4.98	n/a	4.38	0.91	8.88	4.13	0.81	8.86	5.10	0.79	6.63	
	-Female		1.9	2.12	n/a	1.68	1.27	3.27	2.66	0.31	3.83	3.13	0.43	3.28	
	by business		3.09	3.40	n/a	2.89	0.76	6.36	3.32	0.51	6.73	4.01	0.58	5.21	
	The company		3.09	3.40			1.77			1.66			1.84		
	Contractors														
	-Male	Case/ million hours worked	2.34	2.87	n/a	1.37	1.11	1.35	1.32	0.59	1.59	1.92	5.76	0.45	
	-Female		1.45	1.53	n/a	1.38	1.24	32.90	1.49	1.04	7.76	2.01	4.32	11.60	
	by business		1.93	2.29	n/a	1.37	1.18	1.78	1.39	0.83	2.34	1.96	1.38	0.86	
	The company		1.93	2.29			1.31			1.28			1.78		
	8. Number of Lost Time Injuries														
	Employees														
	-Male	Person	n/a	67	n/a	67	17	69	72	31	75	103	30	60	
-Female	n/a		30	n/a	30	17	21	61	13	24	81	19	22		
by business	n/a		97	n/a	97	34	90	133	44	99	184	49	82		
The company	n/a		97			221			276			315			
Contractors															
-Male	Person	n/a	31	n/a	39	3	3	34	3	6	65	5	1		
-Female		n/a	22	n/a	28	5	1	33	5	4	50	4	1		
by business		n/a	53	n/a	67	8	4	67	8	10	115	9	2		
The company		n/a	53			79			85			126			
9. Lost Time Injuries Frequency Rate: LTIFR															
Employees															
-Male	Case/million hours worked	3.80	4.07	n/a	3.77	0.39	8.75	3.34	0.57	8.86	3.98	0.50	6.63		
-Female		1.66	1.48	n/a	1.36	0.26	3.27	2.32	0.16	3.83	2.56	0.23	3.28		
by business		2.62	2.64	n/a	2.44	0.31	6.29	2.78	0.33	6.73	3.20	0.35	5.21		
The company		2.62	2.64			1.35			1.40			1.47			
Contractors															
-Male	Case/million hours worked	1.47	1.22	n/a	1.21	2.22	1.35	0.88	0.25	1.59	1.50	0.35	0.45		
-Female		1.14	1.16	n/a	1.25	2.16	32.90	1.20	0.37	7.76	1.59	0.27	11.60		
by business		1.31	1.19	n/a	1.22	2.19	1.78	1.01	0.32	2.34	1.54	0.31	0.86		
The company		1.31	1.19			0.90			0.89			1.19			

GRI Standard	Performance	Unit	2020		2021		2022			2023			2024		
			makro	Lotus's	makro	Lotus's	makro	Lotus's (Thailand)	Lotus's (Malaysia)	makro	Lotus's (Thailand)	Lotus's (Malaysia)	makro	Lotus's (Thailand)	Lotus's (Malaysia)
403-10 (a) (2018)	10. The number of fatalities as a result of work-related ill health														
	Employees														
	-Male	Person	0	0	n/a	0	0	0	0	0	0	0	0	0	0
	-Female		0	0	n/a	0	0	0	0	0	0	0	0	0	0
	by business		0	0	n/a	0	0	0	0	0	0	0	0	0	0
	The company		0	0		0	0	0	0	0	0	0	0	0	0
	Contractors														
	-Male	Person	0	0	n/a	0	0	0	0	0	0	0	0	0	0
	-Female		0	0	n/a	0	0	0	0	0	0	0	0	0	0
	by business		0	0	n/a	0	0	0	0	0	0	0	0	0	0
	The company		0	0		0	0	0	0	0	0	0	0	0	0
	11. Number of cases of recordable work-related ill health														
	Employees														
	-Male	Person	n/a	0	n/a	0	0	0	0	0	0	0	0	0	0
	-Female		n/a	0	n/a	0	0	0	0	0	0	0	0	0	0
	by business		n/a	0	n/a	0	0	0	0	0	0	0	0	0	0
	The company		n/a	0		0	0	0	0	0	0	0	0	0	0
	Contractors														
	-Male	Person	n/a	0	n/a	0	0	0	0	0	0	0	0	0	0
	-Female		n/a	0	n/a	0	0	0	0	0	0	0	0	0	0
	by business		n/a	0	n/a	0	0	0	0	0	0	0	0	0	0
	The company		n/a	0		0	0	0	0	0	0	0	0	0	0
	12. Occupational Illness Frequency Rate: OIFR														
	Employees														
	-Male	Case/million hours worked	0.00	0.00	n/a	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	-Female		0.00	0.00	n/a	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	by business		0.00	0.00	n/a	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	The company		0.00	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Contractors															
-Male	Case/million hours worked	0.00	0.00	n/a	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
-Female		0.00	0.00	n/a	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
by business		0.00	0.00	n/a	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
The company		0.00	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	

GRI Standard	Performance	Unit	2020		2021		2022			2023			2024		
			makro	Lotus's	makro	Lotus's	makro	Lotus's (Thailand)	Lotus's (Malaysia)	makro	Lotus's (Thailand)	Lotus's (Malaysia)	makro	Lotus's (Thailand)	Lotus's (Malaysia)
-	13. Number of total driving mileage of the vehicle														
	Employees														
	by business	Kilometers	n/a	0.00	n/a	0.00	5,793,234.07	8,752,750.00	0.00	31,173,322.60	3,485,156.00	0.00	28,117,836.24	1,663,623.22	
	The company		n/a	0.00	14,545,984.07	34,658,478.60	29,781,459.46								
	Contractors														
	by business	Kilometers	n/a	25,328,580.91	n/a	141,437,472.53	151,684,622.13	4,403,898.00	160,122,590.76	134,599,776.37	4,378,492.00	219,196,359.38	153,053,987.00	0.00	
	The company		n/a	25,328,580.91	297,525,992.65	299,100,859.13	372,250,346.38								
	14. Fleet safety accident rate														
	Employees														
	-Male	Case/million kilometers	n/a	0.00	n/a	0.00	3.28	0.11	0.00	0.51	0.52	0.00	2.70	8.70	
	-Female		n/a												
	by business		n/a	0.00	n/a	0.00	3.28	0.11	0.00	0.51	0.52	0.00	2.70	8.70	
	The company		n/a	0.00	1.37	0.51	2.32								
	Contractors														
	-Male	Case/million kilometers	n/a	0.32	n/a	0.71	0.00	0.00	0.61	0.19	0.91	0.78	0.48	0.00	
	-Female		n/a												
	by business		n/a	0.32	n/a	0.71	0.00	0.00	0.61	0.19	0.91	0.78	0.48	0.00	
	The company		n/a	0.32	0.69	0.42	0.68								
	15. Number of fatalities as a result of work-related fleet accident														
	Employees														
	-Male	Person	n/a	0	n/a	0	0	0	0	0	0	0	1	0	
	-Female			0	0	0	0	0	0	0	0	0	0	0	
	by business			0	n/a	0	0	0	0	0	0	0	0	1	0
	The company			0	0	0	0	0	1						
Contractors															
-Male	Person	n/a	2	n/a	1	0	0	1	0	0	1	0	0		
-Female			0		0	0	0	0	0	0	0				
by business			2	n/a	1	0	1	1	0	0	1	0	0		
The company			2	2	1	1									
16. Worker covered by an occupational health and safety management system															
Employee covered by an occupational health and safety management system															
-Male	%	n/a	100	n/a	100	100	100	100	100	100	100	100	100		
-Female															
by business															
The company			100	100	100	100									

GRI Standard	Performance	Unit	2020		2021		2022			2023			2024			
			makro	Lotus's	makro	Lotus's	makro	Lotus's (Thailand)	Lotus's (Malaysia)	makro	Lotus's (Thailand)	Lotus's (Malaysia)	makro	Lotus's (Thailand)	Lotus's (Malaysia)	
-	Employee covered by such a system that has been internally audited															
	-Male	%	n/a	100	n/a	100	100	100	100	100	100	100	100	100	100	
	-Female															
	by business															
	The company															
	Employee covered by such a system that has been internally audited or certified by an external party															
	-Male	%	n/a	100	n/a	100	100	100	100	100	100	100	100	100	100	100
	-Female															
	by business															
	The company															
	17. Other worker covered by an occupational health and safety management system															
	Contractor covered by an occupational health and safety management system															
	-Male	%	n/a	n/a	n/a	100	100	100	100	100	100	100	100	100	100	100
	-Female															
	by business															
	The company															
	Contractor covered by such a system that has been internally audited															
	-Male	%	n/a	n/a	n/a	100	100	100	100	100	100	100	100	100	100	100
	-Female															
	by business															
	The company															
	Contractor covered by such a system that has been internally audited or certified by an external party															
	-Male	%	n/a	n/a	n/a	100	100	100	100	100	100	100	100	100	100	100
	-Female															
by business																
The company																
18. Total costs of workplace accidents including property damage																
Direct cost																
-Male	Baht	n/a	n/a	n/a	0	5,000.00	0	1,936,438.93	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
-Female																
by business																
The company																
Indirect cost																
-Male	Baht	n/a	n/a	n/a	0	0	0	0	0	0	0	n/a	n/a	n/a	n/a	
-Female																
by business																
The company																

GRI Standard	Performance	Unit	2020		2021		2022			2023			2024		
			makro	Lotus's	makro	Lotus's	makro	Lotus's (Thailand)	Lotus's (Malaysia)	makro	Lotus's (Thailand)	Lotus's (Malaysia)	makro	Lotus's (Thailand)	Lotus's (Malaysia)
-	19.Number of near miss incident														
	Employees														
	-Number of unsafe act	Case	n/a	n/a	n/a	n/a	12,934	1,642,666	n/a	21,073	712,280	n/a			
	-Number of unsafe condition		5,950	1,321,750	n/a	34,212	1	n/a							
	-Near Miss		11,875	663	n/a	6,138	593	n/a							
	Contractors														
	-Number of unsafe act	Case	n/a	n/a	n/a	n/a	5,247	2,381	n/a	3,844	36,944	n/a			
	-Number of unsafe condition		4,733	24,843	n/a	4,859	1	n/a							
	-Near Miss		2	295	n/a	8	147	n/a							

Remark

- n/a = Not Available
- 2022 Lotus Malaysia's safety and occupational health data began to be included and calculate backwards between 2022-2024.
- Contractor covers regular contractor, contractors entering the area, transportation suppliers, security officers and housewives.
- Lost-Time Injuries Frequency Rate (LTIFR) = Total number of lost time injuries (cases) over the reporting period x 1,000,000 hours worked / Total hours worked (over the reporting period)
- Occupational Illness Frequency Rate (OIFR) = Total number of occupational diseases (cases) over the reporting period x 1,000,000 hours worked / Total hours worked (over the reporting period)

Environmental Performance 2020-2024

GRI	Performance	Unit	2020			2021			2022			2023			2024			
			makro	Lotus's -TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	
Energy																		
302-1 (E)	Total energy consumption within the organization	GJ	5,291,845.80			5,213,923.37			5,888,681.48			5,912,847.24			6,417,566.95			
			1,421,946.77	3,009,812.72	860,086.32	1,507,666.59	2,893,801.74	812,455.05	1,590,806.92	3,284,962.58	1,012,911.99	1,682,357.89	3,227,165.74	1,003,323.61	1,917,395.99	3,373,330.97	1,126,839.99	
		MWh	1,469,958.34			1,448,313.21			1,635,746.16			1,782,658.88			1,782,658.91			
			394,985.53	836,059.76	238,913.06	418,796.61	803,834.46	225,682.14	441,891.16	912,490.33	281,364.67	467,322.01	896,435.64	278,701.23	532,610.42	937,037.13	313,011.36	
302-1(A)	Total non-renewable energy	GJ	5,125,734.39			4,920,497.38			5,341,326.43			5,172,287.93			5,400,419.52			
			1,356,373.63	2,918,325.39	851,035.38	1,376,735.27	2,776,492.63	767,269.48	1,445,326.31	3,071,052.02	824,948.09	1,498,512.72	2,767,499.76	906,275.45	1,707,786.03	2,842,808.96	849,824.54	
		MWh	1,423,816.25			1,366,805.92			1,483,702.97			1,436,747.80			1,500,117.73			
			376,770.75	810,646.59	236,398.91	382,426.77	771,248.57	213,130.58	401,479.85	853,070.69	229,152.43	416,253.87	768,750.55	251,743.38	474,385.39	789,669.79	236,062.56	
	- Diesel (B7)	GJ	29,763.08			29,468.13			110,237.57			78,565.00			66,157.74			
			23,332.52	6,430.56	0.00	29,468.13	0.00	0.00	29,054.68	81,182.89	0.00	36,782.18	41,782.82	0.00	39,025.44	27,132.29	0.00	
		MWh	8,267.53			8,185.60			30,621.57			21,823.63			18,377.16			
			6,481.26	1,786.27	0.00	8,185.60	0.00	0.00	8,070.75	22,550.82	0.00	10,217.28	11,806.35	0.00	10,840.41	7,536.75	0.00	
	- Diesel	GJ	0.00			450.70			4,885.01			108,487.90			136,119.59			
			0.00	0.00	0.00	0.00	0.00	450.70	0.00	0.00	4,885.01	0.00	0.00	108,487.90	0.00	0.00	136,119.59	
		MWh	0.00			125.19			1,356.95			30,135.55			37,811.03			
			0.00	0.00	0.00	0.00	0.00	125.19	0.00	0.00	1,356.95	0.00	0.00	30,135.55	0.00	0.00	37,811.03	
	- Diesel	GJ	6,430.56			47,343.48			0.00			0.00			0.00			
			0.00	6,430.56	0.00	0.00	47,343.48	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
		MWh	1,786.27			13,150.98			0.00			0.00			0.00			
			0.00	1,786.27	0.00	0.00	13,150.98	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
	- Gasoline	GJ	10,116.47			48,594.42			53,483.32			57,010.11			59,616.89			
			10,116.47	0.00	0.00	8,228.96	40,365.46	0.00	9,335.92	44,147.39	0.00	12,570.39	44,439.72	0.00	14,540.35	45,076.54	0.00	
		MWh	0.00			0.00			12,263.17			12,344.38			16,560.26			
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	12,263.17	0.00	0.00	12,344.38	0.00	4,038.99	12,521.27	0.00	
	- LPG	GJ	31,178.28			30,211.02			38,362.10			27,203.76			27,436.81			
			433.17	30,745.11	0.00	2,558.56	27,652.46	0.00	2,928.89	19,293.69	16,139.52	3,786.34	23,195.59	221.83	3,574.39	23,862.42	0.00	
		MWh	8,660.64			8,391.96			10,656.15			7,556.61			7,621.34			
			120.33	8,540.32	0.00	710.71	7,681.25	0.00	813.58	5,359.36	4,483.20	1,051.76	6,443.22	61.62	992.89	6,628.45	0.00	
	302-1 (C)	Total electricity purchased from grid	GJ	5,048,246.00			4,764,429.63			5,134,358.43			4,890,954.46			5,111,088.49		
				1,322,491.46	2,874,719.16	851,035.38	1,336,479.62	2,661,131.23	766,818.78	1,404,006.82	2,926,428.05	803,923.56	1,445,373.81	2,648,014.93	797,565.72	1,650,645.84	2,746,737.70	713,704.95
			MWh	1,402,290.85			1,323,452.97			1,426,210.99			1,358,598.78			1,419,747.78		
				367,359.03	798,533.10	236,398.72	371,244.64	739,203.12	213,005.22	390,002.21	812,896.68	223,312.10	401,493.05	735,559.70	221,546.03	458,513.10	762,983.31	198,251.37
302-1(B)	Total renewable energy	GJ	166,111.41			293,426.00			547,355.05			740,559.31			1,017,147.43			
			65,573.14	91,487.33	9,050.94	130,931.31	117,309.11	45,185.57	145,480.60	213,910.55	187,963.90	183,845.17	459,665.98	97,048.16	209,609.96	530,522.01	277,015.45	
		MWh	43,868.95			78,637.16			152,043.07			205,710.96			282,541.18			
			18,251.92	23,102.88	2,514.15	36,369.81	29,715.81	12,551.55	40,411.28	59,419.60	52,212.19	51,068.14	127,685.00	26,957.82	58,225.04	147,367.34	76,948.80	
	Total generate renewable energy	GJ	148,743.44			237,689.66			500,147.18			606,811.73			703,538.65			
			65,573.14	83,170.30	0.00	130,646.71	106,976.89	46.06	145,196.78	182,111.75	172,838.66	183,547.16	412,176.82	11,087.76	206,534.69	483,092.17	13,911.79	
		MWh	39,044.51			63,149.29			138,929.78			168,558.86			195,427.56			
			18,251.92	20,792.59	0.00	36,290.76	26,845.74	12.80	40,332.44	50,586.60	48,010.74	50,985.36	114,493.56	3,079.93	57,370.79	134,192.38	3,864.39	
	- Ethanol	GJ	1,998.44			6,537.12			13,260.54			21,900.52			24,034.65			
			1,998.44	0.00	0.00	2,836.43	3,654.63	46.06	2,988.92	9,772.36	499.26	3,677.49	7,135.27	11,087.76	3,961.26	6,161.61	13,911.79	
		MWh	555.12			1,815.87			3,683.49			6,083.48			6,676.30			
			555.12	0.00	0.00	787.90	1,015.18	12.80	830.26	2,714.55	138.68	1,021.53	1,982.02	3,079.93	1,100.35	1,711.56	3,864.39	

GRI	Performance	Unit	2563			2564			2565			2566			2567		
			makro	Lotus's-TH	Lotus's-International	makro	Lotus's-TH	Lotus's-International	makro	Lotus's-TH	Lotus's-International	makro	Lotus's-TH	Lotus's-International	makro	Lotus's-TH	Lotus's-International
302-1(B)	-Total electricity purchased from solar cell	GJ	146,745.00			231,132.54			486,886.65			584,911.22			679,504.00		
			63,674.70	83,170.30	0.00	127,810.28	103,322.26	0.00	142,207.86	172,339.39	172,339.39	179,869.67	405,041.55	0.00	202,573.43	476,930.57	0.00
		MWh	38,489.39			61,333.42			135,246.29			162,475.38			188,751.26		
	Total generate renewable energy	GJ	17,367.97			55,756.33			47,207.87			133,747.58			313,608.78		
			0.00	8,317.03	9,050.94	284.60	10,332.23	45,139.51	283.82	31,798.80	15,125.24	298.01	47,489.16	85,960.40	3,075.28	47,429.84	263,103.66
		MWh	4,824.44			15,487.87			13,113.30			37,152.10			87,113.62		
	- Solar cell	GJ	17,367.97			55,471.73			46,924.04			133,463.76			313,324.96		
			0.00	8,317.03	9,050.94	0.00	10,332.23	45,139.51	0.00	31,798.80	15,125.24	14.19	47,489.16	85,960.40	2,791.46	47,429.84	263,103.66
		MWh	4,824.44			15,408.81			13,034.46			37,073.27			87,034.78		
	- Solar thermal	GJ	0.00			284.60			283.82			283.82			283.82		
			0.00	0.00	0.00	284.60	0.00	0.00	283.82	0.00	0.00	283.82	0.00	0.00	283.82	0.00	0.00
		MWh	0.00			79.06			78.84			78.84			78.84		
	Total Spent for Fuel	million THB	47.02			126.38			79.73			82.56			171.92		
			20.69	26.34	n/a	32.35	94.03	n/a	43.81	19.44	16.48	55.05	27.51	n/a	60.09	26.68	85.15
	Total Spent for Energy	million THB	4,784.66			5,167.60			5,263.50			5,604.86			5,542.35		
		1,043.53	3,741.13	n/a	1,653.52	3,463.17	50.91	1,746.32	3,457.51	59.66	1,837.17	3,714.74	52.95	2,002.39	3,492.58	47.38	
302-3 Energy intensity	GJ per million THB of revenue	12.31			12.02			12.55			12.07			12.53			
		6.50	18.33		6.66	17.86		6.44	19.63		6.35	19.11		6.88	19.55		
302-2	Total Energy consumption outside of the organization	GJ	n/a			n/a			1,612,299.30			1,751,471.10			5,707,162.43		
			n/a	n/a	n/a	n/a	n/a	n/a	860,868.79	751,430.51	n/a	938,818.93	812,652.17	n/a	4,512,066.30	1,195,096.13	n/a
		MWh	n/a			n/a			447,861.28			486,520.14			1,585,324.17		
	-Upstream transportation and distribution	GJ	n/a			n/a			1,612,299.30			1,751,471.10			5,707,162.43		
			n/a	n/a	n/a	n/a	n/a	n/a	860,868.79	751,430.51	n/a	938,818.93	812,652.17	n/a	4,512,066.30	1,195,096.13	n/a
		MWh	n/a			n/a			447,861.28			485,798.18			1,585,324.17		
	-Downstream Transportation and distribution	GJ	n/a			n/a			n/a			n/a			n/a		
			n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
		MWh	n/a			n/a			n/a			n/a			n/a		

Remarks:

- n/a means not available
 - Energy consumption (Joules) is calculated by multiplying the volume of fuel with a conversion factor, based on the type of fuel used (reference from The Department of Alternative Energy Development and Efficiency).
- Total energy consumption within the organization covers total non-renewable energy consumption, total renewable energy and total electricity purchased.
 - In 2020, scope covers distribution center
 - 2019-2020 Benzence 91&95 did not Separately telling
 - 2022 Disclosed the Consolidate Makro-TH and Lotus's-TH and Readjust to 2020 Baseline
 - 2024 Disclosed the Lotus's Malaysia and Readjust to 2020 Baseline
 - Revenue for intensity calculation during 2020-2024 million THB : year 2020 = 429,867 (Wholesale Business 218,760 Retail Business 211,107) year 2021 = 433,705 (Wholesale Business 226,258 Retail Business 207,467) year 2022 = (Wholesale Business 247,121 Retail Business 218,961) year 2023 = 489,949 (Wholesale Business 265,134 Retail Business 221,338) year 2024 = 512,042 (Wholesale Business 278,532 Retail Business 230,214)

GRI	Performance	Unit	2020			2021			2022			2023			2024		
			makro	Lotus's-TH	Lotus's-International	makro	Lotus's-TH	Lotus's-International	makro	Lotus's-TH	Lotus's-International	makro	Lotus's-TH	Lotus's-International	makro	Lotus's-TH	Lotus's-International
Greenhouse Gas Emissions																	
305(A)	Total GHG emissions (Scope 1 + Scope 2)	tons of CO ₂ eq.	825,720.40			795,235.31			920,849.93			817,325.28			814,342.00		
			233,607.41	475,029.56	117,083.43	252,770.49	437,900.17	104,564.65	243,691.50	504,725.11	172,433.31	251,486.21	443,156.95	122,682.11	268,453.06	438,726.87	107,162.06
305-1 (A)	- Direct (scope 1) GHG emissions	tons of CO ₂ eq	129,419.54			137,879.98			212,330.96			142,570.51			108,555.28		
			49,964.63	75,842.87	3,612.04	67,185.30	68,372.53	2,322.15	48,729.40	98,358.06	65,243.50	50,779.84	75,450.66	16,340.02	39,242.36	57,311.52	12,001.40
	- Scope 1: Refrigerant	tons of CO ₂ eq	123,875.43			126,254.56			196,585.24			121,219.23			85,763.29		
			48,494.31	71,769.08	3,612.04	63,934.38	60,035.55	2,284.63	45,503.39	87,292.29	63,789.55	46,638.51	67,272.83	7,307.90	34,853.66	50,240.81	668.82
	- Scope 1: Fuel	tons of CO ₂ eq	5,412.86			11,379.70			15,011.89			19,954.61			21,238.08		
1,339.07			4,073.79	0.00	3,077.44	8,268.35	33.91	3,049.94	10,547.14	1,414.81	3,920.44	7,871.36	8,162.81	4,153.22	6,843.00	10,241.86	
- Ethanol	tons of CO ₂ eq	131.25			245.72			733.84			1,396.67			1,553.91			
		131.25	0.00	0.00	173.48	68.62	3.61	176.07	518.63	39.14	220.89	306.47	869.31	235.48	227.70	1,090.73	
305-2 (A)	- Indirect GHG emissions (scope 2: (Market based)	tons of CO ₂ eq	696,300.86			657,355.34			708,518.96			674,754.76			705,786.71		
			183,642.78	399,186.70	113,471.38	185,585.19	369,527.64	102,242.50	194,962.10	406,367.05	107,189.81	200,706.37	367,706.30	106,342.10	229,210.70	381,415.35	95,160.66
	- Indirect GHG emissions (scope 2 : Location Based)	tons of CO ₂ eq	715,541.71			688,015.91			775,175.93			755,976.21			800,143.47		
			192,489.41	409,580.91	113,471.38	203,333.07	382,440.34	102,242.50	214,709.24	430,298.29	130,168.39	225,683.30	423,950.81	106,342.10	257,340.29	447,642.52	95,160.66
Data Coverage (Scope 1 & 2)	(% by revenue)	100.00			100.00			100.00			100.00			100.00			
305-3 (A)	Other indirect (scope 3) GHG emissions	tons of CO ₂ eq	3,521,679.58			6,745,627.38			7,099,136.18			7,980,883.76			8,430,568.96		
			3,470,200.52	1,600,450.52	n/a	3,491,752.12	3,229,099.88	24,775.38	3,664,227.11	3,434,909.07	n/a	3,442,206.17	4,511,440.32	27,237.26	3,624,127.22	4,781,621.82	24,819.93
	-Purchases of goods and services	tons of CO ₂ eq	3,418,721.45	1,600,450.52	n/a	3,379,002.80	3,066,360.20	n/a	3,528,509.08	3,203,294.93	n/a	3,162,088.82	4,098,929.55	n/a	3,173,508.93	4,316,048.31	n/a
	-Capital goods		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	540.00	3,618.00	n/a	3,390.00	3,618.00	n/a
	-Upstream transportation and distribution		n/a	n/a	n/a	58,921.83	n/a	n/a	56,591.51	77,518.16	n/a	188,029.84	58,400.02	n/a	339,113.32	89,797.34	n/a
	- Diesel (B100)		n/a	n/a	n/a	n/a	n/a	n/a	3,808.01	n/a	n/a	13,543.22	4,153.26	n/a	24,464.12	6,268.70	n/a
	- Ethanol (E100)		n/a	n/a	n/a	n/a	n/a	n/a	0.00	n/a	n/a	298.89	0.00	n/a	369.06	0.00	n/a
	-Downstream Transportation and distribution		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	-Business travel (by airplane)		255.63	n/a	n/a	21.89	n/a	n/a	1,288.11	467.00	n/a	359.63	364.48	n/a	605.08	65.24	n/a
	-Employee commuting		51,223.44	n/a	n/a	53,805.60	162,739.68	24,775.38	74,030.40	153,628.98	n/a	75,029.87	130,857.99	27,237.26	80,520.64	160,139.96	24,819.93
-Downstream leased assets	n/a		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	2,315.90	215,117.02	n/a	2,156.07	205,684.27	n/a	
305-4 (A)	GHG emissions intensity		tons of CO ₂ e million THB of revenue	1.92			1.83			1.96			1.67			1.59	
		1.07		2.80		1.12	2.61		0.99	3.09		0.95	2.56		0.96	2.37	

Remarks:

- n/a means not available
- Scope 1 is direct greenhouse gas emissions.
- Scope 2 is indirect greenhouse gas emissions from energy consumption.
- Scope 3 is indirect greenhouse gas emissions from others.
- Scope 3 covers greenhouse gas emissions from product transportation and distribution (upstream level) and business travel.
- The greenhouse gas emissions above include CO₂, CH₄, N₂O, CFCs, HFCs and PFCs — calculated and converted to the equivalent amount of carbon dioxide with similar global warming potentials (GWP) as defined by the IPCC (Intergovernmental Panel on Climate Change). The Emission Factor is based on data from Thailand Greenhouse Gas Management Organisation (Public Organisation) and the Energy Policy and Planning Office, the Ministry of Energy.
- 1.2022 Disclosed the Consoridate Makro-TH and Lotus's-TH and Readjust to 2020 Baseline
- 2.2024 Disclosed the Lotus's Malaysia and Readjust to 2020 Baseline
- 3. Revenue for intensity calculation during 2020-2024 million THB : year 2020 = 429,867 (Wholesale Business 218,760 Retail Business 211,107) year 2021 = 433,705 (Wholesale Business 226,258 Retail Business 207,467) year 2022 = (Wholesale Business 247,121 Retail Business 218,961) year 2023 = 489,949 (Wholesale Business 265,134 Retail Business 221,338) year 2024 = 512,042 (Wholesale Business 278,532 Retail Business 230,214)

GRI	Performance	Unit	2020			2021			2022			2023			2024		
			makro	Lotus's -TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International
Refrigerant																	
-	R141B	kg	142.90			87.45			1,491.58			9.30			13.00		
			142.90	0.00	0.00	87.45	0.00	0.00	1,491.58	0.00	0.00	9.30	0.00	0.00	4.00	9.00	0.00
	R22		16,911.25			13,111.19			8,925.63			12,121.34			6,541.84		
			13,680.60	3,123.10	107.55	10,878.91	2,073.93	158.35	8,227.43	510.20	188.00	10,792.30	1,329.04	0.00	5,776.00	765.84	0.00
	R290		43.72			821.89			544.15			604.84			374.12		
			43.72	0.00	0.00	821.89	0.00	0.00	204.65	169.50	170.00	195.04	409.80	0.00	231.81	142.31	0.00
	R32		24.00			546.13			308.00			1,128.20			1,216.39		
			5.00	19.00	0.00	511.63	34.50	0.00	283.00	23.00	2.00	207.00	921.20	0.00	238.00	978.39	0.00
	R134, 134A		2,533.75			2,886.86			2,514.74			2,352.09			1,349.85		
			2,337.90	86.90	108.95	2,891.66	86.25	108.95	2,344.94	84.90	84.90	1,670.38	681.71	0.00	607.29	742.56	0.00
	R404A		15,932.13			17,918.60			26,641.43			15,433.60			12,126.83		
			2,673.23	12,467.90	791.00	7,620.27	10,298.33	0.00	4,674.21	11,984.61	11,982.61	2,908.70	11,118.80	1,406.10	4,665.62	7,404.71	56.50
	R407C		933.20			2,006.14			235.40			625.20			1,317.55		
			832.40	0.00	100.80	955.24	0.00	1,050.90	235.40	0.00	0.00	625.20	0.00	0.00	653.15	412.30	252.10
	R407F		12,624.22			11,575.78			19,593.68			15,328.49			11,261.61		
			4,427.29	8,196.93	0.00	4,105.85	7,469.93	0.00	3,973.84	7,809.84	7,810.00	5,704.59	8,765.10	858.80	1,898.14	9,363.47	0.00
	R410A		76.50			445.50			392.80			1,134.80			576.16		
			31.50	45.00	0.00	339.00	106.50	0.00	342.50	43.30	7.00	427.90	706.90	0.00	388.10	188.06	0.00
	R717 (ammonia)		0.00			2,100.00			4,800.00			0.00			1,200.00		
			0.00	0.00	0.00	2,100.00	0.00	0.00	0.00	4,800.00	0.00	0.00	0.00	0.00	0.00	1,200.00	0.00
CO ₂	0.00			1,038.20			2,238.70			229.46			541.00				
	0.00	0.00	0.00	1,038.20	0.00	0.00	2,238.70	0.00	0.00	229.46	0.00	0.00	541.00	0.00	0.00		
R507	1.00			1.50			0.00			4.00			0.00				
	0.00	1.00	0.00	0.00	1.50	0.00	0.00	0.00	0.00	0.00	4.00	0.00	0.00	0.00	0.00		
R448A	26,982.42			26,975.72			40,624.08			11,182.94			9,141.48				
	0.00	26,982.42	0.00	0.00	26,975.72	0.00	0.00	20,312.04	20,312.04	0.00	11,182.94	0.00	0.00	9,141.48	0.00		
Total weight	76,205.09			79,514.96			110,310.19			60,154.26			45,659.83				
	24,174.54	50,922.25	1,108.30	31,150.10	47,046.66	1,318.20	24,016.25	45,737.39	40,556.55	22,769.87	35,119.49	2,264.90	15,003.11	30,348.12	308.60		
-	R141B	tons of CO ₂ eq	101.89			62.35			1,063.50			6.63			9.27		
			101.89	0.00	0.00	62.35	0.00	0.00	1,063.50	0.00	0.00	6.63	0.00	0.00	2.85	6.42	0.00
	R22		29,763.80			23,075.69			15,709.11			21,333.56			11,513.64		
			24,077.86	5,496.66	189.29	19,146.88	3,650.12	278.70	14,480.28	897.95	330.88	18,994.45	2,339.11	0.00	10,165.76	1,347.88	0.00
	R290		0.87			16.44			8.00			12.10			7.48		
			0.87	0.00	0.00	16.44	0.00	0.00	4.09	0.51	3.40	3.90	8.20	0.00	4.64	2.85	0.00
	R32		16.25			369.73			208.52			763.79			823.50		
			3.39	12.86	0.00	346.37	23.36	0.00	191.59	15.57	1.35	140.14	623.65	0.00	161.13	662.37	0.00
	R134, R134A		3,293.88			3,752.92			3,269.16			3,057.72			1,754.81		
			3,039.27	112.97	141.64	3,499.16	112.13	141.64	3,048.42	110.37	110.37	2,171.49	886.22	0.00	789.48	965.33	0.00
	R404A		62,485.81			70,276.75			112,580.97			60,530.58			47,561.43		
			10,484.41	48,899.10	3,102.30	29,886.70	40,390.05	0.00	18,332.25	47,252.92	46,995.80	11,407.92	43,607.93	5,514.72	18,298.56	29,041.27	221.59
	R407C		1,655.50			3,558.89			417.60			1,109.10			2,337.33		
			1,476.68	0.00	178.82	1,694.60	0.00	1,864.30	417.60	0.00	0.00	1,109.10	0.00	0.00	1,158.69	731.42	447.23
	R407F		26,359.37			24,170.23			36,630.02			32,005.89			20,541.18		
			9,244.18	17,115.19	0.00	8,573.01	15,597.21	0.00	7,248.28	13,074.45	16,307.28	11,911.18	18,301.53	1,793.17	3,462.21	17,078.97	0.00
	R410A		159.73			930.20			813.04			2,369.46			1,203.02		
			65.77	93.96	0.00	707.83	222.37	0.00	715.14	83.29	14.62	893.46	1,476.01	0.00	810.35	392.67	0.00
	R717 (ammonia)		0.00			0.00			0.00			0.00			0.00		
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CO ₂	0.00			1.04			2.24			0.23			0.54				
	0.00	0.00	0.00	1.04	0.00	0.00	2.24	0.00	0.00	0.23	0.00	0.00	0.54	0.00	0.00		
R507	3.99			5.98			0.00			15.94			0.00				
	0.00	3.99	0.00	0.00	5.98	0.00	0.00	0.00	0.00	0.00	15.94	0.00	0.00	0.00	0.00		

GRI	Performance	Unit	2020			2021			2022			2023			2024		
			makro	Lotus's-TH	Lotus's-International	makro	Lotus's-TH	Lotus's-International	makro	Lotus's-TH	Lotus's-International	makro	Lotus's-TH	Lotus's-International	makro	Lotus's-TH	Lotus's-International
	R448A	tons of CO2eq	34.35			34.34			25,883.08			14.24			11.64		
			0.00	34.35	0.00	0.00	34.34	0.00	0.00	25,857.23	25.86	0.00	14.24	0.00	0.00	11.64	0.00
	123,875.43			126,254.56			196,585.24			121,219.23			85,763.83				
	Total GHG emission from regrigerant		48,494.31	71,769.08	3,612.04	63,934.38	60,035.55	2,284.63	45,503.39	87,292.29	63,789.55	46,638.51	67,272.83	7,307.90	34,854.20	50,240.81	668.82

Remark:

• n/a means not available

• Emission Factor coefficient is 0 such as R717 (ammonia) or no refrigerant added.

1.2022 Disclosed the Consoridate Makro-TH and Lotus's-TH and Readjust to 2020 Baseline

2.2024 Disclosed the Lotus's Malaysia and Readjust to 2020 Baseline

GRI	Performance	Unit	2020			2021			2022			2023			2024		
			makro	Lotus's-TH	Lotus's-International	makro	Lotus's-TH	Lotus's-International	makro	Lotus's-TH	Lotus's-International	makro	Lotus's-TH	Lotus's-International	makro	Lotus's-TH	Lotus's-International
Water																	
303-3 (A)	Total water consumption1	m ³	4,223,652.22			4,492,880.45			5,463,556.07			5,144,184.70			5,805,540.16		
			483,433.34	2,715,710.95	1,024,507.93	507,325.07	2,480,639.88	1,504,915.50	959,896.96	3,281,175.01	1,222,484.10	882,065.51	3,533,903.64	728,215.55	1,954,855.83	3,343,289.33	507,395.00
	Total water withdrawal	m ³	12,609,451.31			12,517,292.99			14,025,494.66			15,072,217.50			15,539,045.21		
			2,417,166.70	7,024,162.29	3,168,122.33	2,679,470.80	6,203,172.17	3,634,650.02	2,769,407.60	8,707,431.06	2,548,656.00	3,007,452.00	9,565,520.50	2,499,245.00	3,535,455.18	9,627,981.03	2,375,609.00
	- Surface water	m ³	0.00			0.00			0.00			0.00			0.00		
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	- Rain water	m ³	0.00			0.00			0.00			0.00			8,640.00		
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	8,640.00	0.00
	- Ground water	m ³	98,173.08			122,387.00			95,088.70			111,439.90			130,236.70		
			76,526.08	21,647.00	0.00	94,591.00	27,796.00	0.00	93,009.00	2,079.70	0.00	110,123.00	1,316.90	0.00	126,501.00	3,735.70	0.00
	- Sea Water	m ³	0.00			0.00			0.00			0.00			0.00		
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	- Produced Water	m ³	0.00			0.00			0.00			0.00			0.00		
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	- Municipal water supplies	m ³	12,511,278.23			12,394,905.99			13,930,405.96			14,960,777.60			15,400,168.51		
			2,340,640.62	7,002,515.29	3,168,122.33	2,584,879.80	6,175,376.17	3,634,650.02	2,676,398.60	8,705,351.36	2,548,656.00	2,897,329.00	9,564,203.60	2,499,245.00	3,408,954.18	9,615,605.33	2,375,609.00
	- Surface water		n/a			n/a			n/a			n/a			n/a		
	- Rain water		n/a			n/a			n/a			n/a			n/a		
	- Ground water		n/a			n/a			n/a			n/a			n/a		
	- Sea Water		n/a			n/a			n/a			n/a			n/a		
- Produced Water	n/a			n/a			n/a			n/a			n/a				
Total Spent for water	million THB	315.20			296.67			367.54			390.16			396.09			
		68.22	203.17	43.81	75.39	179.21	42.07	77.27	255.03	35.24	73.83	281.77	34.56	84.28	278.96	32.85	
303-3 (C)	Total water withdrawal from water stress area2	m ³	4,179,537.60			5,286,356.12			4,679,310.53			6,265,226.60			8,613,557.05		
			1,087,094.68	3,092,442.92	0.00	2,556,078.54	2,730,277.58	0.00	1,091,461.00	3,587,849.53	0.00	2,310,127.00	3,955,099.60	0.00	2,638,788.18	5,974,768.87	0.00
	- Surface water	m ³	0.00			1,616,776.74			0.00			0.00			1,616,776.74		
			0.00	0.00	0.00	1,616,776.74	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,616,776.74	0.00
	- Rain water	m ³	0.00			0.00			0.00			0.00			0.00		
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	- Ground water	m ³	21,647.00			27,796.00			61,464.70			70,414.90			91,031.70		
			0.00	21,647.00	0.00	0.00	27,796.00	0.00	59,385.00	2,079.70	0.00	69,098.00	1,316.90	0.00	87,296.00	3,735.70	0.00
	- Sea Water	m ³	0.00			0.00			0.00			0.00			0.00		
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	- Produced Water	m ³	0.00			0.00			0.00			0.00			0.00		
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	- Municipal water supplies	m ³	4,157,890.60			3,641,783.38			4,617,845.83			6,194,811.70			6,905,748.61		
			1,087,094.68	3,070,795.92	0.00	939,301.80	2,702,481.58	0.00	1,032,076.00	3,585,769.83	0.00	2,241,029.00	3,953,782.70	0.00	2,551,492.18	4,354,256.43	0.00
	- Surface water		n/a			n/a			n/a			n/a			n/a		
	- Rain water		n/a			n/a			n/a			n/a			n/a		
	- Ground water		n/a			n/a			n/a			n/a			n/a		
	- Sea Water		n/a			n/a			n/a			n/a			n/a		
	- Produced Water	n/a			n/a			n/a			n/a			n/a			

GRI	Performance	Unit	2020			2021			2022			2023			2024		
			makro	Lotus's -TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International
303-3 (C)	Freshwater with Total Dissolved Solids below 1,000 mg/L	m ³	12,609,451.31			12,304,789.19			14,025,494.66			14,824,380.20			15,539,045.21		
			2,417,166.70	7,024,162.29	3,168,122.33	2,466,967.00	6,203,172.17	3,634,650.02	2,769,407.60	8,707,431.06	2,548,656.00	2,759,614.70	9,565,520.50	2,499,245.00	3,535,455.18	9,627,981.03	2,375,609.00
	Freshwater with Total Dissolved Solids More Than 1,000 mg/L	m ³	0.00			0.00			0.00			0.00			0.00		
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Water consumption intensity	m ³ per million THB of revenue	9.83			10.36			11.65			10.50			11.34			
		2.21	17.72		2.24	19.21		3.88	20.57		3.33	19.26		7.02	16.73		

Remarks:

- n/a means not available
- 1. Total water consumption is the difference of total water withdrawal and water discharge
- 2. Data refers to Aqueduct Water Risk Atlas that was aligned with GRI standard
- 3.2022 Disclosed the Consoridate Makro-TH and Lotus's-TH and Readjust to 2020 Baseline
- 4.2024 Disclosed the Lotus's Malaysia and Readjust to 2020 Baseline
- 5. Revenue for intensity calculation during 2020-2024 million THB : year 2020 = 429,867 (Wholesale Business 218,760 Retail Business 211,107) year 2021 = 433,705 (Wholesale Business 226,258 Retail Business 207,467) year 2022 = (Wholesale Business 247,121 Retail Business 218,961) year 2023 = 489,949 (Wholesale Business 265,134 Retail Business 221,338) year 2024 = 512,042 (Wholesale Business 278,532 Retail Business 230,214)

GRI	Performance	Unit	2020			2021			2022			2023			2024		
			makro	Lotus's-TH	Lotus's- Interational	makro	Lotus's-TH	Lotus's- Interational	makro	Lotus's-TH	Lotus's- Interational	makro	Lotus's-TH	Lotus's- Interational	makro	Lotus's-TH	Lotus's- Interational
Water discharge																	
303-4 A	Total water discharge2	m ³	8,385,799.09			8,024,412.55			8,561,938.59			9,928,032.80			9,733,505.05		
			1,933,733.36	4,308,451.33	2,143,614.40	2,172,145.73	3,722,532.30	2,129,734.52	1,809,510.64	5,426,256.05	1,326,171.90	2,125,386.49	6,031,616.86	1,771,029.45	1,580,599.35	6,284,691.70	1,868,214.00
	- Surface water	m ³	6,242,184.69			5,865,953.03			7,116,706.69			8,034,092.35			7,431,823.25		
			1,933,733.36	4,308,451.33	0.00	2,143,420.73	3,722,532.30	0.00	1,690,450.64	5,426,256.05	0.00	2,002,475.49	6,031,616.86	0.00	1,435,200.55	5,996,622.70	0.00
	- Discharge with Total Dissolved Solids below 1,000 mg/L	m ³	6,242,184.69			5,865,953.03			7,116,706.69			8,034,092.35			7,431,823.25		
			1,933,733.36	4,308,451.33	0.00	2,143,420.73	3,722,532.30	0.00	1,690,450.64	5,426,256.05	0.00	2,002,475.49	6,031,616.86	0.00	1,435,200.55	5,996,622.70	0.00
	- Discharge with Total Dissolved Solids More Than 1,000 mg/L	m ³	0.00			0.00			0.00			0.00			0.00		
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	- Ground water	m ³	0.00			0.00			0.00			0.00			0.00		
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	- Sea Water	m ³	0.00			0.00			0.00			0.00			0.00		
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	- Water Discharge to Third party	m ³	4,077,347.76			2,158,459.52			1,445,231.90			1,893,940.45			2,301,681.80		
			1,933,733.36	n/a	2,143,614.40	28,725.00	n/a	2,129,734.52	119,060.00	n/a	1,326,171.90	122,911.00	n/a	1,771,029.45	145,398.80	288,069.00	1,868,214.00
- Discharge with Total Dissolved Solids below 1,000 mg/l	m ³	4,077,347.76			2,158,459.52			1,433,663.90			1,882,395.45			2,282,492.00			
		1,933,733.36	n/a	2,143,614.40	28,725.00	n/a	2,129,734.52	107,492.00	n/a	1,326,171.90	111,366.00	n/a	1,771,029.45	126,209.00	288,069.00	1,868,214.00	
- Discharge with Total Dissolved Solids More Than	m ³	0.00			0.00			11,568.00			11,545.00			19,189.80			
		0.00	0.00	0.00	0.00	0.00	0.00	11,568.00	0.00	0.00	11,545.00	0.00	0.00	19,189.80	0.00	0.00	

Remarks:

1. Water discharge was calculated from 80% of total water withdrawal.
2. 2022 Disclosed the Consoridate Makro-TH and Lotus's-TH and Readjust to 2020 Baseline
3. 2022 Disclosed the Consoridate Makro-TH and Lotus's-TH and Readjust to 2020 Baseline
4. 2024 Disclosed the Lotus's Malaysia and Readjust to 2020 Baseline

GRI	Performance	Unit	2020			2021			2022			2023			2024		
			makro	Lotus's-TH	Lotus's-International	makro	Lotus's-TH	Lotus's-International	makro	Lotus's-TH	Lotus's-International	makro	Lotus's-TH	Lotus's-International	makro	Lotus's-TH	Lotus's-International
Waste																	
GRI 306 (2020)	Total weight of waste generated ¹	ton	150,017.86			140,253.76			175,506.72			176,101.40			170,413.55		
			61,628.42	56,039.90	32,349.53	68,194.99	48,655.65	23,403.12	85,102.35	45,449.40	44,954.97	110,651.03	47,594.95	17,855.42	95,344.63	50,874.06	24,194.86
	Total weight of hazardous waste generated ²	ton	2.96			721.44			238.83			341.82			648.14		
			n/a	2.96	0.00	9.02	3.86	708.56	169.09	67.40	2.34	208.07	131.30	2.46	627.31	19.91	0.92
	- Reuse	ton	n/a			0.00			40.97			0.00			0.00		
			n/a	n/a	n/a	0.00	0.00	0.00	0.00	40.97	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	- Recycling	ton	n/a			1.36			25.34			133.38			20.51		
			n/a	n/a	n/a	0.00	0.00	1.36	0.00	23.15	2.19	0.00	131.17	2.22	0.00	19.86	0.64
	-Energy recovery	ton	n/a			0.01			1.90			0.00			0.28		
			n/a	n/a	n/a	0.00	0.00	0.01	0.00	1.88	0.02	0.00	0.00	0.00	0.00	0.00	0.28
	- Incineration – without energy recovery	ton	2.96			10.96			6.79			1.08			1.02		
			n/a	2.96	n/a	7.10	3.86	0.00	6.05	0.74	0.00	1.07	0.01	0.00	1.01	0.01	0.00
	- Secure Landfilling	ton	0.00			709.12			163.17			207.36			626.33		
			0.00	0.00	n/a	1.92	0.00	707.20	163.03	0.00	0.14	207.00	0.12	0.24	626.30	0.03	0.00
	- Other disposal operations	ton	0			0.00			0.66			0.00			0.00		
			0.00	0.00	n/a	0.00	0.00	0.00	0.00	0.66	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Total weight of non-hazardous waste generated	ton	150,014.89			139,532.31			175,267.89			175,759.57			169,765.42		
			61,628.42	56,036.94	32,349.53	68,185.97	48,651.78	22,694.56	84,933.26	45,382.00	44,952.63	110,442.96	47,463.65	17,852.96	94,717.32	50,854.16	24,193.94
	- Reuse	ton	n/a			4,202.16			91,081.41			117,215.45			101,527.63		
			n/a	n/a	n/a	0.19	n/a	4,201.97	58,145.28	32,936.13	0.00	84,407.81	32,807.64	0.00	68,605.25	32,922.38	0.00
	-Glass	ton	n/a			n/a			0.00			0.00			0.00		
			n/a	n/a	n/a	n/a	n/a	n/a	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	-Wood	ton	n/a			n/a			0.00			0.00			0.00		
			n/a	n/a	n/a	n/a	n/a	n/a	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	-Paper	ton	n/a			n/a			91,081.41			117,215.45			101,527.63		
			n/a	n/a	n/a	n/a	n/a	n/a	58,145.28	32,936.13	0.00	84,407.81	32,807.64	0.00	68,605.25	32,922.38	0.00
	-Metal	ton	n/a			n/a			0.00			0.00			0.00		
			n/a	n/a	n/a	n/a	n/a	n/a	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	-Plastic	ton	n/a			n/a			0.00			0.00			0.00		
			n/a	n/a	n/a	n/a	n/a	n/a	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	-Other packaging reusable	ton	n/a			n/a			0.00			0.00			0.00		
			n/a	n/a	n/a	n/a	n/a	n/a	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	- Recycling	ton	97,400.25			78,953.07			12,365.61			12,532.39			14,897.88		
			40,258.00	47,215.62	9,926.63	39,239.06	39,714.01	n/a	719.10	1,719.88	9,926.63	489.25	2,955.61	9,087.53	620.28	4,841.25	9,436.35
	-Glass	ton	n/a			n/a			0.00			0.00			0.00		
			n/a	n/a	n/a	n/a	n/a	n/a	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	-Wood	ton	n/a			n/a			116.95			115.93			114.91		
n/a			n/a	n/a	n/a	n/a	n/a	116.95	0.00	0.00	115.93	0.00	0.00	114.91	0.00	0.00	
-Paper	ton	n/a			n/a			209.75			1,438.43			2,595.30			
		n/a	n/a	n/a	n/a	n/a	n/a	209.75	0.00	0.00	144.36	1,294.08	0.00	174.68	2,420.62	0.00	
-Metal	ton	n/a			n/a			0.00			0.00			0.00			
		n/a	n/a	n/a	n/a	n/a	n/a	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
-Plastic	ton	n/a			n/a			649.11			532.00			744.33			
		n/a	n/a	n/a	n/a	n/a	n/a	392.41	256.70	0.00	164.54	367.46	0.00	285.72	458.61	0.00	
-Other packaging recycle	ton	n/a			n/a			0.00			64.42			11,443.34			
		n/a	n/a	2,926.54	n/a	n/a	n/a	0.00	0.00	0.00	64.42	0.00	0.00	44.97	1,962.02	9,436.35	

GRI	Performance	Unit	2020			2021			2022			2023			2024		
			makro	Lotus's -TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International
GRI 306 (2020)	-Total Waste Not Classified	ton	n/a			n/a			1,463.18			1,294.08			2,657.47		
			n/a	n/a	n/a	n/a	n/a	n/a	0.00	1,463.18	0.00	0.00	1,294.08	0.00	837.53	1,819.94	0.00
	Animal feed	ton	n/a			294.14			796.21			1,428.32			1,797.62		
			n/a	n/a	n/a	294.14	0.00	0.00	796.21	0.00	0.00	1,356.07	72.25	0.00	1,797.62	0.00	0.00
	- Composting	ton	53.39			508.76			1,312.99			925.12			2,787.62		
			53.39	n/a	n/a	508.76	0.00	0.00	1,312.99	0.00	0.00	913.13	11.99	0.00	2,194.08	593.53	0.00
	- Energy recovery	ton	n/a			0.00			0.00			0.00			0.68		
			n/a	n/a	n/a	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.68	0.00
	- Incineration – mass burn	ton	n/a			0.00			0.00			0.00			0.00		
			n/a	n/a	n/a	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	- Feed material	ton	n/a			0.00			0.00			0.00			0.00		
			n/a	n/a	n/a	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	- Landfilling	ton	52,561.25			55,574.18			68,259.47			43,658.28			48,753.99		
			21,317.03	8,821.32	22,422.90	28,143.82	8,937.77	18,492.59	23,959.68	9,273.79	35,026.00	23,276.69	11,616.15	8,765.43	21,500.09	12,496.32	14,757.58
	- Open Landfilling	ton	52,561.25			55,574.18			68,259.47			43,658.28			48,753.99		
			21,317.03	8,821.32	22,422.90	28,143.82	8,937.77	18,492.59	23,959.68	9,273.79	35,026.00	23,276.69	11,616.15	8,765.43	21,500.09	12,496.32	14,757.58
	- Secure Landfilling	ton	0.00			0.00			0.00			0.00			0.00		
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	- Other disposal operations	ton	0.00			0.00			1,452.20			0.00			0.00		
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,452.20	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total waste that has been utilized	ton	97,453.64			83,959.50			105,624.43			132,234.67			121,032.21			
		40,311.39	47,215.62	9,926.63	40,042.15	39,714.01	4,203.34	60,973.58	34,722.01	9,928.84	87,166.26	35,978.67	9,089.75	73,217.24	38,377.70	9,437.28	
Ratio of waste that has been utilized per total waste from operation	%	64.96			59.86			60.18			75.09			71.02			
		65.41	84.25	30.69	58.72	81.62	17.96	71.65	76.40	22.09	78.78	75.59	50.91	76.79	75.44	39.01	
Total waste disposed	ton	52,561.25			56,294.26			69,882.29			43,866.72			49,381.34			
		21,317.03	8,821.32	22,422.90	28,152.84	8,941.64	19,199.78	24,128.77	10,727.39	35,026.13	23,484.76	11,616.28	8,765.68	22,127.40	12,496.36	14,757.58	
Waste intensity	tonne per million THB of revenue	0.12			0.13			0.15			0.09			0.10			
		0.10	0.15		0.12	0.14		0.10	0.21		0.09	0.09		0.08	0.12		

Remarks:

• n/a means not available

1. In 2021, scope of waste data was expanded to Distribution Center

2. In 2021, scope of waste data covers hazardous waste generated.

3.2022 Disclosed the Consoridate Makro-TH and Lotus's-TH and Readjust to 2020 Baseline

4.2024 Disclosed the Lotus's Malaysia and Readjust to 2020 Baseline

5.Revenue for intensity calculation during 2020-2024 million THB : year 2020 = 429,867 (Wholesale Business 218,760 Retail Business 211,107) year 2021 = 433,705 (Wholesale Business 226,258 Retail Business 207,467) year 2022 = (Wholesale Business 247,121 Retail Business 218,961) year 2023 = 489,949 (Wholesale Business 265,134 Retail Business 221,338) year 2024 = 512,042 (Wholesale Business 278,532 Retail Business 230,214)

GRI	Performance	Unit	2020			2021			2022			2023			2024		
			makro	Lotus's-TH	Lotus's-International	makro	Lotus's-TH	Lotus's-International	makro	Lotus's-TH	Lotus's-International	makro	Lotus's-TH	Lotus's-International	makro	Lotus's-TH	Lotus's-International
Food waste																	
GRI 306-2 A	Discount product to prevent food waste generation	tonne	n/a			n/a			17,911.15			24,007.11			37,989.02		
			n/a	n/a	n/a	n/a	n/a	n/a	17,911.15	n/a	n/a	24,007.11	n/a	n/a	37,989.02	n/a	n/a
	Ratio discount product to prevent food waste generation per Total	%	n/a			n/a			55%			58%			90%		
			0.00	0.00	0.00	0.00	0.00	0.00	71%	n/a	n/a	97%	n/a	n/a	156%	n/a	n/a
GRI 306 (2020)	Total food waste	tonne	29,952.93			35,326.88			32,751.39			41,626.96			42,064.47		
			21,370.42	8,582.51	n/a	26,825.66	8,501.22	n/a	25,119.05	7,632.34	n/a	24,786.01	10,701.46	6,139.48	24,400.19	11,621.43	6,042.85
	Recycle	tonne	n/a			375.36			908.49			3,014.92			3,236.64		
			n/a	n/a	n/a	294.14	81.22	0.00	796.21	112.28	0.00	1,356.07	786.71	872.14	1,797.62	1,035.13	403.88
	Imperfect / Surplus Food	tonne	n/a			81.22			27.32			1,091.88			526.75		
			n/a	n/a	n/a	0.00	81.22	0.00	0.00	27.32	0.00	0.00	219.74	872.14	0.00	122.87	403.88
	Animal feed	tonne	n/a			294.14			881.17			1,923.04			2,709.88		
			n/a	n/a	n/a	294.14	0.00	0.00	796.21	84.96	0.00	1,356.07	566.97	0.00	1,797.62	912.26	0.00
	Bio-based materials/biochemical processing	tonne	n/a			0.00			0.00			0.00			0.00		
			n/a	n/a	n/a	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Compositing	tonne	53.39			509.36			1,321.16			925.12			2,796.28		
			53.39	n/a	n/a	508.76	0.60	0.00	1,312.99	8.18	0.00	913.13	11.99	0.00	2,194.08	593.53	8.66
	Composting/aerobic processes	tonne	53.39			509.36			1,321.16			949.12			2,796.28		
			53.39	n/a	n/a	508.76	0.60	0.00	1,312.99	8.18	0.00	913.13	11.99	24.00	2,194.08	593.53	8.66
	Energy Recovery	tonne	n/a			0.00			0.00			0.00			0.00		
			n/a	n/a	n/a	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Codigestion/anaerobic digestion	tonne	n/a			0.00			0.00			0.00			0.00		
			n/a	n/a	n/a	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Controlled combustion	tonne	n/a			0.00			0.00			0.00			0.00		
			n/a	n/a	n/a	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Total Landfill	tonne	29,899.54			34,442.16			30,521.73			37,686.91			36,031.56		
			21,317.03	8,582.51	0.00	26,022.76	8,419.40	0.00	23,009.85	7,511.88	0.00	22,516.81	9,902.76	5,267.34	20,408.49	9,992.77	5,630.31
	Open Landfill	tonne	29,899.54			34,442.16			30,521.73			37,686.91			36,031.56		
			21,317.03	8,582.51	0.00	26,022.76	8,419.40	0.00	23,009.85	7,511.88	0.00	22,516.81	9,902.76	5,267.34	20,408.49	9,992.77	5,630.31
	Secure Landfill	tonne	0.00			0.00			0.00			0.00			0.00		
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
	Others	tonne	n/a			0.00			0.00			0.00			0.00		
			n/a	n/a	n/a	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
	Ratio of food waste that has been utilized per total food waste from operation	%	0.18			2.50			6.81			9.47			14.34		
			0.25	0.00	0.00	2.99	0.96	0.00	8.40	1.58	0.00	9.16	7.46	14.21	16.36	14.01	0.00
		tonne per million THB of revenue	0.07			0.08			0.07			0.08			0.07		
			0.10	0.04		0.12	0.04		0.09	0.03		0.08	0.07		0.07	0.07	

GRI	Performance	Unit	2020			2021			2022			2023			2024		
			makro	Lotus's -TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International
GRI 306 (2020)	Food waste management by category																
			n/a			23,139.52			26,194.85			31,156.18			26,926.53		
	Fruit and Vegetable	tonne	n/a	n/a	n/a	19,899.06	0.00	3,240.46	17,800.87	3,503.26	4,890.72	16,778.31	5,726.12	8,651.75	17,600.13	4,100.67	5,225.73
	Meat	tonne	n/a			3,766.27			4,534.33			212,959.92			7,642.01		
			n/a	n/a	n/a	3,766.27	0.00	0.00	3,548.23	986.11	0.00	3,562.97	1,386.91	208,010.04	3,989.38	2,167.75	1,484.87
	Beef	tonne	n/a			1,015.37			386.59			1,760.28			2,599.63		
			n/a	n/a	n/a	1,007.75	0.00	7.62	323.66	0.00	62.92	319.94	1,386.91	53.42	412.59	2,167.75	19.29
	Pork	tonne	n/a			674.65			846.16			1,174.02			308.00		
			n/a	n/a	n/a	674.65	0.00	0.00	846.08	0.00	0.08	1,173.75	0.00	0.27	301.49	0.00	6.52
	Poultry	tonne	n/a			353.11			837.97			2,158.78			1,917.40		
			n/a	n/a	n/a	240.67	0.00	112.44	639.23	0.00	198.74	1,095.18	0.00	1,063.60	1,196.20	0.00	721.20
	Sheep	tonne	n/a			0.00			1.98			0.68			74.80		
			n/a	n/a	n/a	0.00	0.00	0.00	1.98	0.00	0.00	0.68	0.00	0.00	74.80	0.00	0.00
	Fish	tonne	n/a			797.26			1,034.26			1,680.05			1,471.42		
			n/a	n/a	n/a	527.25	0.00	270.01	815.01	0.00	219.25	900.82	0.00	779.23	962.48	0.00	508.94
	Other seafood	tonne	n/a			1,401.53			1,021.69			206,186.11			1,270.76		
			n/a	n/a	n/a	1,315.95	0.00	85.58	922.27	0.00	99.42	72.59	0.00	206,113.52	1,041.83	0.00	228.93
	Other Meat	tonne	n/a			0.00			986.11			0.00			0.00		
			n/a	n/a	n/a	0.00	0.00	0.00	0.00	986.11	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Bakery	tonne	n/a			844.94			2,045.39			2,512.27			2,224.93		
n/a			n/a	n/a	844.94	0.00	0.00	951.29	445.53	648.57	928.20	755.24	828.83	1,067.15	617.69	540.09	
Frozen and DAIRY	tonne	n/a			2,315.32			3,837.64			3,524.89			2,505.94			
		n/a	n/a	n/a	2,315.32	0.00	0.00	2,818.66	824.39	194.59	2,596.91	84.60	843.39	1,573.91	895.34	36.69	
Ready to Eat	tonne	n/a			0.00			441.70			599.39			650.48			
		n/a	n/a	n/a	0.00	0.00	0.00	0.00	441.70	0.00	0.00	599.39	0.00	167.91	482.56	0.00	
Other	tonne	n/a			0.00			1,556.97			31.57			1,529.68			
		n/a	n/a	n/a	0.00	0.00	0.00	0.00	1,431.35	125.62	0.00	0.00	31.57	1.72	1,527.96	0.00	

Remarks:

- n/a means not available

1.2022 Disclosed the Consoridate Makro-TH and Lotus's-TH and Readjust to 2020 Baseline

2.2024 Disclosed the Lotus's Malaysia and Readjust to 2020 Baseline

3.Revenue for intensity calculation during 2020-2024 million THB : year 2020 = 429,867 (Wholesale Business 218,760 Retail Business 211,107) year 2021 = 433,705 (Wholesale Business 226,258 Retail Business 207,467) year 2022 = (Wholesale Business 247,121 Retail Business 218,961) year 2023 = 489,949 (Wholesale Business 265,134 Retail Business 221,338) year 2024 = 512,042 (Wholesale Business 278,532 Retail Business 230,214)

GRI	Performance	Unit	2020			2021			2022			2023			2024		
			makro	Lotus's -TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International
Plastic packaging usage																	
GRI 301-1	Plastics Packaging Usage	ton	3,551.06			282,991.67			18,532.25			18,098.40			18,460.65		
			3,551.06	n/a	n/a	4,231.54	n/a	278,760.13	4,051.61	12,499.73	1,980.90	3,969.72	12,441.56	1,687.12	3,459.87	13,243.25	1,757.53
	PET: Polyethylene Terephthalate Ethylene	ton	n/a			87,437.09			2,672.88			2,466.22			1,794.60		
			n/a	n/a	n/a	71.77	n/a	87,365.32	69.02	2,603.86	0.00	296.25	2,169.97	0.00	45.77	1,748.83	0.00
	HDPE: High Density Polyethylene	ton	n/a			4,905.70			2,398.88			2,710.40			2,858.82		
			n/a	n/a	n/a	2,456.34	n/a	2,449.36	2,198.44	200.44	0.00	2,539.91	170.49	0.00	2714.42	144.4	0.00
	PVC: Vinyl or Polyvinyl Chloride	ton	n/a			19,541.37			1,516.43			934.75			510.18		
			n/a	n/a	n/a	1,399.82	n/a	18,141.55	1,506.58	9.85	0.00	911.28	23.47	0.00	497.18	13.00	0.00
	LDPE: Low Density Polyethylene	ton	n/a			986.48			247.59			244.33			483.28		
			n/a	n/a	n/a	4.02	n/a	982.46	3.31	244.28	0.00	0.31	244.02	0.00	0.00	483.28	0.00
	PP: Polypropylene	ton	n/a			131,259.99			8,478.35			9,207.69			8,193.13		
			n/a	n/a	n/a	15.12	n/a	131,244.87	22.37	8,455.98	0.00	58.34	9,149.35	0.00	16.18	8,176.95	0.00
	PS: Polystyrene	ton	n/a			861.70			4.33			16.01			5.60		
			n/a	n/a	n/a	0.00	n/a	861.7	0.00	4.33	0.00	0.00	16.01	0.00	0.00	5.6	0.00
	PE: Polyethylene	ton	n/a			34,898.90			229.48			763.38			1,054.48		
			n/a	n/a	n/a	230.30	n/a	34,668.60	229.48	0.00	0.00	137.74	625.64	0.00	156.17	898.31	0.00
	PC: Polycarbonate	ton	n/a			0.00			909.43			0.00			0.00		
n/a			n/a	n/a	0.00	n/a	0.00	0.00	909.43	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
PA: Polyamide	ton	8,651,748.80			3,100.44			93.97			68.50			1,803.03			
		n/a	n/a	8,651,748.80	54.17	n/a	3,046.27	22.41	71.56	0.00	25.89	42.61	0.00	30.15	1772.88	0.00	
Others (Cable ties)	ton	n/a			n/a			n/a			n/a			n/a			
		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
Packaging intensity	ton per million THB of revenue	0.01			0.65			0.04			0.04			0.04			
		0.02	n/a		0.02	1.34		0.02	0.07		0.01	0.06		0.01	0.07		
		n/a			0.00			0.00			0.00			26.52			
Percent of recycleable plastic	%	n/a			n/a			n/a			100.00			100.00			
		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	100.00	100.00	100.00	100.00	100.00	100.00	
Percent of compostable	%	n/a			n/a			n/a			9.00			1.00			
		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	9	n/a	n/a	1	n/a	n/a	
Percent recycled content within own plastic packaging	%	n/a			n/a			n/a			13.26			47.12			
		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	13.26	n/a		47.12			
Reduced Plastic Packaging	ton	n/a			0.24			n/a			143.95			0.00			
		n/a	n/a	n/a	n/a	n/a	0.24	n/a	n/a	n/a	108.26	35.69					
Reduced Single-use Plastic	ton	n/a			n/a			n/a			143.95			0.00			
		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	108.26	35.69					

GRI	Performance	Unit	2020			2021			2022			2023			2024		
			makro	Lotus's -TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International	makro	Lotus's- TH	Lotus's- International
การบรรจุภัณฑ์ (Packaging material)																	
G4-EN1	Packaging material	ton	3,551.06			4,231.54			31,031.98			30,539.96			93,610.54		
			3,551.06	n/a	n/a	4,231.54	n/a	n/a	18,532.25	12,499.73	0.00	18,098.40	12,441.56	0.00	68,320.03	25,290.51	0.00
	Glass	ton	n/a			n/a			0.00			0.00			247.64		
			n/a	n/a	n/a	n/a	n/a	n/a	0.00	0.00	0.00	0.00	0.00	0.00	0.00	247.64	0.00
	Wood	ton	n/a			n/a			0.00			0.00			0.65		
			n/a	n/a	n/a	n/a	n/a	n/a	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.65	0.00
	Paper	ton	n/a			n/a			0.00			0.00			25,055.00		
			n/a	n/a	n/a	n/a	n/a	n/a	0.00	0.00	0.00	0.00	0.00	0.00	12.78	25,042.22	0.00
	Metal	ton	n/a			n/a			0.00			0.00			0.00		
			n/a	n/a	n/a	n/a	n/a	n/a	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Plastic	ton	n/a			n/a			31,031.98			30,539.96			0.00		
			n/a	n/a	n/a	n/a	n/a	n/a	18,532.25	12,499.73	0.00	18,098.40	12,441.56	0.00	0.00	0.00	0.00
	Other packaging reusable	ton	n/a			n/a			0.00			0.00			68,307.25		
			n/a	n/a	n/a	n/a	n/a	n/a	0.00	0.00	0.00	0.00	0.00	0.00	68,307.25	0.00	0.00

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(Wholesale Business 278,532 Retail Business 230,214)