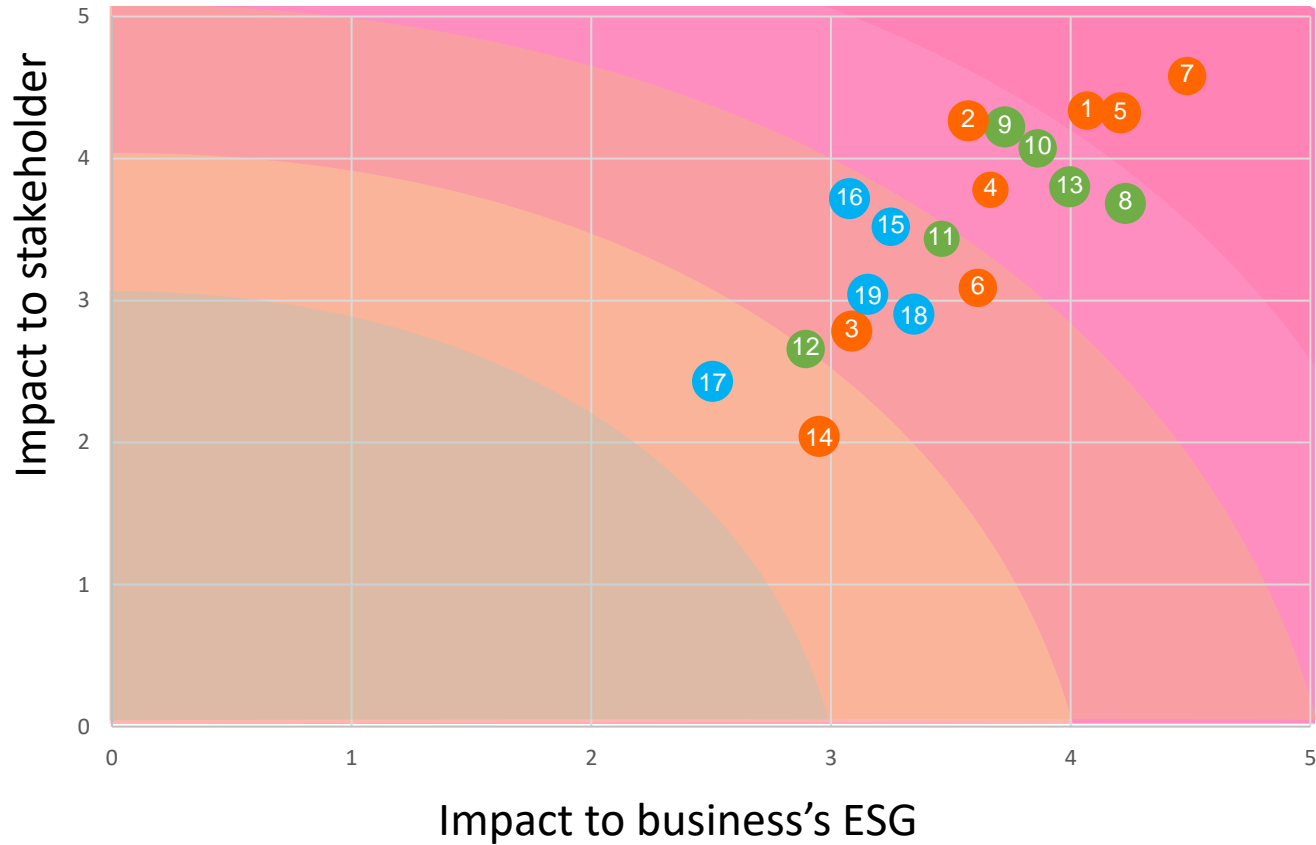


Materiality assessment result (9 Feb 2022)



- 1 Governance
- 2 Human right-Discrimination – Employee
- 3 Human right-Harassment - Vendor / Supplier
- 4 Health & Safety – Employee
- 5 Transportation Safety - Vendor / Supplier
- 6 Leadership development
- 7 Cybersecurity
- 8 Climate resilience
- 9 Food waste to landfill
- 10 Plastic waste (CE)
- 11 Water stewardship
- 12 Biodiversity
- 13 Responsible Supply Chain
- 14 Education to public
- 15 H&W Being product
- 16 Social Impact
- 17 Food security
- 18 Innovation
- 19 Stakeholder Engagement

Makro's Corporate Risk Assessment Matrix

Likelihood

Rating	Rare (1)	Unlikely (2)	Possible (3)	Likely (4)	Almost certain (5)
Qualitative	Quite certain not to occurred.	Not likely to occur in normal situations.	Likely to occur in normal situations, there must be many driving factors.	Have occurred often, or has occurred every month.	Quite certain to occur, or high frequency of occurrence.
Frequency	Never occurred, or up to once in 3 or more years.	Once in 1 to 3 years.	Once in a year.	Once in 6 months up to 1 year.	Once every month.
Possibility	<10% chance of occurrence	10-40%	41-60%	61-90%	>90%

Impact	1	2	3	4	5
5	1,5	2,5	3,5	4,5	5,5
4	1,4	2,4	3,4	4,4	5,4
3	1,3	2,3	3,3	4,3	5,3
2	1,2	2,2	3,2	4,2	5,2
1	1,1	2,1	3,1	4,1	5,1
Likelihood	1	2	3	4	5

Impact

Impacts	Insignificant (1)	Minor (2)	Medium (3)	Major (4)	Critical (5)
Financial					
Financial loss	Up to 5MB	>5-10MB	>10-15MB	>15-20MB	>20MB
Impact on profit	Decrease <1%	1-2%	>2-5%	>5-10%	>10%
Cash flow impact	No impact	Can cover by operating	May be affected	Imminent cash flow problems	Has cash flow problems
Non – Financial					
Image & Reputation	Local media attention, no impact	Local media coverage in a few days	National negative media coverage 1-3 days	National negative media coverage >3 days	International negative media coverage, and social media
Law & Reputation	No report to regulator	Reportable incident to authorised parties, no follow up actions	Report to local governor with immediate actions	Report to regulator for corrective actions	Significant prosecution & fines
Safety & Environment	First aid treatment	Medical treatment injury	Single lost time injury	Multiple lost time injuries	Fatalities
Environment	Very low impacts	Low impacts	Moderate and internal impacts	Major impacts	Severe impact incidents, affect to external parties
Community	Isolated complaint	Sporadic or multiple complaints	Repeatable or serious of complaints	Ongoing complaints from concerned parties	High concern from various parties

2022 Materiality Analysis

Item	Materiality	Dual Materiality		Score	GRI 3:2021 ESG Risk Assessment		Score	Total Score
		Business Impact	External Stakeholder Impact		Likelihood	Severity		
1	Governance: new requirement	High (3)	Critical (4)	12	High (3)	High (3)	9	21
2	Human right-Discrimination (New)	High (3)	High (3)	9	High (3)	High (3)	9	18
3	Human right-Harassment (New)	Medium (2)	Medium (2)	4	Medium (2)	High (3)	6	10
4	Health & Safety (New)	High (3)	High (3)	9	Medium (2)	High (3)	6	15
5	Transportation Safety (New)	High (3)	High (3)	9	High (3)	Critical (4)	12	21
6	Leadership development	Medium (2)	Medium (2)	4	High (3)	Medium (2)	6	10
7	Cybersecurity (New)	High (3)	Critical (4)	12	High (3)	Critical (4)	12	24
8	Climate resilience (↑)	High (3)	High (3)	9	High (3)	High (3)	9	18
9	Food waste to landfill (↑)	High (3)	High (3)	9	High (3)	High (3)	9	18
10	Plastic waste (CE) (New)	High (3)	High (3)	9	High (3)	High (3)	9	18
11	Water stewardship	Medium (2)	Medium (2)	4	Medium (2)	High (3)	6	10
12	Biodiversity	Low (1)	High (3)	3	Medium (2)	High (3)	6	9
13	Responsible Supply Chain	High (3)	High (3)	9	High (3)	High (3)	9	18
14	Education to public	Medium (2)	Low (1)	+2	Medium (2)	Medium (2)	4	+ 6
15	H&W Being product	Medium (2)	High (3)	+6	Medium (2)	High (3)	6	+ 12
16	Social Impact	Low (1)	High (3)	+3	Medium (2)	Medium (2)	4	+ 12
17	Food security	Low (1)	Medium (2)	+2	Medium (2)	Medium (2)	4	+ 6
18	Innovation	Medium (2)	Medium (2)	+4	Medium (2)	Medium (2)	4	+ 8
19	Stakeholder Engagement	Medium (2)	Medium (2)	+4	Medium (2)	Medium (2)	4	+ 8

+ Positive impact ■ Critical ■ High risk ■ Medium risk ■ Low risk