

Materiality Metrics for Enterprise Value Creation

To uphold fairness and consistency in compensation management, Board of Directors / Nomination and Remuneration Committee evaluates the performance of the CEO/President and Executives based on the company's operational outcomes. The CEO/President and Executives are accountable for overseeing the Company's sustainability performance, guided by clearly defined targets across three key dimensions which include environmental, social, and governance (ESG). To ensure effective implementation, each business unit is empowered to develop its own action plans aligned with corporate sustainability goals, with progress monitored through corresponding key performance indicators (KPIs). This assessment ensures accuracy, impartiality, and reasonable uniformity across various departments. The Committee will recommend appropriate remuneration for the CEO/President and Executives, which is then submitted to the Board of Directors / Nomination and Remuneration Committee for approval. This process takes into account the following Key Performance Indicators (KPIs) aligned with ESG principles:

Material Issue	Executive KPI	Target	Progress Against Target
Climate Change	Property Business Category CEO • Driving sustainability projects aligned with ESG principles which include increasing renewable energy capacity (e.g., solar rooftops – MWp), implementing ESS (Energy Storage Systems), CPMS (Centralized Power Management System), and EMIS (Energy Monitoring Information System), promoting water reuse and improve waste management, installing EV charging stations in all malls, and conducting tree planting activities. • Promoting mindset change and encourage sharing of green ideas among employees. • Supporting local communities through income generation, education, and occupational development. • Exploring and piloting future sustainability models by installing ESS in all branches which include developing and implement Solar PV wall systems, utilizing wind energy as an alternative source, procuring renewable energy at a more competitive cost.	2035 target to reduce GHG emissions intensity by 40% (Scope 1 and 2) from 2023 baseline	• Increased renewable energy installed capacity of 11.04 MWp in 2025. • Expanded energy efficiency initiatives by implementing CPMS, EMIS, and HVAC optimization across 7 branches in 2025. • Installed Battery Energy Storage Systems (BESS/ESS) with a total capacity of 860 kWh, comprising 430 kWh at CXM and 430 kWh at RBM, in 2025.

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Material Issue	Executive KPI	Target	Progress Against Target
Community Contribution	Food Business Category CEO - Supporting creating-shared values (CSV) projects that generate income for communities by sourcing local products to be sold in the department stores operated under the food business category - Expanding the Jing Jai Farmer's Market Tops Tongtin and Community Market program as the main initiative to increase income for communities	Generating community income of 368 million THB per year by 2029	265 million THB in 2025
Human Resource Management	Chief People Officer (CPO) Driving sustainability throughout the Company through top-down approach by prioritizing on providing comprehensive sustainability training program for all management-level employees.	Achieve 85% ESG Training Coverage Among Management by 2030	ESG Training for 76% of management -level employees in 2025

Materiality Metrics for External Stakeholders

Material Issue: Climate Change

Type of Impact Assessed: Both positive and negative

Cause of the Impact: Operations, Products/Services, Supply Chain, >50% of business activity

External Stakeholders Affected: Environment, Society, Consumers/End-users, Supply chain

Output Metrics	Type of Impact	Output Valuation (2025)	Impact Metric	Impact Valuation (2025)	Reference
Amount of greenhouse gas (GHG) emissions mitigated	Positive	Solar Panel Installation for Malls and Distribution Centers 204,818 MWh or 102,389 tCO ₂ e	Social cost of carbon in 2025 (3% discount rate) USD 56 per tCO ₂ e	Social cost of carbon avoided from GHG mitigation USD 7,227,472 THB 226,573,297	• https://iris.thegiin.org/metric/5.3/oi5951/
		Sustainable Transportation and Logistics 1,023,209 liters or 2,706 tCO ₂ e			• The Social Cost of Carbon (SCC): Interagency Working Group - IWG. (2021)
		Chiller Plant Management and Energy Management System Installation 4,342 MWh or 2,171 tCO ₂ e			• https://www.energy.gov/sites/default/files/2023-04/57.%20Social%20Cost%20of%20Carbon%202021.pdf
		Energy-Efficient Refrigeration 19,183 MWh or 9,590 tCO ₂ e			• Our Journey: Energy Efficiency and Renewable Energy
		Food Loss and Waste Reduction 5,261 tons or 12,206 tCO ₂ e			• https://www.centralretail.com/en/sustainability/our-stories/1454/energy-efficiency-and-renewable-energy
		Total GHG Emissions mitigated 129,062 tCO ₂ e			• Our Journey: Advancing Zero Waste and Circular Economy
					• https://www.centralretail.com/en/sustainability/our-stories/1458/advancing-zero-waste-and-circular-economy

Materiality Metrics for External Stakeholders

Material Issue: Climate Change
Type of Impact Assessed: Both positive and negative
Cause of the Impact: Operations, Products/Services, Supply Chain, >50% of business activity
External Stakeholders Affected: Environment, Society, Consumers/End-users, Supply chain

Output Metrics	Type of Impact	Output Valuation (2025)	Impact Metric	Impact Valuation (2025)	Reference
Amount of greenhouse gas (GHG) emissions mitigated	Negative	GHG emission in 2025 (Scope 1 and 2) 643,878 tCO ₂ e	Social cost of carbon in 2025 (3% discount rate) USD 56 per tCO ₂ e	Social cost of carbon emission USD 36,057,168 THB 1,132,970,304	• https://iris.thegiin.org/ • The Social Cost of Carbon (SCC): Interagency Working Group - IWG. (2021) (https://www.energy.gov/sites/default/files/2023-04/57.%20Social%20Cost%20of%20Carbon%202021.pdf)

Materiality Metrics for External Stakeholders

Material Issue: Community Contribution

Type of Impact Assessed: Both positive and negative

Cause of the Impact: Operations, Products/Services, Supply Chain, >50% of business activity

External Stakeholders Affected: Environment, Society, Consumers/End-users, Supply chain

Output Metrics	Type of Impact	Output Valuation (2025)	Impact Metric	Impact Valuation (2025)	Reference
Payment for activities that benefit local community	Positive	Total community and social support THB 61,084,743 Share of community and social investment 14.8% Community and social investment THB 9,039,400	Income generation for households/ communities	Income generation for households/ communities through Jing Jai Farmer's Market THB 246 million amongst 11,525 households	• https://iris.thegiin.org/metrics/ : PI9624 – Households Served: Total
	Negative	Energy Use from the activities 3,199 Mwh or 1,599 tCO ₂ eq Waste Generation from the activities 1,274 tons or 407 tCO ₂ eq			
			Energy Use - Social cost of carbon USD 56 per tCO ₂ eq Waste Generation - Social cost of carbon USD 56 per tCO ₂ eq	Energy use - Social cost of carbon through Jing Jai Farmer's Market USD 89,564 or THB 2,807,750 Waste Generation - Social cost of carbon through Jing Jai Farmer's Market USD 22,833 or THB 715,800	• https://iris.thegiin.org/ • The Social Cost of Carbon (SCC): Interagency Working Group - IWG. (2021) (https://www.energy.gov/sites/default/files/2023-04/57.%20Social%20Cost%20of%20Carbon%202021.pdf)



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