



Charoen Pokphand Group

Sustainability Performance Supplement 2025

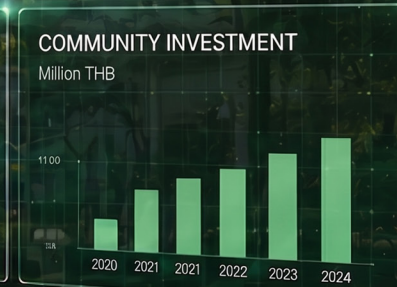
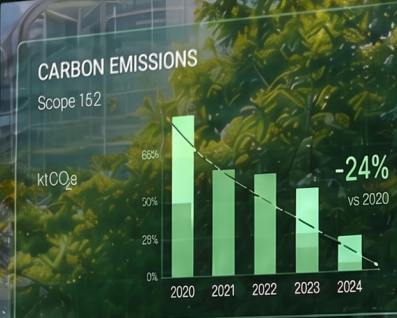
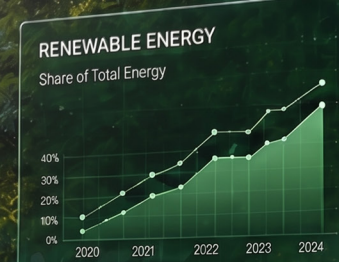


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1. INTRODUCTION

Charoen Pokphand Group views sustainability reporting as an extension of how the Group governs, manages, and monitors sustainability performance across its diversified businesses. This Sustainability Performance Supplement complements the Sustainability Report 2025 by providing additional quantitative disclosures, management information, and framework-based references that enable stakeholders to better understand the Group's environmental, social, and governance performance.

The Supplement outlines the systems and processes used to manage material sustainability topics, including the assignment of responsibilities, performance monitoring, management review, and escalation of significant issues. Sustainability-related data are collected through a structured Group-wide reporting process based on defined reporting boundaries, indicators, methodologies, and reporting cycles. Designated data owners at operational and business-unit levels are responsible for compiling and validating information, while relevant Group functions coordinate data consolidation, quality review, and disclosure preparation.

Governance of sustainability-related data follows a defined oversight process. The Sustainability Committee reviews sustainability performance, data quality, progress against targets, and significant issues requiring further action. Consolidated information and key findings are then presented to the Executive Committee for management consideration, strategic direction, and integration into business decision-making. The Board of Directors provides the highest level of oversight by reviewing material sustainability performance and ensuring that sustainability-related information supports effective governance, accountability, and the Group's long-term objectives.

Through this governance and reporting approach, the Group seeks to strengthen the consistency, traceability, and reliability of sustainability information, while supporting informed decision-making, stakeholder engagement, and continuous improvement. The disclosures are prepared with reference to internationally recognized frameworks, including the GRI Standards, SASB Standards, the WEF IBC Stakeholder Capitalism Metrics, and the UN Guiding Principles Reporting Framework



2. SUSTAINABILITY PERFORMANCE DATA

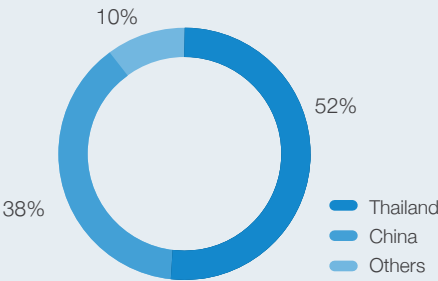
Charoen Pokphand Group's Sustainability Performance Data presents consolidated, multi-year indicators covering the Group's economic, operational, intellectual, human, relationship and natural capitals. The data are structured to support transparent, consistent and comparable disclosure of environmental, social and governance performance, while enabling stakeholders to assess progress, identify trends and understand how sustainability considerations are integrated into business operations and long-term value creation. The disclosures are aligned with internationally recognized reporting frameworks and are complemented by cross-references to relevant sections of the Sustainability Report and supporting supplements, allowing users to access more detailed information on specific topics, management approaches and performance outcomes.



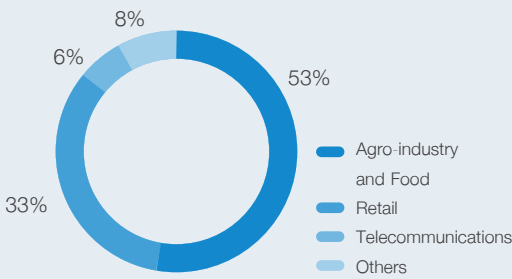
2.1 FINANCIAL CAPITAL

	Unit	2022	2023	2024	2025
Direct Economic Value Generated					
Revenues	million THB	2,901,742	3,320,897	3,221,424	3,214,454
Revenues from Goods & Services	million THB	2,467,590	2,785,820	2,796,688	2,892,284
Economic Value Distributed					
Capital Expenditures	million THB	150,484	114,599	99,773	93,393
Operating Cost	million THB	193,334	226,805	261,120	299,308
Total Expenses	million THB	1,974,548	2,281,772	2,791,095	1,890,937
Employee Wages and Benefits	million THB	223,207	237,251	213,233	240,975
Payments to Government: Income Taxes	million THB	19,186	15,356	22,322	26,126

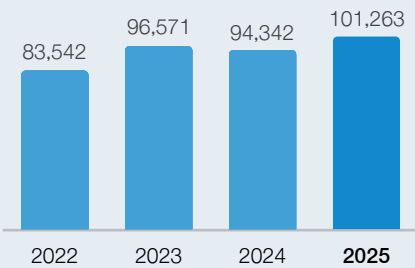
Proportion of Revenues by Country



Proportion of Revenues by Business Line



C.P. Group Revenues
(million US Dollar)



(C.P. Group uses the exchange rates from the BOT on the last working day of the year)

2.2 MANUFACTURING CAPITAL

	Unit	2022	2023	2024	2025
Operating Sites					
Production Plants	Plant	363	330	298	300
Livestock / Aquaculture Farms	Farm	989	1,075	1,007	970
7-Eleven Stores	Branch	13,838	14,630	15,367	16,083
Makro Stores	Branch	162	168	175	181
Lotus's and Lotus Supercenter's Hypermarket/Supermarket/Mini-supermarket	Branch	2,736	2,605	2,636	2,640

2.3 INTELLECTUAL CAPITAL

	Unit	2022	2023	2024	2025
Research & Development					
R&D Centers / Research Centers	Center	91	91	91	126
R&D Expenditure	million THB	28,753	28,264	33,607	35,390
R&D Personnel	Person	9,674	8,968	9,688	8,286
Patents and Petty Patents	Patent	3,658	4,068	4,592	5,023

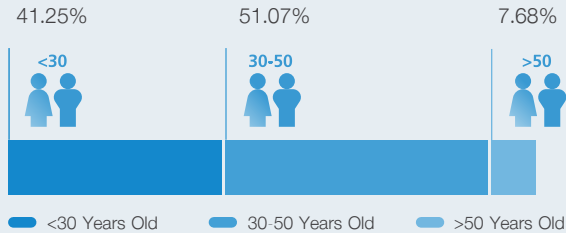
2.4 HUMAN CAPITAL

	Unit	2022			2023			2024			2025		
		Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female
Total Employee													
Employee	Person	441,606	215,340	226,266	452,794	222,783	230,011	456,252	220,133	236,119	466,124	226,599	239,525
Total Employee by Region													
Thailand	Person	284,860	117,138	167,722	287,179	118,393	168,786	236,232	94,851	141,381	283,919	112,447	171,472
China	Person	88,798	55,093	33,705	86,762	54,615	32,147	88,477	55,311	33,166	89,689	56,041	33,648
Others	Person	67,948	43,109	24,839	78,863	49,775	29,078	131,543	69,971	61,572	92,516	58,111	34,405
Total Employees by Contract Type													
Permanent Employees	Person	357,523	166,663	190,860	436,049	214,471	221,578	428,868	206,777	222,091	446,729	214,951	231,778
- Thailand	Person	263,506	107,109	156,397	270,770	110,327	160,443	275,086	109,756	165,330	282,331	111,196	171,135
- China	Person	26,222	16,462	9,760	86,743	54,605	32,138	88,717	55,477	33,240	89,692	56,077	33,615
- Others	Person	67,754	43,092	24,703	78,536	49,539	28,997	65,065	41,544	23,521	74,706	47,678	27,028

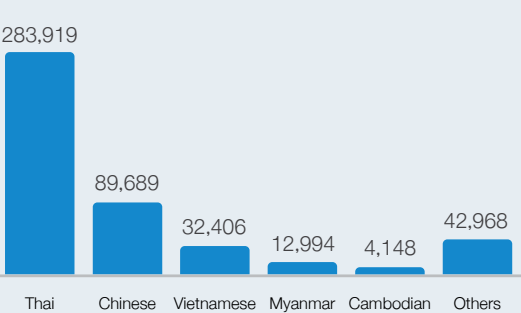
Employee Gender Diversity



Employees by Age Group



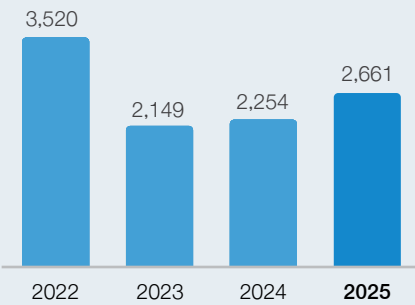
Employees by Nationality



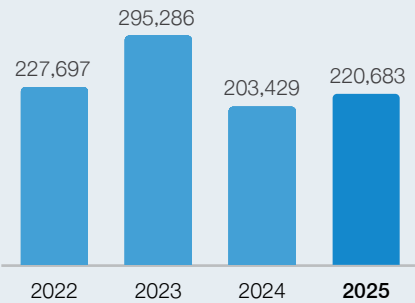
	Unit	2022			2023			2024			2025		
		Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female
Temporary Employees	Person	84,083	48,809	35,274	16,745	8,312	8,433	27,384	13,356	14,028	19,395	11,648	7,747
- Thailand	Person	21,353	10,029	11,324	16,409	8,066	8,343	27,384	13,356	14,028	17,902	10,618	7,284
- China	Person	62,577	38,632	23,945	19	10	9	0	0	0	0	0	0
- Others	Person	153	148	5	317	236	81	0	0	0	1,493	1,030	463
Full-time Employees	Person	440,276	215,000	225,276	433,795	213,808	219,987	449,920	216,661	233,259	456,006	220,091	235,915
- Thailand	Person	283,543	116,707	166,836	269,644	109,932	159,712	298,470	120,840	177,630	290,308	115,436	174,872
- China	Person	88,785	55,088	33,697	85,694	54,368	31,326	86,385	54,277	32,108	89,692	56,077	33,615
- Others	Person	67,948	43,205	24,743	78,457	49,508	28,949	65,065	41,544	23,521	76,006	48,578	27,428
Part-time Employees	Person	1,330	437	893	2,254	663	1,591	6,332	3,472	2,860	10,118	6,508	3,610
- Thailand	Person	1,316	431	885	1,126	395	731	4,000	2,272	1,728	9,925	6,378	3,547
- China	Person	14	6	8	1,049	237	812	2,332	1,200	1,132	0	0	0
- Others	Person	-	-	-	79	31	48	0	0	0	193	130	63
Total Employee by Nationality													
Thai	Person	284,860	117,138	167,722	308,283	166,473	141,810	236,232	94,851	141,381	283,919	112,447	171,472
Chinese	Person	11,867	6,560	5,307	9,039	4,068	4,971	2,554	1,241	1,313	89,689	56,041	33,648
Vietnamese	Person	6,444	4,855	1,589	10,499	4,360	6,139	4,019	2,479	1,540	32,406	19,348	13,058
Cambodia	Person	88,798	55,093	33,705	75,774	29,552	46,222	88,477	55,311	33,166	4,148	2,673	1,475
Myanmar	Person	22,046	11,755	10,291	28,892	10,690	18,202	31,013	18,701	12,312	12,994	7,321	5,673
Others	Person	27,591	19,939	7,652	20,307	7,640	12,667	93,957	47,550	46,407	42,968	28,769	14,199
Total Employee by Age Group													
Under 30 Years Old	Person	186,596	86,301	100,295	220,695	105,458	115,237	195,147	89,842	105,305	192,270	89,482	102,788
30-50 Years Old	Person	227,776	112,626	115,150	206,988	102,459	104,529	227,109	110,750	116,359	238,070	116,423	121,647
Over 50 Years Old	Person	27,234	16,510	10,724	25,111	14,866	10,245	33,996	19,542	14,454	35,784	20,695	15,089

	Unit	2022			2023			2024			2025		
		Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female
Total Employee by Level													
Top Management	Person	1,159	951	208	1,632	1,206	426	494	393	101	525	420	105
Middle Management	Person	5,145	3,511	1,634	13,177	8,175	5,002	1,886	1,299	587	1,598	1,168	430
Management	Person	74,586	38,408	36,178	94,282	53,607	40,675	27,363	15,374	11,989	19,649	12,655	6,994
Staff/Officer	Person	249,731	115,234	134,497	248,785	110,395	138,390	130,165	72,884	57,281	130,326	72,484	57,842
Worker	Person	110,985	57,236	53,749	94,918	49,400	45,518	296,344	130,184	166,160	314,026	139,873	174,153
Total Annual Compensation Ratio by Employee Level													
Executive Level (Base Salary)	Ratio		1	0.97		1	0.97		1	1.01		1	1.01
Executive Level (Base Salary + Cash Incentives)	Ratio		1	0.90		1	0.91		1	1.02		1	1.02
Management Level (Base Salary)	Ratio		1	0.97		1	0.97		1	0.89		1	0.90
Management Level (Base Salary + Cash Incentives)	Ratio		1	0.96		1	0.96		1	0.89		1	0.89
Officer	Ratio		1	0.98		1	0.98		1	0.98		1	0.98
Freedom of Association/Collective Bargaining Agreements													
Employee Covered by Collective Bargaining Agreements	Percent		100	100		100	100		100	100		100	100
Total New Employee Hired													
Total New Employee Hired	Person	244,944	105,708	139,236	292,275	123,879	168,396	199,345	90,423	108,922	200,122	94,085	106,037
New Employee Hired by Age Group													
Under 30 Years Old	Person	169,568	71,918	97,650	214,422	86,369	128,053	144,830	65,679	79,151	147,008	69,239	77,769
30-50 Years Old	Person	72,435	32,040	40,395	75,029	35,812	39,217	50,750	22,782	27,968	49,467	22,986	26,481
Over 50 Years Old	Person	2,941	1,750	1,191	2,824	1,698	1,126	3,765	1,962	1,803	3,647	1,860	1,787

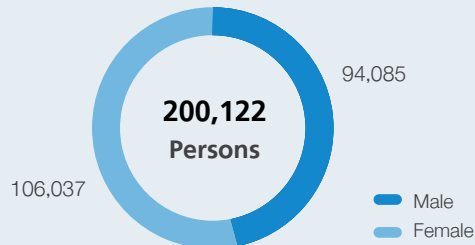
Average Hiring Cost
(THB/person/year)



Total Vacancy Position Opened
(position)



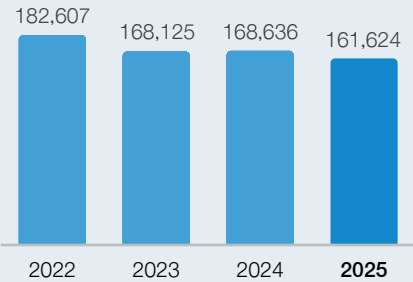
New Employee Hired
(position)



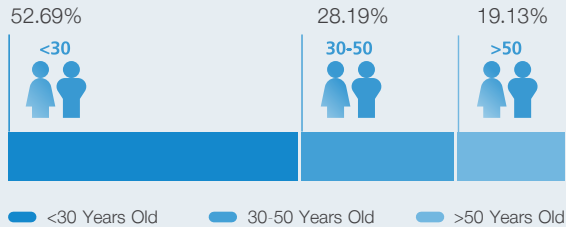
	Unit	Total	2022 Male	Female	Total	2023 Male	Female	Total	2024 Male	Female	Total	2025 Male	Female
New Employee Hired by Level													
Top Management	Person	98	63	35	165	120	45	124	75	49	137	84	53
Middle Management	Person	851	438	413	1,982	892	1,090	107	54	53	192	114	78
Management	Person	20,584	9,253	11,331	39,180	17,195	21,985	1,535	809	726	971	512	459
Staff/Officer	Person	168,609	70,620	97,983	214,115	87,063	127,052	20,789	12,684	8,105	74,440	33,032	41,408
Worker	Person	54,802	25,334	29,468	36,833	18,609	18,224	176,790	76,801	99,989	124,382	60,343	64,039
Internal Hiring													
Total Internal Hiring	Person	52,544	20,023	32,521	72,013	27,452	44,561	59,544	22,894	36,650	50,374	20,575	29,799
Rate of Internal Hiring	Person		21.45			24.64			29.87			25.17	
Internal Hiring by Age Group													
Under 30 Years Old	Person	31,067	11,450	19,617	41,854	15,448	26,406	37,393	14,469	22,924	29,794	12,137	17,657
30-50 Years Old	Person	20,688	8,126	12,562	29,115	11,724	17,391	21,282	7,995	13,287	19,045	7,562	11,483
Over 50 Years Old	Person	789	447	342	1,044	609	435	869	430	439	1,535	876	659
Internal Hiring by Level													
Top Management	Person	72	59	13	90	76	14	37	24	13	47	33	14
Middle Management	Person	533	322	211	338	194	144	257	177	80	366	265	101
Management	Person	13,897	5,951	7,946	12,067	4,607	7,460	4,678	1,922	2,756	1,246	767	479
Staff/Officer	Person	37,215	13,235	23,980	59,509	22,569	36,940	6,005	3,588	2,417	9,991	5,241	4,750
Worker	Person	827	456	371	9	6	3	48,567	17,183	31,384	38,724	14,269	24,455
Average Employee Tenure													
Average Employee Tenure	Year							5.61			6.81		

	Unit	2022			2023			2024			2025		
		Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female
Redeployment by Country													
Thailand	Person										45,924	17,572	28,352
China	Person										1,592	904	688
Others	Person										2,858	2,099	759
Employee Turnover													
Total Employee Turnover	Person	182,607	83,893	98,714	168,125	78,653	89,472	168,636	76,135	92,501	161,624	77,489	84,135
Employee Turnover Rate (All Employees)	Percent	41.43			37.13			36.96			34.67		
Employee Turnover Rate (Excluded Worker Level)	Percent	29.44			34.62			28.57			14.56		
Employee Turnover by Age Group													
Under 30 Years Old	Person	119,414	54,127	65,287	111,100	51,042	60,058	108,155	48,748	59,407	85,152	43,161	41,991
30-50 Years Old	Person	57,580	26,913	30,667	52,098	25,153	26,945	53,738	24,192	29,546	45,559	22,388	23,171
Over 50 Years Old	Person	5,613	2,853	2,760	4,927	2,458	2,469	6,743	3,195	3,548	30,913	11,940	18,973
Employee Turnover by Level													
Top Management	Person	104	78	26	208	152	56	61	40	21	60	49	11
Middle Management	Person	501	325	176	1,984	1,069	915	339	231	108	412	282	130
Management	Person	9,833	5,175	4,658	6,623	4,054	2,569	3,072	1,577	1,495	1,401	799	602
Staff/Officer	Person	119,586	50,755	68,831	115,096	50,231	64,865	26,218	16,739	9,479	20,280	12,554	7,726
Worker	Person	52,583	27,560	25,023	44,214	23,147	21,067	138,946	57,548	81,398	139,471	63,805	75,666
Voluntary Employee Turnover													
Total Voluntary Employee Turnover	Person	152,196	69,675	82,521	127,858	59,418	68,440	123,261	57,205	66,056	131,960	62,075	69,885
Voluntary Employee Turnover Rate (All Employees)	Percent	34.46			28.24			27.02			28.31		
Voluntary Employee Turnover Rate (Excluded Worker Level)	Percent	25.22			26.85			10.76			11.67		

Total Employee Turnover
(person)



Employees Turnover by Age Group

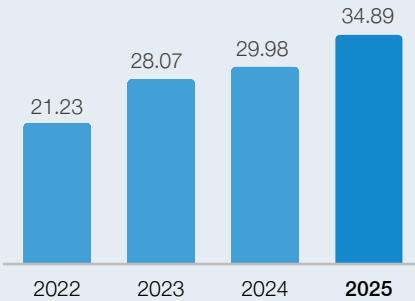


	Unit	Total	2022 Male	Female	Total	2023 Male	Female	Total	2024 Male	Female	Total	2025 Male	Female
Voluntary Employee Turnover by Age Group													
Under 30 Years Old	Person	101,139	45,463	55,676	82,916	37,412	45,504	80,029	36,483	43,546	69,073	34,476	34,597
30-50 Years Old	Person	47,485	22,357	25,128	41,094	18,879	22,215	38,808	18,482	20,326	35,426	17,439	17,987
Over 50 Years Old	Person	3,572	1,855	1,717	3,848	1,927	1,921	4,424	2,240	2,184	27,461	10,160	17,301
Voluntary Employee Turnover by Employee Level													
Top Management	Person	70	47	23	144	108	36	53	32	21	25	21	4
Middle Management	Person	361	223	138	1,349	713	636	174	107	67	171	109	62
Management	Person	8,050	4,127	3,923	4,925	2,969	1,956	2,055	1,053	1,002	1,012	556	456
Staff/Officer	Person	102,872	43,005	59,867	89,682	38,069	51,613	14,930	10,180	4,750	16,535	10,460	6,075
Worker	Person	40,843	22,273	18,570	31,758	17,559	14,199	106,049	45,833	60,216	114,217	50,929	63,288
Parental Leave													
Number of Employees Entitled to Parental Leave	Person	441,606	215,340	226,266	452,794	222,783	230,011	456,252	220,133	236,119	466,124	226,599	239,525
Number of Employees Taking Parental Leave	Person	8,768	1,851	6,917	10,245	2,066	8,179	6,409	1,284	5,125	8,530	2,567	5,963
Number of Employee Returned to Work after Taking the Parental Leave	Person	7,752	1,766	5,968	9,502	2,355	7,147	6,263	1,274	4,989	8,380	2,546	5,834
Employees Returning to Work Retention Rate	Percent		88.41			92.75			97.72			98.24	
Hours of Training													
Average Training Hours for all Employees	Hour/Employee/Year	21.23	18.71	23.58	28.07	25.88	30.1	29.98	29.69	30.21	34.89	40.26	29.95

	Unit	2022			2023			2024			2025		
		Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female
Hours of Training by Employee Level													
Top Management	Hour/Employee/Year	28.19	27.01	32.81	31.31	34.27	26.29	36.69	33.63	48.61	27.74	26.87	33.38
Middle Management	Hour/Employee/Year	29.49	23.73	37.02	33.07	31.61	35.08	37.66	33.51	46.86	35.65	35.58	35.81
Management	Hour/Employee/Year	40.92	34.51	47.42	40.19	35.39	44.61	32.07	28.81	36.24	41.76	41.61	42.01
Staff/Officer	Hour/Employee/Year	19.96	17.20	22.25	27.79	26.23	29.12	36.93	31.59	43.73	41.49	41.57	41.40
Worker	Hour/Employee/Year	6.12	5.53	6.75	5.02	4.53	5.74	20.83	18.46	22.70	25.26	28.69	22.58
Hours of Training by Age Group													
Under 30 Years Old	Person	20.03	16.76	22.77	34.04	29.74	37.17	27.88	27.27	28.35	44.07	51.83	37.48
30-50 Years Old	Person	17.47	15.32	19.54	19.78	20.13	19.51	30.09	29.4	30.66	33.35	42.33	24.89
Over 50 Years Old	Person	22.77	19.54	16.76	18.73	16.48	21.13	35.41	34.1	36.76	36.05	44.21	24.92
Amount Spent in Training													
Average Amount Spent in Training for all Employees	THB/Employee/Year	2,090.84	1,858.51	2,307.09	1,201.34	970.16	1,416.25	1,426.17	1509.55	1197.38	1,841.69	2,115.01	1,583.13

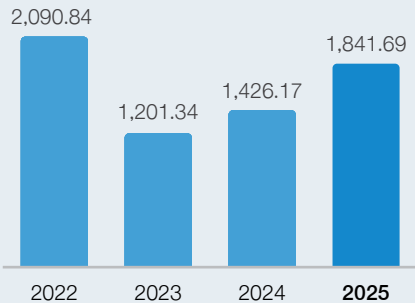
Average Hour of Training

(hour/employee/year)



Average Amount Spent in Training

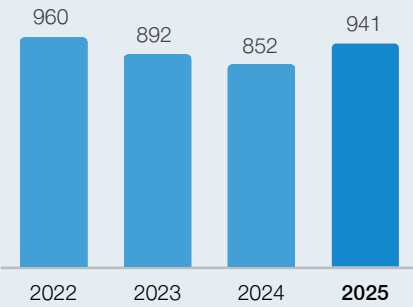
(THB/employee/year)



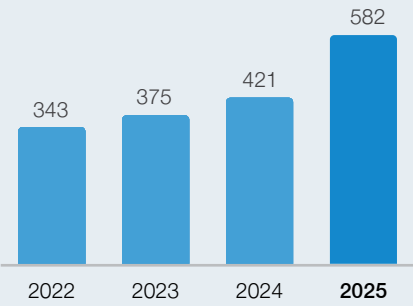
	Unit	Total	2022 Male	Female	Total	2023 Male	Female	Total	2024 Male	Female	Total	2025 Male	Female
Number of Hours Worked (Employees)													
Number of Hours Worked	Hour	959,660,520	591,556,806	368,103,714	892,432,068	421,877,766	470,554,302	852,105,947	499,076,053	353,029,894	941,221,461	397,422,254	543,799,207
Work-related Injuries (Employees)													
Fatality as a Result of Work-related Injury	Case	11	11	0	6	5	1	12	10	2	7	5	2
	Case/1,000,000 Hours Worked	0.011	0.019	0	0.007	0.012	0.002	0.014	0.02	0.006	0.007	0.013	0.004
Vehicle	Case		1			3			5			3	
Machine	Case		2			3			3			0	
Electrocute	Case		5			-			1			1	
Confined Space	Case		1			-			2			0	
Others	Case		2			-			1			3	
Work-related Injuries (Employees)													
High-consequence Work-related Injury (Excluded Fatality)	Case	39	30	9	79	62	17	58	55	3	81	56	25
	Case/1,000,000 Hours Worked	0.041	0.051	0.024	0.089	0.147	0.036	0.068	0.110	0.008	0.086	0.141	0.046
Vehicle	Case		16			14			3			25	
Machine	Case		9			16			30			34	
Electrocute	Case		2			5			9			0	
Fall from Height	Case		7			6			9			4	
Others	Case		5			38			7			18	
Recordable Work-related Injury	Case	2,568	1958	610	2,385	1,745	640	2,929	2,309	620	2,215	1,128	1,087
	Case/1,000,000 Hours Worked	2.676	3.31	1.657	2.676	4.136	1.360	3.437	4.627	1.756	2.353	2.838	1.999

	Unit	2022			2023			2024			2025		
		Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female
Lost-time Injury Frequency Rate (LTIFR)	Case/1,000,000 Hours Worked	1.386	1.511	1.184	1.629	2.145	1.167	2.488	3.168	1.527	1.559	1.880	1.324
Lost Day Rate (LDR)	Last Day/1,000,000 Hours Worked	13.253	11.946	15.404	23.984	31.188	17.526	24.47	29.075	17.960	22.201	29.944	16.543
Work-related Ill Health (Employees)													
Fatality as a Result of Work-related Ill Health	Case	0	0	0	0	0	0	0	0	0	0	0	0
Recordable Work-related Ill Health	Case	0	0	0	0	0	0	0	0	0	2	2	0
Occupational Illness Frequency Rate (OIFR)	Case/1,000,000 Hours Worked	0	0	0	0	0	0	0	0	0	0.002	0.005	0.000

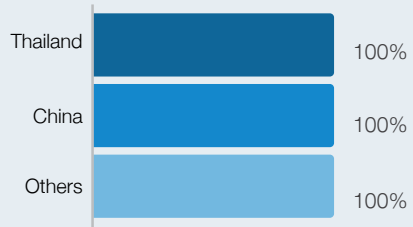
Number of Hours Worked (Employee)
(million hours)



Number of Hours Worked (Contractor)
(million hours)



Social Protection Coverage
(percent)



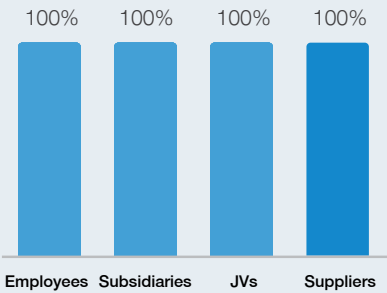
	Unit	Total	2022 Male	Female	Total	2023 Male	Female	Total	2024 Male	Female	Total	2025 Male	Female
Number of Hours Worked (Contractors)													
Number of Hours Worked	Hour	342,986,045	173,449,831	169,536,214	374,775,936	183,790,769	190,985,167	420,847,119	213,339,340	207,507,779	582,246,722	327,260,399	254,986,723
Work-related Injuries (Contractors)													
Fatality as a Result of Work-related Injury	Case	18	13	6	11	6	5	10	8	2	19	19	0
	Case/1,000,000 Hours Worked	0.052	0.075	0.029	0.029	0.033	0.026	0.024	0.034	0.01	0.033	0.058	0
Vehicle	Case		13			8			9			5	
Confined space	Case		-			-			1			1	
Electrocute	Case		2			1			0			7	
Fall from Height	Case		2			1			0			3	
Others	Case		1			1			0			3	
High-consequence Work-related Injury (Excluded Fatality)	Case	2	1	1	4	4	0	12	12	0	8	6	2
	Case/1,000,000 Hours Worked	0.006	0.006	0.006	0.011	0.022	0	0.029	0.05	0	0.014	0.018	0.008
Vehicle	Case		2			-			1			3	
Machine	Case		-			1			8			3	
Electrocute	Case		-			-			1			1	
Fall from Height	Case		-			1			1			1	
Others	Case		-			2			1			0	

	Unit	Total	2022 Male	Female	Total	2023 Male	Female	Total	2024 Male	Female	Total	2025 Male	Female
Work-related Injuries (Contractors)													
Recordable Work-related Injury	Case	372	211	161	514	354	160	928	646	282	1,030	725	305
	Case/1,000,000 Hours Worked	1.085	1.216	0.950	1.371	1.926	0.838	2.205	2.708	1.347	1.769	2.215	1.196
Lost-time Injury Frequency Rate (LTIFR)	Case/1,000,000 Hours Worked	0.717	0.813	0.619	1.113	1.540	0.702	1.970	2.431	1.189	1.566	1.937	1.09
Lost Day Rate (LDR)	Lost Day/1,000,000 Hours Worked	6.355	7.374	5.485	15.342	22.612	7.278	16.69	22.615	7.800	9.551	11.709	6.781
Work-related Ill Health (Contractors)													
Fatality as a Result of Work-related Ill Health	Case	0	0	0	0	0	0	0	0	0	0	0	0
Recordable Work-related Ill Health	Case	0	0	0	0	0	0	0	0	0	0	0	0

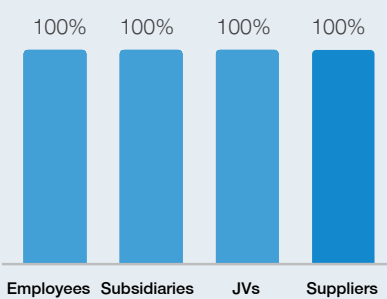


	Unit	2022			2023			2024			2025		
		Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female
Communication about anti-corruption policies and procedures by Level													
Board of Director	Person	11	11	0	11	11	0	11	11	0	11	11	0
	Percent	100	100	0	100	100	0	100	100	0	100	100	0
Top Management	Person	1,159	951	208	1,632	1,206	426	494	393	101	514	409	105
	Percent	100	82	18	100	74	26	100	80	20	100	80	20
Middle Management	Person	5,145	3,511	1,634	13,177	8,175	5,002	1,886	1,299	587	1,598	1,168	430
	Percent	100	68	32	100	62	38	100	69	31	100	73	27
Management	Person	74,586	38,408	36,178	94,282	53,607	40,675	27,363	15,374	11,989	19,649	12,655	6,994
	Percent	100	51	49	100	57	43	100	56	44	100	64	36
Staff/Officer	Person	360,716	172,567	188,149	343,703	159,795	183,908	426,509	203,068	223,441	444,352	212,357	231,995
	Percent	100	48	52	100	47	53	100	48	52	100	48	52
Communication about anti-corruption policies and procedures by Business Relationship													
Suppliers	Percent	100			100			100			100		
Subsidiaries	Percent	100			100			100			100		
JVs	Percent	100			100			100			100		

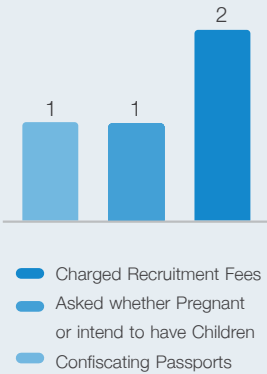
Communication on Anti-corruption Policies
(percent)



Training on Anti-corruption Policies
(percent)



Recruitment Incident
(case)

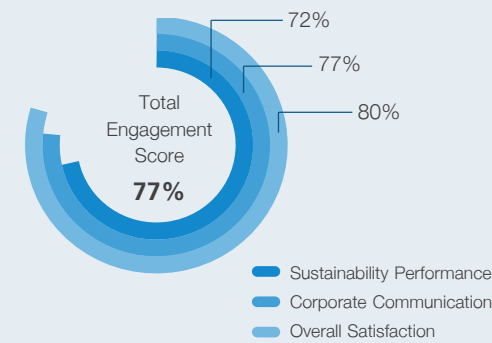


	Unit	2022			2023			2024			2025		
		Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female
Training in anti-corruption policies and procedures by Level													
Board of Director	Person	11	11	0	11	11	0	11	11	0	11	11	0
	Percent	100	100	0	100	100	0	100	100	0	100	100	0
Top Management	Person	1,159	951	208	1,632	1,206	426	494	393	101	514	409	105
	Percent	100	82	18	100	74	26	100	80	20	100	80	20
Middle Management	Person	5,145	3,511	1,634	13,177	8,175	5,002	1,886	1,299	587	1,598	1,168	430
	Percent	100	68	32	100	62	38	100	69	31	100	73	27
Management	Person	74,586	38,408	36,178	94,282	53,607	40,675	27,363	15,374	11,989	19,649	12,655	6,994
	Percent	100	51	49	100	57	43	100	56	44	100	64	36
Officer	Person	360,716	172,567	188,149	343,703	159,795	183,908	426,509	203,068	223,441	444,352	212,357	231,995
	Percent	100	48	52	100	47	53	100	48	52	100	48	52
Training about anti-corruption policies and procedures by Business Relationship													
Suppliers	Percent	100			100			100			100		
Subsidiaries	Percent	100			100			100			100		
JVs	Percent	100			100			100			100		

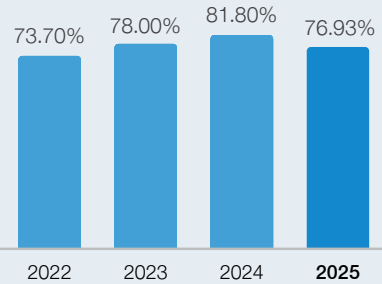
2.5 RELATIONSHIP CAPITAL

	Unit	2022			2023			2024			2025		
		Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female
Multi-stakeholder Engagement													
Multi-stakeholder Engagement Score	Percent	80	80	76	81	83	80	81	81	82	77	73	71
Target for Multi-stakeholder Engagement	Percent	80			80			80			80		
Employee Engagement													
Employee Engagement Score	Percent	73.7	74.24	73.49	78	82	80	81.8	82.2	81.4	76.93		
Target for Employee Engagement	Percent	78			78			82			82		

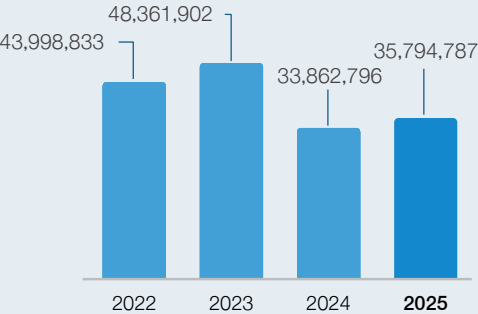
Multi-stakeholder Engagement Score



Employee Engagement Score



Number of Children, Youth, and Adults with Access with Quality Education (person)



	Unit	2022	2023	2024	2025
Quality Education for All					
Number of Children, Youth, and Adults with Access with Quality Education	Person	43,998,833	48,361,902	33,862,796 ¹	35,794,787
Number of Scholarship Granted	Scholarship	139,442	193,029	240,805	260,077
Beneficiary Stakeholders					
Farmer Receiving Support	Person	1,061,524	1,220,961	1,338,294	1,395,081
SMEs Receiving Support	Person	892,715	1,265,800	1,223,544	1,622,644
Individual from Vulnerable Group Receiving Support	Person	192,525	232,647	622,821	248,040
Others	Person	168,244	209,821	298,544	407,316
Supplier Screening					
Total Number of Tier-1 Suppliers	Entity	27,236	28,299	27,358	24,042
Total Number of Significant Suppliers in Tier-1	Entity	2,127	3,382	4,165	2,846
% of Total Spend on Significant Suppliers in Tier-1	Percent	68.64	79	84.2	74.68
Total Number of Significant Suppliers in Non-Tier-1	Entity	89	113	94	114
Supplier Assessment					
New Suppliers that were Screened using Social Criteria	Percent	33.13	87.4	90.24	95.92
Suppliers Identified as having Significant Actual and Potential Negative Social Impacts	Percent	0.27	34	16.82	24.12
New Suppliers that were Screened using Environmental Criteria	Percent	33.13	87.4	90.24	95.92
Suppliers Identified as having Significant Actual and Potential Negative Environmental Impacts	Percent	0.27	34	16.82	24.12

Remark: ¹ In preparation for the new target to be established in 2025, data collected in 2024 was recalculated to count users through unique IPs to ensure no duplication of users.

2.6 NATURAL CAPITAL

	Unit	2022	2023	2024	2025
Energy Consumption within Organization					
Total Energy Consumption	million GJ	54.8	55.54	56.55	58.56
	MWh	15,222,235.00	15,427,365.87	15,710,073.48	16,267,353.94
Non-renewable Energy Consumption	million GJ	12.51	12.71	11.99	12.15
	MWh	3,474,098.82	3,529,847.18	3,331,780.29	3,374,840.51
Renewable Energy Consumption	million GJ	8.6	9.58	9.17	10.8
	MWh	2,388,657.25	2,661,899.66	2,548,318.49	2,998,840.06
Electricity Purchased	million GJ	33.69	33.25	35.4	35.61
	MWh	9,359,478.93	9,235,619.03	9,829,974.70	9,893,673.37
Electricity Sold	million GJ	0.01	-	-	-
Energy Intensity	Gigajoule/million THB of Revenue	18.88	16.72	17.56	17.61

Remark:

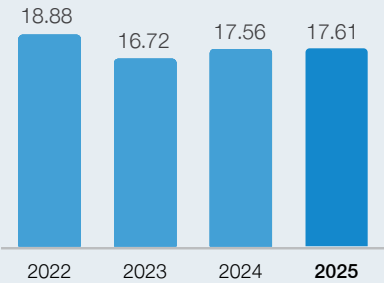
The calculation method under this Sustainability report is in accordance with GRI Standards (GRI 302-1)

- Total fuel consumption = the sum of all types of fuel resource consumption x its heating value (in each) (Unit in GJ per year) (Note that all conversion factors are referred from to the Annual Thailand Energy Report, Department of Alternative Energy Development and Efficiency)
- Electricity consumption = The sum of electricity used (in kWh) x 3.6 - Unit in GJ per month)
- Total energy consumption = non-renewable energy consumption + renewable energy consumption + electricity consumption (Unit in GJ per year)

Energy types included in the calculation of intensity per revenue are non-renewable energy including coal, fuel oil, diesel, gasoline, bunker oil, LPG, and natural gas as well as renewables including biogas, biomass (such as rice husk, charcoal, cashew nutshell, firewood/ scrap wood/woodchips, corn cob, pal kernel shells, and sawdust) and biodiesel, and electricity consumed within the organization only (GRI 302-3)

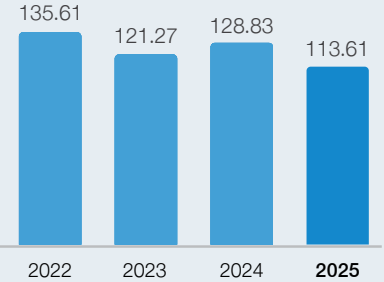
Energy Intensity

(gigajoule/million THB of revenue)



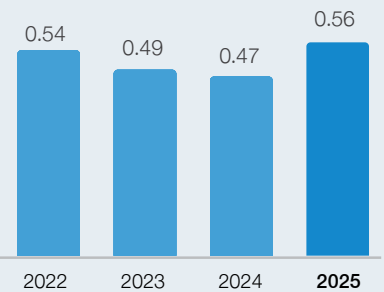
Water Intensity

(M³/million THB of revenue)



Waste Intensity

(ton/million THB of revenue)



	Unit	2022	2023	2024	2025
Water Withdrawal					
Total Water Withdrawal from all Areas	million M ³	393.37	402.55	414.80	377.72
Freshwater Withdrawal	million M ³	229.69	226.61	262.66	248.1
- Surface Water	million M ³	117.38	104.60	105.01	96.12
- Groundwater	million M ³	60.56	63.20	86.83	80.51
- Third-party Water	million M ³	43.23	48.95	50.02	56.15
- Rainwater	million M ³	8.52	9.87	20.80	15.32
Other Water Withdrawal	million M ³	163.68	175.93	152.14	129.62
- Seawater	million M ³	111.46	116.51	109.07	95.45
- Surface Water	million M ³	45.6	53.25	38.57	30.75
- Groundwater	million M ³	5.32	5.04	2.58	1.54
- Third-party Water	million M ³	1.28	1.13	1.92	1.88



	Unit	2022	2023	2024	2025
Total Water Withdrawal from all Areas with Water Stress	million M ³	78.36	113.79	132.32	121.77
Freshwater Withdrawal	million M ³	71.76	82.64	114.23	104.95
- Surface Water	million M ³	23.93	20.34	20.52	18.51
- Groundwater	million M ³	27.18	32.57	50.78	41.27
Third-party Water by the Withdrawal Sources	million M ³	16.31	23.97	23.52	31.07
- Surface Water	million M ³	15.98	23.49	22.42	28.87
- Groundwater	million M ³	0.33	0.48	1.09	2.2
Rainwater	million M ³	4.35	5.76	19.40	14.1
Other Water Withdrawal	million M ³	6.60	31.15	18.09	16.82
- Seawater	million M ³	2.01	14.17	7.23	7.40
- Surface Water	million M ³	2.79	13.83	9.46	7.94
- Groundwater	million M ³	1.54	1.93	1.31	0.94
Third-party Water by the Withdrawal Sources	million M ³	0.26	1.21	0.09	0.54
- Surface Water	million M ³	0.23	1.19	0.03	0.54
- Seawater	million M ³	0.03	0.02	0.00	0
- Groundwater	million M ³	0.00	0.00	0.06	0
Water Intensity	M ³ /million THB of Revenue	135.55	121.22	128.76	113.61

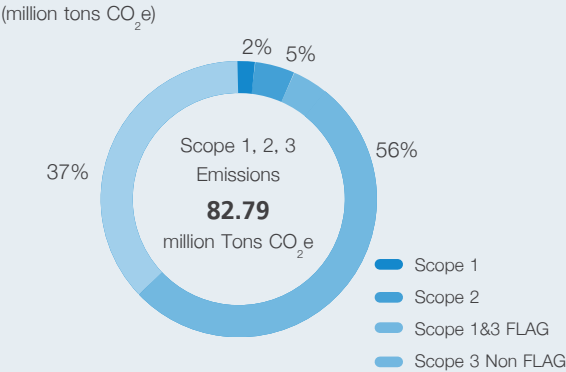


	Unit	2022	2023	2024	2025
Water Discharge					
Total Water Discharge to all Areas by destination	million M³	170.99	180.19	161.77	141.47
Seawater	million M³	84.48	44.03	83.12	71.98
Surface Water	million M³	68.87	116.93	62.96	53.62
Third-party Water	million M³	17.64	19.23	15.69	15.87
Total Water Discharge to all Areas by categories	million M³	170.99	180.19	161.77	141.47
Freshwater	million M³	80.07	100.50	98.09	93.12
Other Water	million M³	90.92	79.69	63.68	48.26
Total Water Discharge to all Areas with Water Stress	million M³	26.19	46.95	37.17	34.29
Freshwater	million M³	21.75	29.30	26.25	25.6
Other Water	million M³	4.43	17.65	10.93	8.69
Quality of Treated Wastewater					
BOD (Biological Oxygen Demand)	Mg./L	17.87	16.86	18.69	17.90
COD (Chemical Oxygen Demand)	Mg./L	74.29	52.01	66.63	58.38
Number of Incidents of Non-compliance with Discharge Limits	Times	NA	NA	4	16
Water Consumption					
Total Water Consumption from all Areas	million M³	222.38	222.35	253.03	236.25
Total Water Consumption from all Areas with Water Stress	million M³	52.17	66.83	95.14	87.47

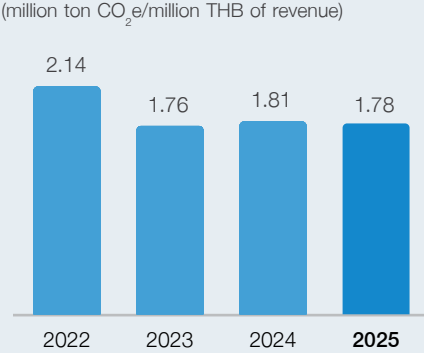
- Remark:
- Freshwater constitutes any water with concentration of total dissolved solids (TDS) equal to or below 1,000 mg/L.
 - Other water constitutes any water that has a concentration of total dissolved solids (TDS) higher than 1,000 mg/L.
 - Water stress refers to water in an area where the ratio of total annual water withdrawal to total available annual renewable water supply (i.e., baseline water stress) is high (40-80%) or extremely high (>80%), as defined by the World Resources Institute, Aqueduct Water Risk Atlas.
 - BOD and COD values are derived from the average of each site in all businesses worldwide where the group operates.
 - The change in water storage has not been identified as having a significant water-related impact because the water storage capacity of the group is small and has a relatively minor influence on overall water-related issues.
 - There is no data for third-party water by withdrawal sources for 2021.

	Unit	2022	2023	2024	2025
Emissions					
Direct (Scope 1) GHG Emissions	million tCO ₂ e	1.3	1.54	1.45	1.46
Indirect (Scope 2) GHG Emissions (Location Base)	million tCO ₂ e	5.09	4.89	5.03	4.75
Indirect (Scope 2) GHG Emissions (Market Base)	million tCO ₂ e	5.02	4.62	4.68	4.47
Purchased Heating	million tCO ₂ e	0.0011	0.0022	0.0009	0.0006
Purchased Cooling	million tCO ₂ e	-	-	0.0002	0.0002
Purchased Steam	million tCO ₂ e	0.189	0.013	0.012	0.028
Scope 1&3 FLAG Emissions	million tCO ₂ e	49.90	46.90	47.47	46.18
Biogenic CO ₂ Emissions	million tCO ₂ e	0.61	0.66	0.62	0.56
GHG emissions intensity (GHG Scope 1 and Scope 2)	tCO ₂ e/million THB of Revenue	2.14	1.76	1.81	1.78

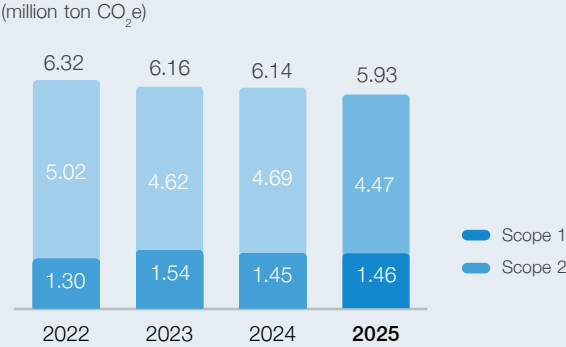
GHG Emissions Scope 1, 2, and 3



GHG Emissions Intensity



Scope 1 and 2 Emissions



	Unit	2022	2023	2024	2025
Scope 3 Emissions: NON FLAG					
Total Scope 3 Emissions NON FLAG		32.59	35.62	37.36	30.68
1. Purchased goods and services	million tCO ₂ e	20.22	22.27	22.60	17.70
2. Capital goods	million tCO ₂ e	0.22	0.10	0.08	0.20
3. Fuel and energy-related activities (not included in Scope 1 or 2)	million tCO ₂ e	1.31	1.39	1.54	1.11
4. Upstream transportation and distribution	million tCO ₂ e	1.99	2.27	2.21	1.20
5. Waste generated in operations	million tCO ₂ e	0.28	0.25	0.34	0.22
6. Business travel	million tCO ₂ e	0.25	0.25	0.27	0.25
7. Employee commuting	million tCO ₂ e	0.94	1.20	1.13	1.16
8. Upstream leased assets	million tCO ₂ e	NA	NA	NA	NA
9. Downstream transportation and distribution	million tCO ₂ e	0.22	0.44	0.16	1.49
10. Processing of sold products	million tCO ₂ e	0.62	0.86	0.50	0.55
11. Use of sold products	million tCO ₂ e	0.29	0.15	0.48	0.06
12. End of life treatment of sold products	million tCO ₂ e	1.04	1.07	1.10	0.09
13. Downstream leased assets	million tCO ₂ e	0.10	0.08	0.26	0.06
14. Franchises	million tCO ₂ e	NA	NA	NA	NA
15. Investments	million tCO ₂ e	5.13	5.33	6.74	6.60
Other Emissions					
Reduction of GHG Emissions	million tCO ₂ e	1.32	1.74	1.76	1.81
Volatile Organic Compounds	Ton	1,369.98	1,450.10	1,254.18	1,442.09

- Remark: Based on GHG Protocol (scopes and emissions across the value chain)
- The identification of data collection scope for GHG emissions is only for Operational Control (GRI 305-1 and GRI 305-2)
 - C.P. Group’s GHG emission data cover only CO₂, CH₄, SF₆, N₂O, refrigerant leak, flaring, fire extinguishing agents, CH₄ from wastewater treatment, and landfill waste within operating areas of business groups of C.P. Group. The reporting data excluded GHG emissions from septic tank and industrial welding. By calculating and presenting the results in terms of carbon dioxide equivalent for global warming potential (GWP) as defined by the Intergovernmental Panel on Climate Change 2006 (IPCC), while the GHG emission factors (Emission Factor) reference data from IPCC, the Thailand Greenhouse Gas Management Organization (Public Organization), and the Energy Policy and Planning Office, Ministry of Energy (GRI 303-1, GRI 305-2, GRI 305-4). This calculation excludes all kinds of fugitives and leaks, as well as combustion at flare stacks originating from CPF.
 - GHG Scope 2 refers to energy indirect emissions from purchased electricity, and purchased heating, cooling and steam. The emission factor for greenhouse gases (Emission Factor) is based on data from the Energy Policy and Planning Office, Ministry of Energy for Thailand, and the Institute for Global Environmental Strategies (IGES) for CPG businesses abroad.
 - GHG intensity per revenue covers GHG scope 1 and scope 2 (GRI 305-4)

Scope 3 GHG emissions are calculated in alignment with the GHG Protocol Corporate Standard. The global warming potential (GWP) rates used are referred to by the IPCC, while the greenhouse gas emission factors are sourced from the Thailand Greenhouse Gas Management Organization (Public Organization), the Energy Policy and Planning Office, Agrifootprint and DEFRA. refers to indirect emissions from other sources, including

- 1: Purchased goods and services from external parties for use by the organization; Purchased raw agricultural materials including corn, wheat, soybean meal, fish meal, paddy and others; water usage; plastic and other materials packaging usage and purchased goods for selling in retail and telecommunication business.
 - 2: Capital goods – Building materials used in construction and purchased fixed assets; equipment and machinery.
 - 3: Fuel- and energy-related emissions not included in scope 1 or scope 2 – Electricity generation from source to power stations, T&D; and Well-to-tank (WTT) associated with extraction, refining and transportation of the raw fuel sources to organization’s sites, prior to combustion.
 - 4: Upstream transportation and distribution – The third-party transportation of raw agricultural materials and purchased goods for selling in retail and telecommunication business from suppliers to our operations.
 - 5: Waste generated in operations – The third-party disposal and treatment of total waste generated in 2024 including food loss and food waste.
 - 6: Business travel – Off-site domestic and international employee travel via air and land travels.
 - 7: Employee commuting – Commuting, through various modes of transportation, by employees in 2024
 - 8: Upstream Leased Assets – Not relevant; already consolidated and reported in the group’s scope1 and scope 2 emissions.
 - 9: Downstream transportation and distribution – The third-party transportation of sold products in agro-industry and food business; retail business.
 - 10: Processing of sold products – Manufacturing processes of sold intermediate products by third parties; truck tires production from CPP’s block rubber products and, ready-to-eat food production from CPF’s fresh meat products.
 - 11: Use of sold products – The direct use-phase from sold products that directly consume energy in retail, telecommunication and property business.
 - 12: End-of-life treatment of sold products – Disposal and treatment of the total plastic packaging and other materials packaging usage in 2024 after use by consumers.
 - 13: Downstream leased assets – Total electricity consumed by tenants in CP Land, Ascend and CP China’s real estate properties and True’s electrical devices rental.
 - 14: Franchises – Not relevant
 - 15: Investments – Quantities of shares held by the Group in automotive, pharmaceuticals and finance business.
- The calculation of greenhouse gas emission reductions is collected from all business groups' data, reflecting the implementation of energy-saving projects, including projects related to heat, electricity, renewable energy, packaging reduction, and waste reduction within the group. The savings from each project are multiplied by the relevant emission factor for each aspect, based on data from the Thailand Greenhouse Gas Management Organization (Public Organization) and the Energy Policy and Planning Office, Ministry of Energy.
 - Volatile organic compounds are collected from businesses related to the release of volatile substances into the atmosphere. The measured values are in PPM units and converted from PPM to kg units, calculated based on speed, cross-sectional area, working hours, and the molecular weight of each volatile substance.

	Unit	2022	2023	2024	2025
Waste Generated ⁽¹⁾					
Total Waste Generated (Included Food Loss & Waste)	Ton	1,595,251.60	1,665,346.49	1,525,505.48	1,857,463.99
Total Waste Generated (Excluded Food Loss & Waste)	Ton	1,396,655.97	1,414,286.88	1,311,421.14	1,636,620.52
Hazardous Waste Generated	Ton	8,311.41	5,170.01	10,468.16	12,231.22
Non-Hazardous Waste Generated (Excluded Food Loss & Waste)	Ton	1,388,344.56	1,409,116.87	1,300,952.98	1,624,389.29
Non-Hazardous Waste Generated (Included Food Loss & Waste)	Ton	1,586,940.20	1,660,176.49	1,515,037.32	1,845,232.77
Total to Landfill (Excluded Hazardous, Domestic)	Ton	48,966.61	44,810.59	41,512.36	25,198.23

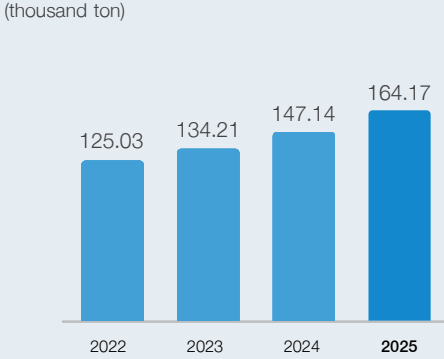
Remark

- * ⁽¹⁾ Waste data from ALLNOW Group only included data from ALLNOW Complex
- * Environmental Performance Data during 2020-2024 covering 11 countries; Thailand, China, Vietnam, Cambodia, India, Philippines, Türkiye, Malaysia, Laos, Myanmar, and Bangladesh.
- * Total amount of waste generated does not include activities from vehicle maintenance services by 3rd party.

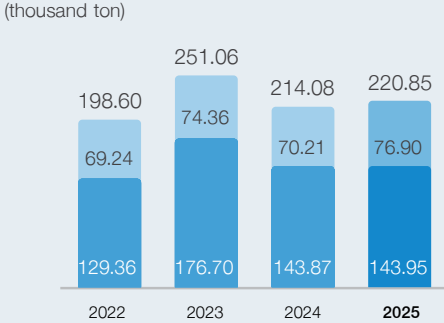
Total Weight of Waste



Plastic Packaging



Food Loss and Food Waste



	Unit	2022	2023	2024	2025
Waste Diverted from Disposal					
Total Waste Diverted	Ton	1,225,474.11	1,273,414.24	1,162,537.93	1,461,081.06
Total Non-hazardous Waste Diverted	Ton	1,221,121.63	1,271,346.67	1,160,182.71	1,455,411.25
Non-hazardous Diverted — On-Site	Ton	-	52,499.01	53,824.87	54,018.65
i. Preparation for Reuse	Ton	-	207.16	4,052.63	5,535.92
ii. Recycling	Ton	-	2,276.00	4,860.76	4,866.02
iii. Composting	Ton	-	49,801.63	44,854.42	43,523.84
iv. Feed Material	Ton	-	214.22	34.36	72.80
v. Construction Material	Ton	-	-	22.71	20.06
Non-hazardous Diverted — Off-Site	Ton	1,221,121.63	1,218,847.65	1,106,357.84	1,401,392.60
i. Preparation for Reuse	Ton	153,000.34	220,420.13	122,557.26	135,138.93
ii. Recycling	Ton	228,290.40	182,975.08	151,254.82	206,268.75
iii. Composting	Ton	739,677.37	685,525.13	629,154.98	864,692.81
iv. Feed Material	Ton	94,029.86	121,451.87	176,791.04	181,710.20
v. Construction Material	Ton	6,123.66	8,475.45	26,599.73	13,581.92
Total Hazardous Waste Diverted					
Diverted — On-Site	Ton	4,352.48	2,067.57	1,892.63	5,651.54
i. Preparation for Reuse	Ton	712.41	643.55	651.57	3,426.80
ii. Recycling	Ton	3,640.07	1,424.02	1,241.06	2,224.74
Diverted — Off-Site	Ton	-	-	462.59	18.28
iii. Preparation for Reuse (Hazardous)	Ton	-	-	462.56	3.27
iv. Recycling (Hazardous)	Ton	-	-	0.03	15.01



	Unit	2022	2023	2024	2025
Wasted Directed from Disposal					
Total Waste Directed	Ton	171,181.87	140,872.64	148,883.21	175,539.46
Total Non-hazardous Waste Directed	Ton	167,222.94	137,770.20	140,770.27	168,978.05
Industrial Non-hazardous Waste Directed Disposal — On-Site	Ton	-	5,815.18	5,104.84	3,905.88
i. Incineration without Energy Recovery	Ton	-	1,169.70	1,723.04	741.64
ii. Incineration with Energy Recovery	Ton	-	-	294.56	107
iii. Landfilling	Ton	-	4,645.48	3,087.25	3,057.24
Domestic Non-hazardous Waste Directed Disposal — On-Site	Ton	-	140	131.35	2,135.41
iv. Incineration without Recovery	Ton	-	60	70	821.81
v. Landfilling	Ton	-	80	61.35	1,313.60
Industrial Non-hazardous Waste Directed Disposal — Off-Site	Ton	159,200.34	125,035.11	125,720.62	132,514.32
i. Incineration without Energy Recovery	Ton	6,024.55	13,228.50	13,722.48	14,418.10
ii. Incineration with Energy Recovery	Ton	70,788.92	68,935.05	55,793.62	69,013.69
ii. Landfilling	Ton	82,386.87	42,871.56	56,204.53	49,082.54
Domestic Non-hazardous Waste Directed Disposal — Off-Site	Ton	8,022.59	6,779.91	9,813.45	30,422.43
iii. Incineration without Recovery	Ton	-	50	50	6,632.75
iv. Landfilling	Ton	8,022.59	6,729.91	9,763.45	23,789.68
Total Hazardous Waste Directed	Ton	3,958.93	3,102.43	8,112.94	6,561.41
Hazardous Directed — On-Site	Ton	-	-	1,054.29	50.91
i. Incineration without Recovery	Ton	-	-	1,054.29	50.91
ii. Incineration with Recovery	Ton	-	-	-	-
iii. Landfilling	Ton	-	-	-	-
Hazardous Directed — Off-Site	Ton	3,958.93	3,102.43	7,058.65	6,510.50
i. Incineration without Recovery	Ton	2,883.71	527.31	4,963.34	4,885.15
ii. Incineration with Recovery	Ton	421.20	1,480.27	804.39	1,112.15
iii. Landfilling	Ton	654.02	1,094.85	1,290.92	513.20
Waste Intensity	Ton/million THB of Revenue	0.54	0.49	0.47	0.56



	Unit	2022	2023	2024	2025
Food Loss and Food Waste					
Total Food Loss	Ton	129,355.64	176,700.42	143,873.71	143,948.14
Recycle	Ton	126,602.52	136,806.78	127,200.10	128,491.69
Composting	Ton	0.01	-	-	-
Energy Recovery	Ton	-	20.76	7.26	-
Landfill	Ton	2,753.11	39,872.89	16,666.36	15,456.44
Total Food Waste	Ton	69,239.99	74,359.20	70,210.63	76,895.34
Recycle	Ton	16,586.75	18,270.23	19,487.73	39,612.11
Composting	Ton	2,707.68	983.39	2,797.16	3,085.72
Energy Recovery	Ton	234.04	3,992.65	399.29	368.35
Landfill	Ton	49,711.52	51,112.92	47,526.45	33,829.15
Prevention — Surplus Food/Reprocess	Ton	49,159.24	24,604.88	38,376.47	87,042.32

- Remark:
- Total hazardous and non-hazardous waste stored within the organization is an accumulated figure from the previous year (GRI 306-2).
 - Total waste generated is a figure of non-hazardous waste and hazardous waste generated each year. For the amount of waste stored within the organization, the calculation is from an accumulated figure of waste in the present year - an accumulated figure from the previous year (GRI 306-2).
 - All information about waste disposal methods has already been approved by waste disposers or waste disposal manifests from waste disposers (GRI 306-2).



	Unit	2022	2023	2024	2025
Plastic Packaging Volume					
Total Plastic Packaging	Thousand Ton	125.03	134.21	147.14	164.17
Reusable – Recyclable Plastic Packaging	Percentage	94.34%	94.10%	93.61%	94.44%
Overview Recycled Input Materials for Plastic& Non-Plastic Food Packaging					
Plastic	Ton	2,337	2,969	3,312	4,120
(Recycled Input Materials of Plastic)	Percentage	1.87	2.06	2.25	2.51
Paper and Wood	Ton	31,768.67	22,262	28,264	36,646
(Recycled Input Materials of Paper & Wood)	Percentage	82.43	36.69	79.63	60.97
Metal (Iron and Aluminum)	Ton	83.81	83.50	126	134
(Recycled Input Materials of Metal)	Percentage	100	21.77	100	36.23
Glass	Ton	1,173.25	785.56	20	482
(Recycled Input Materials of Glass)	Percentage	70.99	55.15	19.07	60.01



3. SUSTAINABILITY ACCOUNTING STANDARD BOARD (SASB)

To enhance the decision-usefulness of its sustainability disclosures, Charoen Pokphand Group reports selected information in alignment with the SASB framework for the Food and Beverage sector, specifically the Agricultural Products industry. This section is intended to help readers understand how financially material sustainability issues are being addressed in relation to the Group's business model, operations, and value chain. By organizing disclosures around SASB topics, the Group seeks to improve comparability with market practice and support more informed assessment by investors and other stakeholders.



3.1 GREENHOUSE GAS EMISSIONS

Sustainability Disclosure Topics & Accounting Metrics	Location Reference	C.P. Group’s Response				
Gross Global Scope 1 Emissions	See 1.6 Natural Capital, Page 25 in this document					
Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	C.P. Group SR 2025, Page 180-199 C.P. Group website: Climate Resilience					
Fleet fuel consumed, percentage renewable.	Total Fleet Fuel Consumed	Unit	2022	2023	2024	2025
		million GJ	1.54	1.45	1.35	1.57
	Non-renewable	million GJ	1.33	1.28	1.16	1.42
		Percent	86.36	88.27	85.92	90.26
	Renewable	million GJ	0.21	0.17	0.19	0.15
		Percent	13.64	11.73	14.08	9.74

3.2 ENERGY MANAGEMENT

Sustainability Disclosure Topics & Accounting Metrics	Location Reference	C.P. Group’s Response				
Total Water Withdrawn	See 1.6 Natural Capital, Page 21 in this document					
Percentage Grid Energy	Total Grid Energy Consume	Unit	2022	2023	2024	2025
		million GJ	32.58	32.64	34.88	34.91
		Percent	97	98	99	98
Percentage Renewable	See 1.6 Natural Capital, Page 21 in this document					
	In 2025, C.P. Group consumed 10.80 million GJ of renewable energy, or equivalent to 18.44 percent					

3.3 WATER MANAGEMENT

Sustainability Disclosure Topics & Accounting Metrics	Location Reference	C.P. Group’s Response
Total Water Withdrawn	See 1.6 Natural Capital, Page 22 in this document	
Total Water Consumed, and Percentage of each in Region with High or Extremely High Baseline Water Stress	See 1.6 Natural Capital, Page 22-24 in this document C.P. Group SR 2025, Page 218-219 C.P. Group website: Water Stewardship	
Description of Water Management Risks and Discussion of Strategies and Practices to Mitigate those Risks	C.P. Group SR 2025, Page 217-225 C.P. Group website: Water Stewardship	
Number of Incidents of Non-compliance Associated with Water Quantity and/or Quality Permits, Standards, and Regulations	C.P. Group SR 2025, Page 217-255 C.P. Group website: Corporate Governance	

3.4 FOOD SAFETY

Sustainability Disclosure Topics & Accounting Metrics	Location Reference	C.P. Group’s Response
Global Food Safety Initiative (GFSI) Audit (1) Non-conformance Rate and (2) Associated Corrective action Rate for (a) Major and (b) Minor Non-conformance	Omitted	
Percentage of Agricultural Products Sourced from Suppliers Certified to a Global Food Safety Initiative (GFSI) Recognized Food Safety Certification Program	Omitted	
Number of Recalls Issued	131 cases	
Total Amount of Food Product Recalled	Omitted	

3.5 WORKFORCE HEALTH & SAFETY

Sustainability Disclosure Topics & Accounting Metrics	Location Reference	C.P. Group’s Response
Total Recordable Incident Rate of Employee	See 1.4 Human Capital, Page 13-14 in this document	
Fatality Rate of Employee	See 1.4 Human Capital, Page 13 in this document	
Near Miss Frequency Rate of Employee	8.82 cases	
Total Recordable Incident Rate of Contractors or Migrant Employees	See 1.4 Human Capital, Page 13-14 in this document	
Fatality Rate of Contractors or Migrant Employees	See 1.4 Human Capital, Page 15 in this document	
Near Miss Frequency Rate of Contractors or Migrant Employees	2.88 cases	

3.6 ENVIRONMENTAL & SOCIAL IMPACTS OF INGREDIENT SUPPLY CHAIN

Sustainability Disclosure Topics & Accounting Metrics	Location Reference	C.P. Group’s Response
Percentage of Agricultural Products Sourced that are Certified to a Third-party Environmental and/or Social Standard, and Percentages by Standard	C.P. Group SR 2025, Page 252-253	
Suppliers’ Social and Environmental Responsibility Audit	See 1.5 Relationship Capital, Page 20 in this document	
Non-conformance Rate	24.12%	
Associated Corrective Action Rate for Major and Minor Non-conformances	85.02%	
Discussion of Strategy to Manage Environmental and Social Risks Arising from Contract Growing and Commodity Sourcing	C.P. Group SR 2025, Page 240-255 C.P. Group website: Responsible Supply Chain Management Responsible Supply Chain Management Technical Guidelines	

3.7 GMO MANAGEMENT

Sustainability Disclosure Topics & Accounting Metrics	Location Reference	C.P. Group’s Response
Discussion of Strategies to Manage the use of Genetically Modified Organisms (GMOs)	Omitted	

3.8 INGREDIENT SOURCING

Sustainability Disclosure Topics & Accounting Metrics	Location Reference	C.P. Group’s Response
Identification of Principal Crops and Description of Risks and Opportunities Presented by Climate Change	C.P. Group website: Ecosystem and Biodiversity Protection	
Percentage of Agricultural Products Sourced from Regions with High or Extremely High Baseline Water Stress	Omitted	

Activity Metric	Location Reference	C.P. Group’s Response
Production by Principal Crop	16,426,276.59 tons	
Number of Processing Facilities	C.P. Group SR 2025, Page 92-93	
Total Land Area Under Active Production	Omitted	
Cost of Agricultural Products Sourced Externally	125,311,417,788.88 THB	

4. WEF Stakeholder Capitalism Metrics (WEF IBC INDEX)

Charoen Pokphand Group reports against the World Economic Forum International Business Council Stakeholder Capitalism Metrics at the Core level to strengthen the coherence and accessibility of its sustainability disclosures. Covering Principles of Governance, Planet, People, and Prosperity, this framework provides a structured way to bring together information that is relevant to a broad range of stakeholders. For the Group, this section serves as a practical reference point that connects governance, environmental stewardship, workforce and social performance, and economic contribution within a single disclosure architecture.



4.1 PRINCIPLES OF GOVERNANCE

Theme	Metric/Disclosure	C.P. Group's Disclosure
Governing Purpose	Setting Purpose The company's stated purpose, as the expression of the means by which a business proposes solutions to economic, environmental, and social issues. Corporate purpose should create value for all stakeholders, including shareholders	<u>Sustainability Report 2025</u> Our Portfolio Page 24-25 Sustainability Strategy and Goals Page 54-55 Value Creation Process Page 56-57
Quality of Governing Body	Governance Body Composition Composition of the highest governance body and its committees by: competencies relating to economic, environmental, and social topics; executive or non-executive; independence; tenure on the governance body; number of each individual's other significant positions and commitments, and the nature of the commitments; gender; membership of under-represented social groups; stakeholder representation	<u>Sustainability Report 2025</u> Sustainability Governance Page 38-39 Corporate Governance Page 64-79
Stakeholder Engagement	Material Issues Impacting Stakeholders A list of the topics that are material to key stakeholders and the company, how the topics were identified, and how the stakeholders were engaged	<u>Sustainability Report 2025</u> Stakeholder Engagement Page 44-47 Materiality Assessment Page 50-53 <u>Double & Dynamic Materiality Assessment Report 2025</u> <u>Stakeholder Engagement Report 2025</u>
Ethical Behavior	Anti-corruption Total percentage of governance body members, employees and business partners who have received training on the organization's anti-corruption policies and procedures, broken down by region (a)Total number and nature of incidents of corruption confirmed during the current year but related to previous years (b)Total number and nature of incidents of corruption confirmed during the current year, related to this year Protected Ethics Advice and Reporting Mechanisms A description of internal and external mechanisms for 1. Seeking advice about ethical and lawful behavior and organizational integrity; 2. Reporting concerns about unethical or lawful behavior and organizational integrity	<u>Sustainability Report 2025</u> Corporate Governance Page 64-73 <u>Sustainability Performance Data Report 2025</u> See 1.4 Human Capital Page 17-18, in this document <u>Sustainability Report 2025</u> Corporate Governance Page 78-79 <u>Sustainability Report 2025</u> Corporate Governance Page 64-79 <u>C.P. Group Whistleblowing</u>
Risk and Opportunity Oversight	Integrating Risk and Opportunity into Business Process Company risk factor and opportunity disclosures that clearly identify the principal material risks and opportunities facing the company specifically (as opposed to generic sector risks), the company appetite in respect of these risks, how these risks and opportunities have moved over time and the response to those changes. These opportunities and risks should integrate material economic, environmental, and social issues, including climate change and data stewardship	<u>Sustainability Report 2025</u> Operating Context Page 30-33 External Impact Analysis Page 40-41 Materiality Assessment Page 50-53 Corporate Governance Page 64-79 <u>Double & Dynamic Materiality Assessment Report 2025</u>

4.2 PLANET

Theme	Metric/Disclosure	C.P. Group’s Disclosure
Climate Change	Greenhouse Gas Emissions (GHG Emissions) For all relevant greenhouse gases (e.g. carbon dioxide, methane, nitrous oxide, F-gases etc.), report in metric tonnes of carbon dioxide equivalent (tCO₂e) GHG Protocol Scope 1 and Scope 2 emissions. Estimate and report material upstream and downstream (GHG Protocol Scope 3) emissions where appropriate. TCFD Implementation Fully implement the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). If necessary, disclose a timeline of at most three years for full implementation. Disclose whether you have set, or have committed to set, GHG emissions targets that are in line with the goals of the Paris Agreement – to limit global warming to well-below 2°C above pre-industrial levels and pursue efforts to limit warming to 1.5°C – and to achieve net-zero emissions before 2050	Sustainability Report 2025 Climate Strategy Page 180-199 Sustainability Performance Data Report 2025 See 1.6 Natural Capital Page 25, in this document Sustainability Report 2025 Climate Strategy Page 180-199 Climate & Nature Resilience (IFRS S2 & TNFD) Report 2025
Nature Loss	Land Use and Ecological Sensitivity Report the number and area (in hectares) of sites owned, leased or managed in or adjacent to protected areas and/or key biodiversity areas (KBA).	Sustainability Report 2025 Ecosystem & Biodiversity Protection Page 226-239 Climate & Nature Resilience (IFRS S2 & TNFD) Report 2025
Fresh Water Availability	Water Consumption and Withdrawal in Water-stressed Areas Report for operations where material, mega litres of water withdrawn, mega litres of water consumed and the percentage of each in regions with high or extremely high baseline water stress according to WRI Aqueduct water risk atlas tool. Estimate and report the same information for the full value chain (upstream and downstream) where appropriate	Sustainability Report 2025 Water Stewardship Page 214-225 Sustainability Performance Data Report 2025 See 1.6 Natural Capital Page 22-24, in this document Note: C.P. Group uses m³ as water for water reporting. The conversion factor from m³ to megaliter is 0.001

4.3 PEOPLE

Theme	Metric/Disclosure	C.P. Group’s Disclosure
Dignity and Equality	Diversity and Inclusion (%) Percentage of employees per employee category, per age group, gender and other indicators of diversity (e.g. ethnicity)	Sustainability Report 2025 Human Rights and Labor Practices Page 80-89
	Pay Equality Ratio of the basic salary and remuneration for each employee category by significant locations of operation for priority areas of equality: women to men; minor to major ethnic groups; and other relevant equality areas	Sustainability Performance Data Report 2025 See 1.4 Human Capital Page 6-7 , in this document
	Wage Level (%) Ratios of standard entry-level wage by gender compared to local minimum wage Ratio of CEO’s total annual compensation to median total annual compensation of all employees (excluding the CEO)	Sustainability Performance Data Report 2025 See 1.4 Human Capital Page 8 , in this document
	Risk for Incidents of Child, Forced or Compulsory Labor An explanation of the operations and suppliers considered to have significant risk for incidents of child labor, forced or compulsory labor. Such risks could emerge in relation to type of operation (such as manufacturing plant) and type of supplier; or countries or geographic areas with operations and suppliers considered at risk.	Not Disclosed
Health & Wellbeing	Health and Safety (%) 1. The number and rate of fatalities as a result of work-related injury; high-consequence work-related injuries (excluding fatalities); recordable work-related injuries, main types of work-related injury; and the number of hours worked GRI:2018 403 – 6 (a)	Sustainability Report 2025 Human Rights and Labor Practices Page 80-89
	2. An explanation of how the organization facilitates workers’ access to non-occupational medical and healthcare services and the scope of access provided for employees and workers	Sustainability Performance Data Report 2025 See 1.4 Human Capital Page 13-16 , in this document
Skills for the Future	Training Provided (number) 1. Average hours of training per person that the organization’s employees have undertaken during the reporting period, by gender and employee category (total number of trainings provided to employees divided by the number of employees)	Sustainability Report 2025 Leadership and Human Capital Development Page 104-115
	2. Average training and development expenditure per full time employee	Sustainability Performance Data Report 2025 See 1.4 Human Capital Page 11-12 , in this document

4.4 PROSPERITY

Theme	Metric/Disclosure	C.P. Group's Disclosure
Employment and Wealth Generation	Absolute Number and Rate of Employment 1. Total number and rate of new employee hires during the reporting period, by age group, gender, other indicators of diversity and region	Sustainability Performance Data Report 2025 See 1.4 Human Capital Page 9, in this document
	2. Total number and rate of employee turnover during the reporting period, by age group, gender, other indicators of diversity and region	Sustainability Performance Data Report 2025 See 1.4 Human Capital Page 10-11, in this document
	Economic Contribution 1. Direct economic value generated and distributed (EVG&D) – on an accrual basis, covering the basic components for the organization’s global operations, ideally split out by: EVG&D can provide a valuable snapshot of the direct monetary value added to local economies through generation of products and services, servicing of capital, payment of wages, taxes and community investment, while the significant financial assistance received from government, when compared with separate disclosures on taxes, can be useful for developing a more balanced and transparent snapshot of the balance of transactions between the company and government. a. Revenue b. Operating Costs c. Employee Wages and Benefits d. Payments to Providers of Capital e. Payments to Government f. Community Investment	Sustainability Report 2025 Value Creation Process Page 56-57 Social Impact Contribution Page 136-137 Note: No disclosure for Payments to Providers of Capital
	2. Financial assistance received from the government - Total monetary value of financial assistance received by the organization from any government during the reporting period	C.P. Group does not receive any financial assistance from the government.
Wealth Creation and Employment	Financial Investment Contribution Disclosure 1. Total capital expenditures (CapEx) – Depreciation supported by narrative to describe the company’s investment strategy 2. Share buybacks + Dividend payments supported by narrative to describe the company’s strategy for returns of capital to shareholders	Sustainability Performance Data Report 2025 See 1.1 Financial Capital Page 5, in this document No Disclosure
Innovation in Better Products and Services	Total R&D Expenses (USD) Total costs related to research and development	Sustainability Report 2025 Value Creation Process Page 56-57 Innovation Page 156-157
Community and Social Vitality	Total Tax Paid The total global tax borne by the company, including corporate income taxes, property taxes, non-creditable VAT and other sales taxes, employer-paid payroll taxes and other taxes that constitute costs to the company, by category of taxes	Sustainability Report 2025 Value Creation Process Page 56-57 Sustainability Performance Data Report 2025 See 1.1 Financial Capital Page 9, in this document

5. UN Guiding Principles Reporting Framework (UNGPs)

Charoen Pokphand Group is committed to respecting human rights across its operations and business relationships, and recognizes that this responsibility is especially important in a diversified group with complex supply chains and a wide range of stakeholder interfaces. This section has been prepared with reference to the United Nations Guiding Principles Reporting Framework to provide a clearer view of how the Group addresses human rights in practice. It brings together disclosures related to policy commitment, governance, salient issues, and management response, with the aim of strengthening transparency and accountability in this area.



5.1 PART A: GOVERNANCE OF RESPECT FOR HUMAN RIGHTS

Overarching and Supporting Question	UNGP Reporting Framework	C.P. Group’s Disclosure
Policy Commitment		
A1 What does the company say publicly about its commitment to respect human rights?	To explain how the reporting company understands its responsibility to respect human rights, and how it articulates its resulting expectations of its workforce, business partners and businesses or other entities directly linked to its operations, products or services.	Sustainability Report 2025 Human Rights and Labor Practices Page 80-95 Human Rights and Labor Practices Policy and Guidelines Page 1 Human Rights Report 2025 About This Report Page 6-7 Human Rights Management Page 16, 18 Our Commitment and Targets Page 50-51
A1.1 How has the public commitment been developed?	To explain the various factors that have informed the content of the reporting company’s public commitment, including the internal or external stakeholders and experts who have had a role in its development.	Human Rights Report 2025 Human Rights Management Page 16-18, 24 Our Commitment and Targets Page 50-51
A1.2 Whose human rights does the public commitment address?	To give more information about the specific groups that the reporting company’s public commitment to respect human rights aims to address, in order to place the remainder of the company’s reporting in context.	Human Rights Report 2025 Human Rights Management Page 15-16, 24 Human Rights and Labor Practices Policy and Guidelines Page 1-2
A1.3 How is the public commitment disseminated?	To explain how the reporting company’s public commitment is shared with those for whom it is relevant, whether because they are expected to implement it (for example, the company’s contractors and suppliers), because they have a direct interest in its implementation (for example, potentially affected communities, investors, consumers, and civil society organizations), or both (for example employees and contract workers).	Human Rights Report 20245 About This Report Page 6-7 Human Rights Management Page 19, 23-24 C.P. Group Website: Human Rights and Labor Practices

Overarching and Supporting Question	UNGP Reporting Framework	C.P. Group's Disclosure
Embedding Respect for Human Rights		
A2 How does the company demonstrate the importance it attaches to the implementation of its human rights commitment?	To describe the ways in which the reporting company sees respect for human rights as relevant to its core business and how it is reflected in the ways the company thinks about and carries out its activities and business relationships.	Sustainability Report 2025 Stakeholder Engagement Page 44-47 C.P. Group Website: Human Rights and Labor Practices
A2.1 How is day-to-day responsibility for human rights performance organized within the company, and why?	To describe where, within the company, those individuals with daily responsibility for human rights are located and their reporting lines to more senior decision-making levels, and to explain how this structure helps the company make respect for human rights part of how it conducts business.	Human Rights Report 2025 Human Rights Governance Page 15-18 Our Commitment and Targets: 50-51
A2.2 What kinds of human rights issues are discussed by senior management and by the Board, and why?	To provide the reader with a sense of when, why and in what ways the most senior levels of the company's management and governance structures would become involved in addressing human rights-related issues and, therefore, how those individuals see their role in supporting respect for human rights within the company.	Human Rights Report 2025 Human Rights Governance Page 16-17 Human Rights and Labor Practices Policy and Guidelines Page 2-3
A2.3 How are employees and contract workers made aware of the ways in which respect for human rights should inform their decisions and actions?	To explain how the reporting company's high-level public commitment is translated into terms that are understandable for those working for the company and how they are equipped and motivated to implement the commitment in their daily work.	Human Rights Report 2025 Human Rights Governance Page 19, 28-29 Enhancing Human Rights Due Diligence Page 43-48
A2.4 How does the company make clear in its business relationships the importance it places on respect for human rights?	To explain how the reporting company conveys to business partners, suppliers, customers and others with which it has business relationships the particular relevance of its public human rights commitment, so as to engage their interest and motivate them to support its implementation through their own decisions and actions.	Human Rights Report 2025 Human Rights Management Page 16, 19, 24, 28, 36 Human Rights and Labor Practices Policy and Guidelines Page 12 Supplier Code of Conduct Page 1, 4
A2.5 What lessons has the company learned during the reporting period about achieving respect for human rights, and what has changed as a result?	To explain whether experiences or other insights that the reporting company has gained during the reporting period have led to improvements in the management of human rights impacts that should help the company better to meet its responsibility to respect human rights over time.	Human Rights Report 2025 Human Rights Management Page 23, 26-40 Enhancing Human Rights Due Diligence Page 43-48 Our Commitment and Targets Page 50-53

5.2 PART B: DEFINING FOCUS OF REPORTING

Overarching and Supporting Question	UNGP Reporting Framework	C.P. Group’s Disclosure
Statement of Salient Issues		
B1 Statement of salient issues: State the salient human rights issues associated with the company’s activities and business relationships during the reporting period.	To set out clearly those human rights issues on which the remainder of the company’s reporting under Section C of this Framework will focus. These issues should reflect the human rights at risk of the most severe negative impact through the company’s activities or business relationships.	<u>Sustainability Report 2025</u> Human Rights and Labor Practices Page 80-87 <u>C.P. Group Website: Human Rights and Labor Practices</u> <u>Human Rights Report 2025</u> Human Rights Management Page 20, 22, 26
Determination of Salient Issues		
B2 Describe how the salient human rights issues were determined, including any input from stakeholders.	To enable the reader of the company’s reporting to understand the basic processes through which the company identified the salient human rights issues on which it is reporting, and the key factors that informed that process.	<u>Human Rights Impact Assessment Guideline</u> Page 8-16 C.P. Group Website: <u>Human Rights and Labor Practices</u>
Choice of Focal Geographies		
B3 If reporting on the salient human rights issues focuses on particular geographies, explain how that choice was made.	For those reporting companies that adopt a geographical focus in their reporting, to explain the basis for that decision and the principles underlying the selection of the specific chosen geographies.	<u>Human Rights Impact Assessment Guideline</u> Page 3-7 C.P. Group Website: <u>Human Rights and Labor Practices</u>
Additional Severe Impact		
B4 Identify any severe impacts on human rights that occurred or were still being addressed during the reporting period, but which fall outside of the salient human rights issues, and explain how they have been addressed.	To enable companies to report on how they have addressed any severe impacts that are unrelated to their salient human rights issues, and which are therefore distinct from any severe impacts related to the salient human right issues on which it will be reporting under Section C of this Framework.	<u>Human Rights Impact Assessment Guideline</u> Page 3-7 <u>Sustainability Report 2025</u> Human Rights and Labor Practices Page 80-87 C.P. Group Website: <u>Human Rights and Labor Practices</u>

5.3 PART C: MANAGEMENT OF SALIENT HUMAN RIGHTS ISSUES

Overarching and Supporting Question	UNGP Reporting Framework	C.P. Group’s Disclosure
Specific Policies		
C1 Does the company have any specific policies that address its salient human rights issues and, if so, what are they?	To inform the reader of any specific policies the reporting company has in place – in addition to its overarching public human rights commitment – that are particularly relevant to the salient issues identified. By outlining, or referring the reader to, key elements of the policy, the reporting company can help the reader understand the foundation for how the company approaches the management of each salient issue.	Human Rights Report 2025 Human Rights Management Page 26-40 Human Rights Impact Assessment Guideline Page 5-7 Human Rights and Labor Practices Policy and Guidelines
C1.1 How does the company make clear the relevance and significance of such policies to those who need to implement them?	To explain how specific policies aimed at managing the salient human rights issues are communicated to those who need to implement them, such that they understand why their implementation matters, and what they need to do to help put them into practice.	Sustainability Report 2025 Human Rights and Labor Practices Page 80-87 Human Rights and Labor Practices Policy and Guidelines
Stakeholder Engagement		
C2 What is the company’s approach to engagement with stakeholders in relation to each salient human rights issue?	To explain to the reader how the reporting company learns about the views of stakeholders who have insight into the salient issues on which it is reporting, and how it takes these perspectives into account in its decisions and actions.	Human Rights Report 2025 Human Rights Management Page 24, 26-40
C2.1 How does the company identify which stakeholders to engage with in relation to each salient issue, and when and how to do so?	To convey to the reader the principles underlying the company’s decisions with regard to stakeholder engagement in relation to each salient issue.	Human Rights Report 2025 Human Rights Management Page 26-40
C2.2 During the reporting period, which stakeholders has the company engaged with regarding each salient issue, and why?	To provide concrete examples of the reporting company’s engagement with stakeholders in relation to each salient issue and their reasons for engaging.	Sustainability Report 2025 Human Rights Management Page 26-40
C2.3 During the reporting period, how have the views of stakeholders influenced the company’s understanding of each salient issue and/or its approach to addressing it?	To demonstrate, through concrete examples, the extent to which the reporting company’s engagement with stakeholders serves the intended purpose of informing and improving its ability to respect human rights across its activities and business relationships.	Sustainability Report 2025 Human Rights Management Page 26-40

Overarching and Supporting Question	UNGP Reporting Framework	C.P. Group's Disclosure
Assessing Impacts		
C3 How does the company identify any changes in the nature of each salient human rights issue over time?	To provide additional information about how the reporting company keeps each salient issue under review and identifies any changes in the potential severity or likelihood of impacts over time and across its activities and business relationships.	Sustainability Report 2025 Human Rights and Labor Practices Page 80-87 Human Right Impact Assessment Guideline Page 6-8
C3.1 During the reporting period, were there any notable trends or patterns in impacts related to a salient issue and, if so, what were they?	To provide the reader with general evidence, from within the reporting period, of how each salient issue is evolving and to demonstrate its ongoing due diligence.	Sustainability Report 2025 Human Rights and Labor Practices Page 80-87 Human Rights Supplement 2025 Human Rights Management Page 26-40
C3.2 During the reporting period, did any severe impacts occur that were related to a salient issue and, if so, what were they?	To provide specific evidence, from within the reporting period, of how and why each of the human rights issues on which the company is reporting is salient. This can help demonstrate that the company's processes to identify human rights impacts over time are working in practice.	Sustainability Report 2025 Human Rights and Labor Practices Page 80-87 Human Rights Supplement 2025 Human Rights Management Page 26-40
Integrating Findings and Taking Action		
C4 How does the company integrate its findings about each salient human rights issue into its decision-making processes and actions?	To explain if and how the reporting company's understanding of its salient human rights issues makes a difference to how it conducts business.	Sustainability Report 2025 Human Rights and Labor Practices Page 80-87 Human Rights Supplement 2025 Human Rights Management Page 21, 26-40
C4.1 How are those parts of the company whose decisions and actions can affect the management of salient issues, involved in finding and implementing solutions?	To explain the reporting company's efforts and progress in building a coherent approach to addressing the salient issues, including their root causes, across all relevant parts of the business.	Sustainability Report 2025 Human Rights and Labor Practices Page 80-87 Human Rights Supplement 2025 Human Rights Management Page 16-17, 20-21

Overarching and Supporting Question	UNGP Reporting Framework	C.P. Group's Disclosure
C4.2 When tensions arise between the prevention or mitigation of impacts related to a salient issue and other business objectives, how are these tensions addressed? C4.3 During the reporting period, what action has the company taken to prevent or mitigate potential impacts related to each salient issue?	To offer insights into principles, policies or processes that guide the reporting company in handling any conflicts between preventing human rights impacts in the most effective way and meeting other business objectives, whether in general terms or through specific cases that have arisen. To demonstrate, through concrete examples, what the reporting company has done during the reporting period to reduce the likelihood of negative impacts related to each salient issue occurring, recurring or continuing, and the results achieved.	No Disclosure <u>Sustainability Report 2025</u> Human Rights and Labor Practices Page 80-87 <u>Human Rights Supplement 2025</u> Human Rights Management Page 26-40
Tracking Performance		
C5 How does the company know if its efforts to address each salient human rights issue are effective in practice? C5.1 What specific examples from the reporting period illustrate whether each salient issue is being managed effectively?	To explain how the reporting company understands if it is successful in reducing risks to human rights in relation to each salient issue, such that it can continuously improve in its efforts to meet its responsibility to respect human rights. To provide concrete evidence, from within the reporting period, of how the reporting company's efforts to address each salient issue have progressed in practice, including the extent to which its policies, processes and practices are achieving the intended outcomes in terms of respect for human rights.	<u>Sustainability Report 2025</u> Human Rights and Labor Practices Page 80-87 <u>Human Rights Supplement 2025</u> Human Rights Management Page 23, 26-40 Enhancing Human Rights Due Diligence Page 42-46 <u>Sustainability Report 2025</u> Human Rights and Labor Practices Page 80-87 <u>Human Rights Supplement 2025</u> Human Rights Management Page 23, 26-40

Overarching and Supporting Question	UNGP Reporting Framework	C.P. Group's Disclosure
Remediation		
C6 How does the company enable effective remedy if people are harmed by its actions or decisions in relation to a salient human rights issue?	To explain the processes that apply when the reporting company has caused or contributed to a negative impact and through which it is able to help ensure that the people who were impacted receive an effective remedy.	No Disclosure
C6.1 Through what means can the company receive complaints or concerns related to each salient issue?	To describe any formal or informal means through which the reporting company is able to hear from individuals inside and outside the company who believe the company is involved with human rights impacts related to a salient issue.	Sustainability Report 2025 Corporate Governance Page 64-73 C.P. Group Whistleblowing Channel Human Rights Supplement 2025 Human Rights Management Page 25
C6.2 How does the company know if people feel able and empowered to raise complaints or concerns?	To provide evidence that any individuals inside or outside the company are, from their own perspective, able to raise an issue directly with the company so that the company can address it.	C.P. Group Whistleblowing Channel Human Rights Supplement 2025 Human Rights Management Page 25, 36
C6.3 How does the company process complaints and assess the effectiveness of outcomes?	To describe what actions the reporting company takes to address a complaint related to a salient issue, and through what processes it reaches a view on the extent to which the outcomes achieved provide effective remedy for any individuals whose human rights have been harmed.	Sustainability Report 2025 Corporate Governance Page 64-73 Whistleblowing Policy Human Rights Supplement 2025 Human Rights Management Page 25, 36
C6.4 During the reporting period, what were the trends and patterns in complaints or concerns and their outcomes regarding each salient issue, and what lessons has the company learned?	To describe the insights the reporting company has gained from the complaints or concerns raised and the outcomes reached, as they relate to each salient issue, and to convey whether and how these insights have informed any changes to the company's own policies, processes or practices.	Sustainability Report 2025 Corporate Governance Page 64-73 Human Rights and Labor Practices Page 80-87 Human Rights Supplement 2025 Human Rights Management Page 30
C6.5 During the reporting period, did the company provide or enable remedy for any actual impacts related to a salient issue and, if so, what are typical or significant examples?	To describe the forms of remedy provided by the company in relation to the salient issues, whether in specific individual cases or in aggregate across similar types of case.	Sustainability Report 2025 Human Rights and Labor Practices Page 80-87



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