
C.P. GROUP
The Three Benefits Principle
FOR A BETTER TOMORROW
Country • People • The Company
Charoen Pokphand Group
Sustainability Report 2025

The Three Benefits Principle

Country • People • The Company

Charoen Pokphand Group

Sustainability Report 2025



With our profound gratitude for
Her Majesty's immeasurable royal grace,
which will be remembered forever in our heart.

Executives and Employees of
Charoen Pokphand Group Co., Ltd.
and its Affiliated Companies



With our profound gratitude for

Her Royal Highness Princess
Bajrakitiyabha Narendiradebyavati
Kromluangrajasarinisiribajra Mahavajrarajadhita,
whose graciousness and dedication will
forever remain in our hearts

Executives and Employees of
Charoen Pokphand Group Co., Ltd.
and its Affiliated Companies

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Message from
THE SENIOR CHAIRMAN



Since the founding of Charoen Pokphand Group in 1921, we have consistently operated under one unchanging principle, the “Three Benefits”, prioritizing the country, the people, and the Group to ensure that all three prosper together. This principle has served as our business compass for more than a century. Today, the “Three Benefits” principle is no longer just a corporate philosophy; it has become one of the core values shared by all Charoen Pokphand Group employees. As time progresses, I am increasingly convinced of its significance and profound meaning. A business that solely focuses on profit may grow for a period of time. However, a business that creates benefits for the country and its people will achieve enduring and sustainable growth.

In a modern world characterized by rapid and unpredictable volatility, we must constantly race against time. Artificial Intelligence (AI) and technological advancements are rapidly reshaping the way we work, conduct business, and learn. Those who adapt too slowly may risk falling behind. Yet, one belief has remained constant for me throughout the years: regardless of how far technology advances, the foundation of everything continues to rest on “human capital” guided by strong moral integrity.

No matter how advanced technology becomes, if those who utilize it lack moral integrity, the challenges facing our world will only become greater, as we witness in our daily lives. This is why one of the most important challenges facing every organization is understanding what truly drives long-term success. While AI may possess remarkable capabilities, the critical factor lies in how human capital chooses to use it and how we ensure that technological progress goes hand in hand with ethics and morality. In the end, it is people who will continue to shape the future of our world.

Nevertheless, I place the utmost importance on developing our people to reach their highest potential, because I firmly believe that the most worthwhile investment is an investment in human capital. True wisdom does not stem from memorization alone, but it is cultivated through hands-on action, critical thinking, learning from real-life experiences, and confronting challenges firsthand. For this reason, modern education systems must evolve. Children and young people should learn alongside practical work experience, developing the ability to think critically, act effectively, solve problems, and grasp the realities of the world sooner. By doing so, they will be fully prepared to navigate an ever-changing future.

As for Thailand, we must recognize that our country has the potential to become a global hub for education. If we transform our education system to genuinely meet the demands of the modern world, we will attract talented individuals from around the world to learn and work alongside one another in Thailand. In the long run, this will cultivate a high-quality network of professionals that seamlessly connects Thailand with the international community.

For these reasons, Charoen Pokphand Group is committed to fostering an open, learning-driven organization. We actively collaborate with both domestic and international partners to exchange knowledge, technology, and experience, while creating opportunities for the next generation to learn from seasoned experts, engage in hands-on action, and grow into capable leaders who carry a profound sense of social responsibility.

The development of people and the development of the world we live in are inseparable. At Charoen Pokphand Group, environmental and social issues are never regarded as secondary priorities, for a business cannot thrive if society cannot endure. The same is true for the environment. Accordingly, the Group focuses heavily on strengthening food security, utilizing resources responsibly, and leveraging technology to enhance efficiency across the production chain, from upstream processes down to the final consumer. Through these efforts, we strive to ensure that our products and services meet the highest quality and safety standards while minimizing their environmental impact.

Ultimately, our commitment to good governance, transparency, and integrity goes beyond a written policy; it is conduct that must be reflected in every decision we make, from the Board of Directors to employees on the production line. The trust that our employees, suppliers, investors, and society have placed in Charoen Pokphand Group has not arisen by chance. Rather, it is the result of consistent actions accumulated over time.

Over the past century, Charoen Pokphand Group has proven to society that sustainable growth begins with people of integrity. We will continue to conduct our business in accordance with the Three Benefits principle, ensuring we deliver value to the nation, the people, and the global community. I firmly believe that, in the end, true sustainability is not born from technology; it is born from “good people.”



Dhanin Chearavanont
Senior Chairman
Charoen Pokphand Group

Message from THE CHAIRMAN



The world is undergoing profound transformation. Geopolitical uncertainty, climate change, demographic shifts, and rapid advances in artificial intelligence are reshaping the way we live, work, and grow. In this environment, sustainability is a prerequisite for long-term resilience and prosperity.

For more than a century, Charoen Pokphand Group has grown by adhering to our six core values guided by an enduring principle: creating benefits for the country, the people, and the company. While the world around us continues to evolve, this commitment remains unchanged. It is the foundation of our decisions, our investments, and our vision for the future. We believe that sustainable development is defined by our ability to address three interconnected priorities: food security, human well-being, and environmental stewardship. As global populations grow and resources become increasingly constrained, businesses must do more than create economic value; they must help build food systems that are more resilient, inclusive, and sustainable for today and future generations.

Innovation and technology play a vital role in this transformation, improving lives and creating lasting value for society. Across the globe, CP people continue to demonstrate remarkable creativity, determination, and entrepreneurial spirit through the development and application of new technologies, including artificial intelligence (AI), robotics, drones, space technology, and sustainability-driven innovations spanning clean-energy solutions, waste management, recycling and reuse initiatives, and environmentally friendly packaging. These innovations reflect our commitment to developing innovative approaches that strengthen business competitiveness while simultaneously generating social benefits and protecting the environment on a broader scale. The success of CP Innovation Exposition & Symposium 2025, which generated substantial economic value from more than 3,000 employee-led innovations, is our testament to the belief that innovation is a capability that exists throughout C.P. Group.

At the heart of sustainable progress are capable and ethical people. In an age where technology is advancing faster than ever, human values become even more important. Knowledge and skills remain essential, but good governance, moral and ethical conduct, integrity, gratitude, responsibility, and a commitment to the common good will define the leaders of the future. Through CP Leadership Institute and initiatives such as CP CUP and many other development programs across the Group, we continue to invest in nurturing capable and ethical leaders who are prepared to create positive impact in a rapidly changing world.

Charoen Pokphand Group's Sustainability Strategy and Goals provide a clear framework and measurement for this journey. The framework encompasses corporate governance, human rights, education, health and well-being, food security, climate action, biodiversity conservation, and responsible environmental stewardship. These priorities are fully integrated into our business strategies across the entire value chain, enabling us to contribute meaningfully to all 17 United Nations Sustainable Development Goals (SDGs). Our tangible progress has earned international recognition from S&P Global Corporate Sustainability Assessment (CSA), CDP and Ethisphere. These achievements reaffirm our conviction that sustainable business success and societal progress must advance together.

We remain optimistic about the future. While the challenges before us are complex, the opportunities to create positive change are even greater. By embracing innovation responsibly, investing in people, and working collaboratively with our partners and stakeholders, we can help build a present and future that are more resilient, more inclusive, and more sustainable.

Thank you for your continued trust and support. Together, we will create lasting value and advance our enduring mission of delivering benefits to the country, the people, and the company for generations to come.



Soopakij Chearavanont
Chairman
Charoen Pokphand Group

Message from THE SENIOR VICE CHAIRMAN



The year 2025 was once again marked by rapid and complex global shifts. Geopolitical tensions compelled a major reconfiguration of global supply chains, while the climate crisis continued to intensify. Concurrently, digital technologies, Artificial Intelligence (AI), and data systems reshaped economic structures and redefined the way businesses operate across every industry.

For Charoen Pokphand Group, these transformations extend well beyond mere challenges to be managed; they serve as an imperative that future enterprises must anchor their growth in both "adaptability" and "responsibility" toward society, the environment, and all stakeholder groups. True adaptation, however, must not be confined solely to the organizational level; it must also acknowledge the structural shifts occurring at the national and global scales.

Charoen Pokphand Group views the world as transitioning into the 5.0 era, where economic competitiveness is no longer determined by labor costs, but by capabilities in AI, data, energy, and human capital. Navigating this transition successfully requires a solid foundation built upon the "Four New Imperatives" that nations must urgently establish. First is an educational system redefined for the 5.0 era, which integrates AI across all learning levels, from primary to higher education. Besides equipping learners with technical literacy, education must also instill ethics and responsibility in AI utilization, because in a world where machines can learn and make autonomous decisions, an ethical compass becomes an indispensable human skill. Second is equitable access to finance, capital, and knowledge, ensuring that all sectors can co-create the economy of the future. Third is fair and inclusive access to communication technologies, AI, and Cloud computing. If left unaddressed, the digital divide will widen into a deeper economic disparity that becomes increasingly difficult to eradicate. And fourth is comprehensive social security coverage that protects every segment of the population. Ultimately, these imperatives are not simply social welfare policies; they constitute the infrastructure that will dictate a nation's long-term competitiveness.

Over the past year, Charoen Pokphand Group has steadily accelerated the integration of digital technologies and AI across core business operations. Notably, the deployment of AI-driven farming systems and smart manufacturing throughout the food production chain has enabled real-time monitoring and process control. This has significantly reduced water and energy consumption, minimized production losses, and elevated food safety standards across the value chain. Furthermore, the Group has integrated satellite imagery technology into traceability systems to verify that key raw materials are sourced free from forest encroachment throughout the supply chain, ensuring alignment with the European Union Deforestation Regulation (EUDR) and related international standards. These achievements not only drive operational efficiency and reduce process losses but also reinforce the Group's commitment to transparent business practices and tangible environmental stewardship.

In addition, Charoen Pokphand Group is simultaneously driving environmental transition across multiple dimensions. This includes increasing renewable energy share, comprising biomass, biogas, and solar power, to 50 percent on the path to achieving carbon neutrality by 2030 and net-zero greenhouse gas emissions by 2050. In parallel, end-to-end waste management across the value chain is spearheaded under circular economy principles, with a target to achieve zero waste to landfill by 2030. This goal focuses on two key priorities. The first is mitigating food waste throughout the value chain, from farm to retail, by applying innovations that repurpose waste into valuable resources. The second is addressing plastic waste through a systematic approach that ranges from designing reusable or recyclable packaging to developing a circular economy system that transforms waste into productive resources. Furthermore, the Group collaborates closely with suppliers and partners to systematically minimize greenhouse gas emissions and waste across the supply chain.

In the modern era, investments in clean energy and digital infrastructure are intrinsically linked. Recognizing this, Charoen Pokphand Group consistently prioritizes and invests in AI infrastructure, encompassing computing systems, big data management, and the integration of digital networks across all business groups. This strategy enhances corporate capabilities in an age where AI has become an indispensable factor of production. Furthermore, the Group believes that the future of economic competitiveness lies not only in the adoption of technology, but in the capability to develop homegrown deep technologies, ranging from biotechnology to robotics. The Group therefore supports and drives Thailand's transition from a "technology consumer" to a "technology pioneer" by investing in, collaborating with, and fostering an innovation ecosystem that bridges the private sector, academic institutions, and startups. Charoen Pokphand Group also believes that building a resilient and sustainable AI-driven economy begins with attracting, developing, and retaining world-class talent to co-create the country's future. Accordingly, the Group has moved beyond advocating this agenda at a policy level and has taken concrete action to turn this vision into reality.

A flagship initiative supporting the development of the nation's innovation and deep-tech ecosystem is the establishment of the "CP Innovation Center of Excellence" (CPIC) at True Digital Park, Southeast Asia's largest tech and startup hub. CPIC serves as a center for learning, research, and development of next-generation innovations, seamlessly bridging knowledge, technologies, and talent across multiple disciplines, including digital systems, biotechnology, and AI, through collaborations with leading domestic and international partners. Nevertheless, amid the rapid advancement of technology, the Group maintains the conviction that "people" remain the most critical factor. Consequently, Charoen Pokphand Group prioritizes human capital development at every level in tandem with technological advancements, and provides a collaborative environment where employees, researchers, startups, and youth can co-create, experiment, and develop innovations through hands-on, experiential learning. The Group envisions CPIC as far more than a conventional research center; it is designed to be an "incubator for innovators" empowering the next generation to think boldly, experiment safely, and utilize technology ethically to sustainably drive Thailand's economy and society forward in the AI era.

Charoen Pokphand Group's commitment to human capital development extends far beyond the boundaries of the organization to encompass society at large. The Group believes that "people" are the bedrock of sustainable development. Thai education must therefore transition toward the "Education 5.0" model, which focuses on equipping individuals with knowledge, skills, moral integrity, and a capacity for lifelong learning. This involves integrating AI across all educational levels, leveraging AI tools to enhance teaching quality and facilitate personalized learning, while simultaneously instilling "AI Ethics" so that youth can evaluate, question, and utilize technology judiciously and responsibly. Through a framework of hands-on, experiential learning, youth are empowered to think critically, execute effectively, adapt continuously, and learn from practical experiences. At the same time, the Group promotes the role of educators as "facilitators" who unlock each learner's full potential, while driving collaborations with leading domestic and international universities to bridge the gap between education, the business world, technology, and real-world societal challenges, ultimately preparing the next generation to truly thrive in the future.

All of these efforts unfold in a world where uncertainty has become the new normal. To endure, an organization must be capable of principled adaptation while driving growth rooted in responsibility.

Charoen Pokphand Group remains committed to continuously evolving the organization to secure stable growth and deliver sustainable value for all stakeholders, guided by the Group's enduring commitment to the Three Benefits Principle.



Suphachai Chearavanont
Senior Vice Chairman
Charoen Pokphand Group

Six Core Values

The Six Core Values have shaped our personnel to share a common belief, behavior and course of action, enabling the Group to overcome numerous obstacles and drive economic, social and environmental growth. This collective commitment ensures that we can sustainably deliver benefits to the next generation.

Three Benefits

No business organization in the world can achieve growth, stability and strength independently. It requires the strength of the people, society and the country by its side. Likewise, Charoen Pokphand Group has been able to lead the organization to grow sustainably as we adhere to the “Three Benefits Principle” throughout our existence. The Three Benefits include benefits for the country of investment, benefits for the people in the country of investment and benefits for the Company. The Group has cultivated this value since our founding days to ensure that our actions can create benefits for the country of investment and empower our business to grow.

Accept Change

The world is overflowing with changes in terms of social conditions, the economy, politics, technology and consumer behaviors as well as climate change and unexpected disasters. Therefore, one of Charoen Pokphand Group’s key strategies to advance sustainability is “Accept Change” which has always enabled us to evolve with the world. These changes have prompted the Group to continuously adapt, research, study and explore new opportunities while striving to meet all the needs of consumers and the country.

Speed with Quality

Upon operating business in a borderless world like today’s, the key to business survival and sustainable growth is “speed” and “quality” to enable the business to keep up with changes in technology, news and information, consumer behaviors, and trade rules and regulations. Therefore, Charoen Pokphand Group must think fast and act quickly without compromising on quality. This key policy is upheld and practiced throughout the organization.

Innovate

When conducting business, creativity is the driving force for advancement in all aspects, from ideas through to methods, processes, products and services. Just as the world is never at a standstill, businesses must always innovate. Accordingly, Charoen Pokphand Group’s employees are given the tools and support needed to create “innovation”. Meanwhile, all organizations under the Group are determined to become an “innovative organization” which will undoubtedly result in the creation of the best products and services for consumers.

Simplification

Charoen Pokphand Group holds investments in 23 countries and economies, operating through more than 200 subsidiaries and employing over 460,000 employees. The Group places importance on streamlining processes and procedures, using innovation and technology to simplify operations for improved efficiency and effectiveness. “Simplification” is, thus, an important practice which has brought and will continue to bring success to the Group.

Integrity and Honesty

Charoen Pokphand Group has operated with integrity for the past century. Even now, as the Group branches out into various businesses, integrity remains the cornerstone of our organization. We firmly believe that a business that focuses solely on enriching itself without regard to these values cannot operate in the long term and will eventually erode the trust of suppliers, partners and stakeholders. Whether selling one single product or hundreds of tons of products, one must always adhere to “integrity and honesty”.

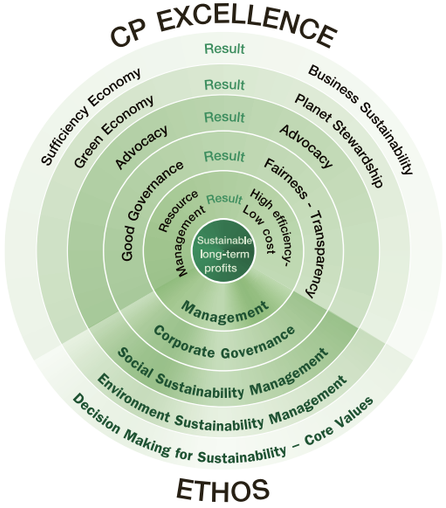
CP Excellence Management System

Over the past 105 years, Charoen Pokphand Group has grown from a seed shop into a global business group with a strong foundation, operating in 23 countries and economic zones worldwide. The key factors that have enabled C.P. Group to overcome economic crises across different eras and become a global organization are vision, adaptability, and practical action. Dr. Ajva Taulananda, Senior Vice Chairman of the Group, has distilled C.P. Group's distinctive management identity into sustainable management concepts, comprising the following:

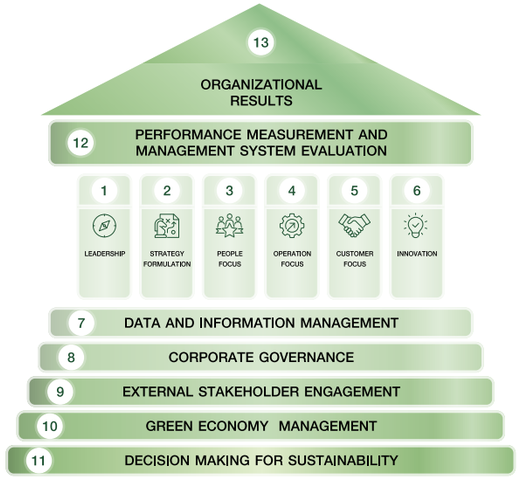
In doing business, the first goal is to generate stable long-term profits. This can only be achieved when the organization remains alert to improving efficiency and controlling costs by managing people, machinery, raw materials, and capital in the most cost-effective manner. As the business expands, this must be accompanied by fair and transparent trade throughout the supply chain, supported by a sound and verifiable governance system that demonstrates sincerity in conducting business. In addition, the organization must build goodwill and trust with external parties, including communities, society, and the government, while promoting engagement as a source of support that enables the business to move forward smoothly. At the same time, C.P. Group emphasizes the practical conservation of natural resources, including soil, water, forests, and the environment, through a green economy system that can be implemented in practice and does not harm the planet for short-term gains. Most importantly, every decision made by leaders and colleagues in their work must be grounded in the Sufficiency Economy Philosophy, namely moderation, reasonableness, and resilience to risk, applying knowledge together with virtue, while upholding the Group's six core values: Three Benefits, speed and quality, simplifying complexity, embracing change, innovating, and integrity and honesty.

"CP Excellence Management System 2026"

Sustainability management approach



CP excellence management system



Management Mechanism towards Excellence

- Translating Concepts into Practice: These management concepts are not merely policies on paper. They are translated into the "CP Excellence Management System," comprising 13 categories of practices illustrated through a house model. This system serves as a key mechanism for integrating management across all business groups and enables senior leaders to systematically translate policy and vision into practical implementation, covering operational efficiency, innovation for customers, governance for society and communities, and the sustainable creation of happiness for people in the organization.
- Driving an Innovative Organization: Guided by the value of embracing change and continuous improvement under the CP Excellence Management System, the Group promotes an environment that encourages innovation at all levels, including strategic innovation and work process innovation. By applying knowledge and capabilities to simplify complexity and deliver speed with quality, while upholding integrity and honesty, the Group advances towards becoming an innovative organization.
- Flexible and Future-Ready: The Group is committed to continuously improving and developing the CP Excellence Management System criteria to keep pace with economic, technological, and environmental changes, while enhancing its competitiveness on the global stage to drive value and achieve resilient growth.



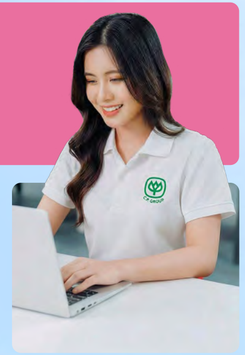




"The CP Excellence Management System is an important approach that enables all business groups to drive their businesses in alignment. It helps employees share a common understanding, supports knowledge exchange, and leads to innovation in work processes, products, and services. The Group also places importance on the 'happiness of people in the organization,' as people are the key force in driving C.P. Group towards sustainable progress."

Dr. Ajva Taulananda
Senior Vice Chairman
Charoen Pokphand Group

HEART
Living Right



Employee-related expenses
240,975 million THB
+13.01%

Number of people worldwide gaining access to education and lifelong learning opportunities (online and offline)
35,814,811 persons
+5.76%

Percentage of female employees
51.39%
-0.70%

Data Security Breach
0 cases
0%

Employee and contractor fatalities
26 cases
+18.18%

Total revenue
3,214,454
million THB
-0.22%

Proportion of business groups assessed for human rights risks
100%
0%



Employees with STEM knowledge
43,416 persons
-4.00%

HEALTH
Living Well



R&D expenses
35,390 million THB
+5.31%

Products for health and well-being
1,770 products
+15.99%

Farmers, SMEs, members of vulnerable and other groups supported
3,673,081 persons
+9.65%

Stakeholder engagement score
77%
-4.91%



Local procurement expenditure
1,240,814
million THB
+13.29%

Number of meals donated to underprivileged groups, particularly children, youth, the impoverished, and those in disadvantageous situations
5,237,572 meals
+29.32%

Proportion of products featuring clear and easy-to-understand front-of-pack nutrition labeling
33.6%
-24.55%

HOME
Living Together

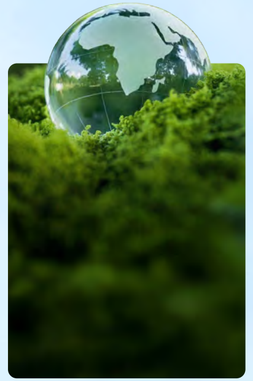
Energy intensity
17.61 GJ per million THB
+0.28%

Water intensity
113.61
cubic meters per million THB
-11.93%

GHG emissions (Scope 1 and 2)
5.93 million tons CO_2e per year
-3.42%

GHG emissions (Scope 3)
76.87 million tons CO_2e per year
-9.39%

Number of trees planted for terrestrial ecosystem protection and restoration
13.4 million trees
+4.69%



100% traceability of high-risk raw materials
39.60%

Proportion of renewable energy consumption
18%
+2.85%

Percentage of waste diverted from disposal
87.90%
+1.14%



Progress towards 2030 Sustainability Goals

HEART: Living Right

Target

Corporate Governance

100%
of businesses recognized for corporate governance practices

Performance Progress: 2025 96.10% | 2024 95.06%

Relation to Charoen Pokphand Group's Value Chain: Agriculture, Production, Packaging, Transportation, Marketing, Service

Relevant Stakeholder

Supporting the SDGs

Target

Human Rights and Labor Practices

100%
of all business units conduct regular human rights impact assessments of their own operations and tier-1 high-risk suppliers

Performance Progress: 2025 100% | 2024 100%

Relation to Charoen Pokphand Group's Value Chain: Agriculture, Production, Packaging, Transportation, Marketing, Service

Relevant Stakeholder

Supporting the SDGs

Target

Education and Inequality Reduction

50 million people
supported with access to quality education, lifelong learning, or upskilling

Performance Progress: 2025 71.59% | 2024 67.72%

Relation to Charoen Pokphand Group's Value Chain: Agriculture, Production, Packaging, Transportation, Marketing, Service

Relevant Stakeholder

Supporting the SDGs

Target

Leadership and Human Capital Development

100%
of employees receive annual sustainability training

100%
of employees regularly engage in sustainability activities or projects

Performance Progress: 2025 100% | 2024 100% | 2025 51.23% | 2024 47.38%

Relation to Charoen Pokphand Group's Value Chain: Agriculture, Production, Packaging, Transportation, Marketing, Service

Relevant Stakeholder

Supporting the SDGs

Target

Cybersecurity and Data Protection

100%
of business groups certified with international standards on data and information security

Performance Progress: 2025 100% | 2024 100%

Relation to Charoen Pokphand Group's Value Chain: Agriculture, Production, Packaging, Transportation, Marketing, Service

Relevant Stakeholder

Supporting the SDGs

HEALTH: Living Well

Target

Health and Well-being

70%
of total sales volume derived from B2B and B2C products and services that promote health and well-being

Performance Progress: 2025 32.13% | 2024 34.40%

Relation to Charoen Pokphand Group's Value Chain: Agriculture, Production, Packaging, Transportation, Marketing, Service

Relevant Stakeholder

Supporting the SDGs

Target

Social Impact and Economic Contribution

5 million people
receive career development support to generate income for those in need, e.g., farmers, SMEs, and vulnerable groups across the value chain

Performance Progress: 2025 73.40% | 2024 67.00%

Relation to Charoen Pokphand Group's Value Chain: Agriculture, Production, Packaging, Transportation, Marketing, Service

Relevant Stakeholder

Supporting the SDGs

Target

Food Security and Access to Nutrition

10 million
children, population, and underprivileged individuals receive access to safe and nutritious food

Performance Progress: 2025 100% | 2024 100%

Relation to Charoen Pokphand Group's Value Chain: Agriculture, Production, Packaging, Transportation, Marketing, Service

Relevant Stakeholder

Supporting the SDGs

Target

Innovation

7,500
patents and petty patents registered

Performance Progress: 2025 66.97% | 2024 61.23%

Relation to Charoen Pokphand Group's Value Chain: Agriculture, Production, Packaging, Transportation, Marketing, Service

Relevant Stakeholder

Supporting the SDGs

Target

Stakeholder Engagement

80%
engagement score from multi-stakeholder survey

Performance Progress: 2025 77.00% | 2024 81.00%

Relation to Charoen Pokphand Group's Value Chain: Agriculture, Production, Packaging, Transportation, Marketing, Service

Relevant Stakeholder

Supporting the SDGs

HOME: Living Together

Target

Climate Resilience

42%
SBT near-term target for Scope 1+2, reduction by 42%

Performance Progress: 2025 19.32% | 2024 11.44%

Relation to Charoen Pokphand Group's Value Chain: Agriculture, Production, Packaging, Transportation, Marketing, Service

Relevant Stakeholder

Supporting the SDGs

Target

Circular Economy

100%
Zero waste to landfill

100%
of plastic packaging is recyclable, reusable, or compostable

Performance Progress: 2025 39.73% | 2024 13.54% | 2025 94.44% | 2024 93.61%

Relation to Charoen Pokphand Group's Value Chain: Agriculture, Production, Packaging, Transportation, Marketing, Service

Relevant Stakeholder

Supporting the SDGs

Target

Water Stewardship

20%
Reduce water withdrawal per unit of revenue by 20% compared to base year 2020

Performance Progress: 2025 100% | 2024 100%

Relation to Charoen Pokphand Group's Value Chain: Agriculture, Production, Packaging, Transportation, Marketing, Service

Relevant Stakeholder

Supporting the SDGs

Target

Ecosystem & Biodiversity Protection

100%
of business groups conduct collaboration projects with international partners to manage and monitor biodiversity in business operations

Performance Progress: 2025 62.34% | 2024 58.75%

Relation to Charoen Pokphand Group's Value Chain: Agriculture, Production, Packaging, Transportation, Marketing, Service

Relevant Stakeholder

Supporting the SDGs

Target

Responsible Supply Chain Management

100%
of significant suppliers audited on sustainability

100%
of high-risk raw materials traceable by 2030

Performance Progress: 2025 95.37% | 2024 91.31% | 2025 39.62% | 2024 38.23%

Relation to Charoen Pokphand Group's Value Chain: Agriculture, Production, Packaging, Transportation, Marketing, Service

Relevant Stakeholder

Supporting the SDGs

Charoen Pokphand Group's Stakeholders: Farmers | Communities and societies | Suppliers | Creditors | Employees and Families | NGOs | Governments | Competitors | Media | Shareholders and Investors | Customers and Consumers

Awards and Recognitions 2025

Amid escalating stakeholder expectations regarding the private sector's role in advancing sustainable development, Charoen Pokphand Group remains committed to responsible business practices by integrating business growth with balanced and continuous socio-environmental value creation. Guided by this dedication, the global awards and recognitions received by the Group in 2025 serve as a testament to the success in fostering growth alongside social and environmental responsibility. More than milestones of excellence, these achievements reflect the Group's resolve to be a driving force for lasting positive global impact.

Award

S&P Global

C.P. GROUP	true	CP ALL	CP AXTRA	CPF
Top 5% Industrial Conglomerates	**Top 1%** Telecommunication Services	**Top 5%** Food & Staples Retailing	**Top 5%** Food & Staples Retailing	**Top 10%** Food Products

Award

CDP

	Climate	Forests	Water	Supplier Engagement
C.P. GROUP	A-	B	A-	A
true	B	B	B	A
CP ALL	A-	A-	B	B
CP AXTRA	B	B	B	B
CPF	B	B	B	A-

Award

World Business Council for Sustainable Development

Charoen Pokphand Group has been recognized by WBCSD as one of the 'Top Performers' in Reporting matters 2025

4th consecutive year.

Award

FTSE4Good

true	CP ALL	CP AXTRA	CPF
FTSE4Good Index Series member for the **9th** consecutive year	FTSE4Good Index Series member for the **8th** consecutive year	FTSE4Good Index Series member for the **6th** consecutive year	FTSE4Good Index Series member for the **8th** consecutive year

Award

FTSE RUSSELL An LSEG Business

true	CP ALL	CP AXTRA	CPF
4.8	4.8	4.6	4.4

Award

ACCCIM 中总 | UOB



Mr. Dhanin Chearavanont, Senior Chairman of Charoen Pokphand Group, received the "ASEAN Honorable Business Icon" Award, the highest accolade presented at the ASEAN Chinese Business Leaders Summit 2025. The event was organized by the Associated Chinese Chambers of Commerce and Industry of Malaysia (ACCCIM) in collaboration with UOB Malaysia in Kuala Lumpur, Malaysia, to honor Chinese business leaders in ASEAN who have made outstanding contributions to the region's economic and social development. Mr. Narong Chearavanont, Senior Vice Chairman of Charoen Pokphand Group, accepted the award on his behalf.

Award

华人之光 BRILLIANCE BEACON AWARD



Mr. Dhanin Chearavanont, Senior Chairman of Charoen Pokphand Group, received the Brilliance Beacon Award in the "Lifetime Achievement Award" category from Phoenix.com in the Macao Special Administrative Region of the People's Republic of China. The award recognizes individuals who have made outstanding contributions to the global economy, society, and humanity. Mr. Dhanin was also recognized as the pioneer of the "Government + Business + Bank + Agricultural Cooperative" business model, which Harvard University has developed into a case study for global education.

Award

CEO DAY LEAD THE SHIFT



Mr. Suphachai Chearavanont, Senior Vice Chairman of Charoen Pokphand Group, received the CEO of the Year 2025 award at the CEO Awards 2025. The award recognizes his leadership, extensive knowledge and capabilities, and outstanding vision in corporate management, together with his commitment to social responsibility. These qualities have enabled him to guide both the organization and the country through challenges towards a promising future.

Award

MASCI

Charoen Pokphand Group and subsidiaries have successfully achieved verification under the TIS 9999 Sufficiency Economy Guidelines for Industries by the Management System Certification Institute (Thailand) (MASCI). Driven by a steadfast resolve, the Group adopts the Sufficiency Economy Philosophy as a strategic compass for business operations, balancing sustainability across the value chain while delivering genuine benefits to the people, the nation, and the organization.

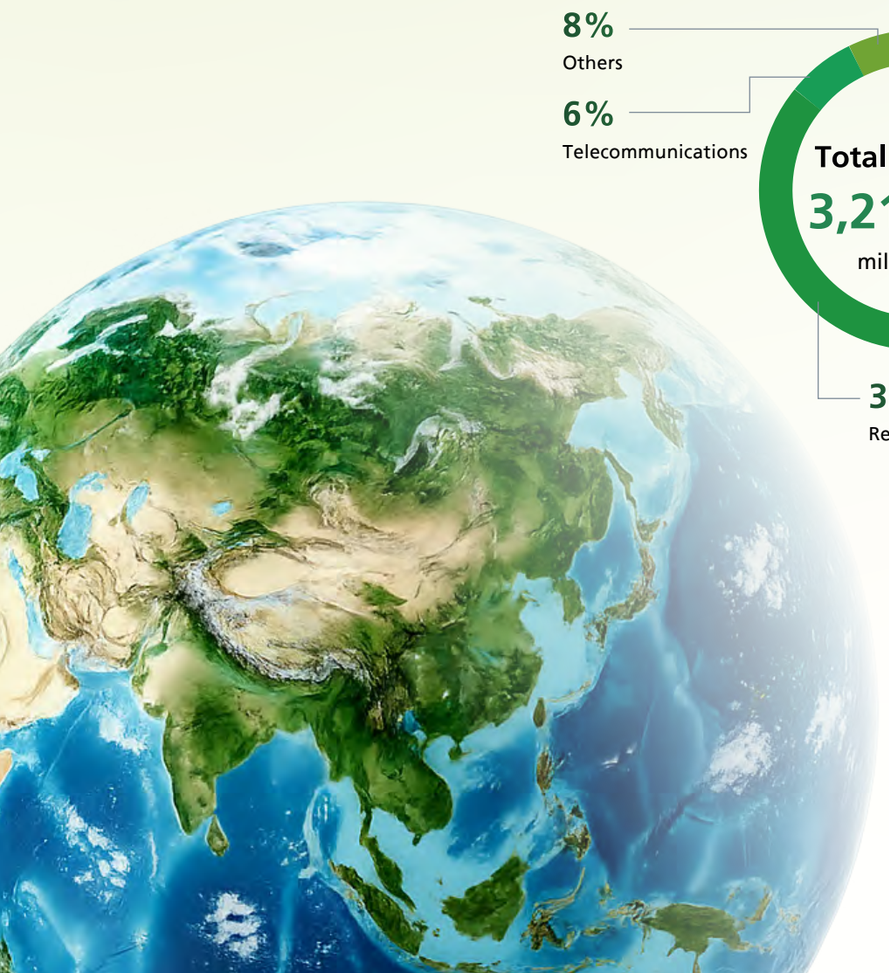


Our Portfolio

Charoen Pokphand Group's Vision

"To be a leading tech and innovative conglomerate, providing food for both the body and mind, that creates shared values and brings health and well-being for all"

Proportion of Sales by Business Line



Tax Paid to Government
26,126
million THB

Proportion of Sales and Employees by Country

Thailand (Headquarter)	China	Others
52% of total sales	39% of total sales	9% of total sales
61% of employees	19% of employees	20% of employees

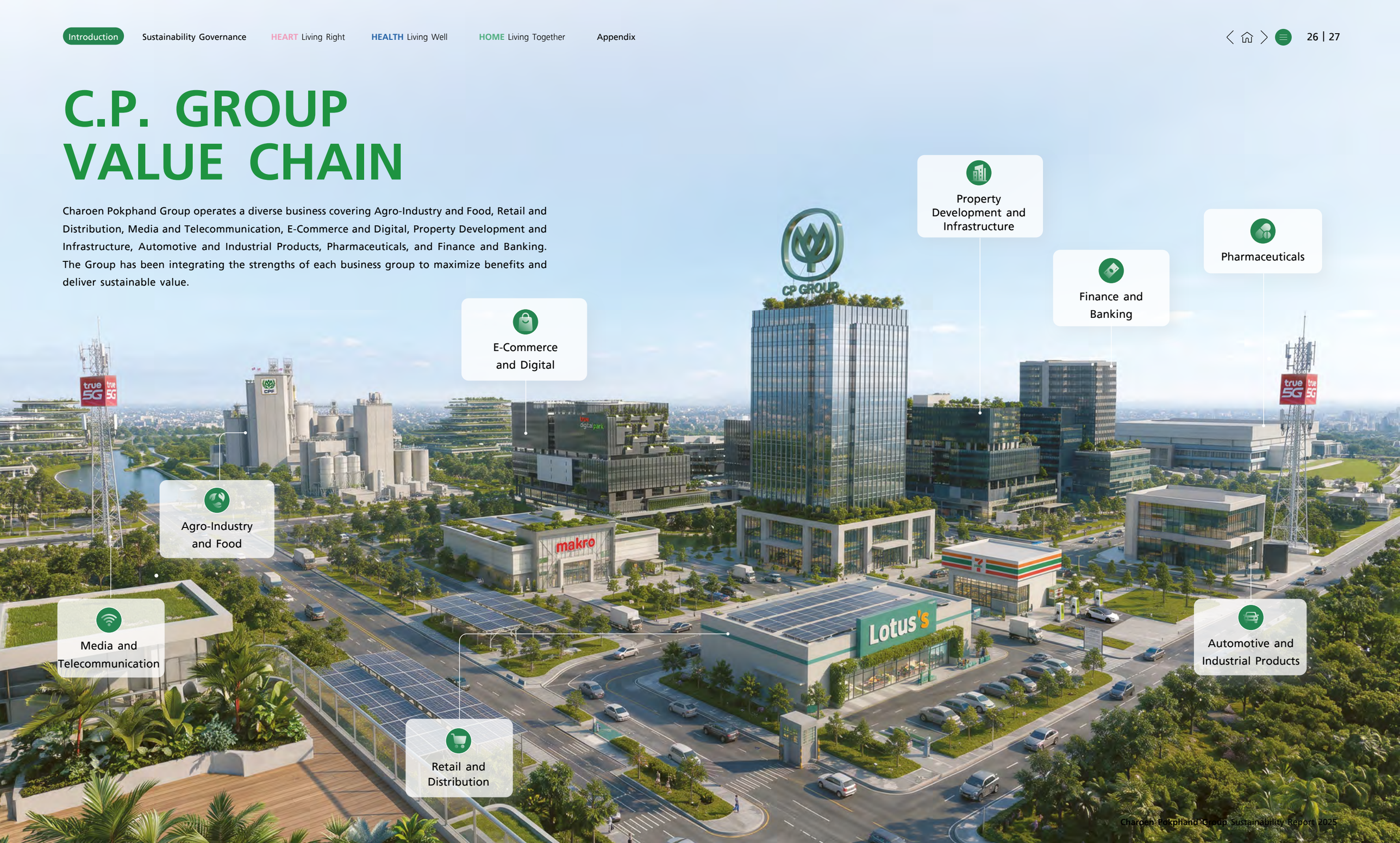
	Thailand (Headquarter)	China	Others	Total
Production Plants (plants)	94	107	99	300
Livestock/Aquaculture Farms (farms)	365	176	429	970
7-Eleven Stores (branches)	15,945	-	138	16,083
Makro Stores (branches)	170	-	11	181
Lotus's Hypermarkets/Supermarkets/ Mini-Supermarkets and Lotus Supercenter (branches)	2,508	63	69	2,640
Research/Development Centers (centers)	41	80	5	126
Employees (persons)	283,919	89,689	92,516	466,124
Main Business Lines	A B C D E F	A B E F G H	A B D F	A B C D E F G H

Symbol: Main Business Lines

- A Agro-Industry and Food
- B Retail and Distribution
- C Media and Telecommunicatio
- D E-Commerce and Digital
- E Property Development and Infrastructure
- F Automotive and Industrial Product
- G Pharmaceuticals
- H Finance and Banking

C.P. GROUP VALUE CHAIN

Charoen Pokphand Group operates a diverse business covering Agro-Industry and Food, Retail and Distribution, Media and Telecommunication, E-Commerce and Digital, Property Development and Infrastructure, Automotive and Industrial Products, Pharmaceuticals, and Finance and Banking. The Group has been integrating the strengths of each business group to maximize benefits and deliver sustainable value.



C.P. Group Our Business

Charoen Pokphand Group Company Limited functions as the parent company of Charoen Pokphand Group, operating as a holding company with shares in Thailand and overseas. The Group maintains a diversified business portfolio encompassing manufacturing and service industries

8 business lines

23 countries and economies



Agro-Industry and Food Business

- Charoen Pokphand Foods Public Company Limited[1] and its subsidiaries
- Chia Tai Company Limited and its subsidiaries
- C.P. Intertrade Company Limited and its subsidiaries
- Charoen Pokphand Produce Company Limited and its subsidiaries
- K.S.P. Equipment Company Limited
- Kasetphand Industry Company Limited
- Charoen Pokphand Agriculture Company Limited
- Charoen Pokphand Engineering Company Limited
- Perfect Companion Group Company Limited
- Advance Pharma Company Limited
- Agro-Industry and Food Business Group (China)
- Chia Tai Enterprises International Limited
- Myanmar C.P. Livestock Company Limited
- C.P. Bangladesh Company Limited
- Charoen Pokphand Pakistan (Pvt.) Limited
- Chia Tai Feedmill Pte. Limited



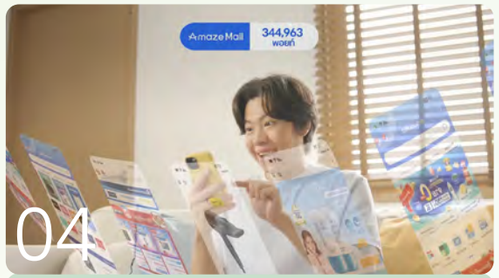
Retail and Distribution Business

- CP ALL Public Company Limited[1] and its subsidiaries
- CP Axtra Public Company Limited[1] and its subsidiaries
- All Now Logistics Company Limited
- CP Social Impact Company Limited
- CP Seeding Social Impact Company Limited
- C.P. Lotus Corporation



Media and Telecommunication Business

- True Corporation Public Company Limited[1] and its subsidiaries
- Thana Telecom Company Limited and its subsidiaries



E-Commerce and Digital Business

- Ascend Group Company Limited and its subsidiaries
- Freewill Solutions Company Limited
- Amaze Company Limited



Automotive and Industrial Products Business

- ECI Group Company Limited and its subsidiaries
- CPPC Public Company Limited and its subsidiaries



Property Development and Infrastructure Business

- C.P. LAND Public Company Limited and its subsidiaries
- CP Property Holding Company Limited
- CP Future City Development Corporation Company Limited
- Altervim Company Limited
- Asia Era One Company Limited
- Shanghai Kinghill Limited
- Chia Tai Land Company Limited
- Chia Tai Di Jing (Shanghai) Investment Management Limited



Pharmaceuticals Business

- CP BIO[1]
- CP Pharmaceutical Group

Financial and Banking Business

- Zheng Xin Bank Company Limited



More information available in

Our Business

Remark: [1] Company listed on the Stock Exchange

Analysis of Operating Context

In 2025, businesses continued to face escalating complexities across multiple dimensions, including geopolitical tensions, the concrete implementation of environmental and trade regulations, the acceleration of digital technology and artificial intelligence, and rising expectations from consumers and stakeholders regarding transparency, responsibility, and sustainability, all of which are interconnected throughout the value chain. For Charoen Pokphand Group, with a diversified business portfolio spanning 23 countries and economies worldwide, analyzing this operating context is fundamental to setting sustainability goals and developing action plans that are aligned with the direction and evolution of each industry. This analysis also forms an integral part of the Group's sustainability materiality assessment process.



Agro-Industry and Food Business

Related Materiality Issues:

Climate Resilience I Food Security & Access to Nutrition I Responsible Supply Chain Management

The Agro-Industry and Food Business plays a critically vital role in global food security, with operations encompassing the value chain from feed production and farming to processing and international distribution. In 2025, the sector continued to face pressures from geopolitical volatility, climate change impacts on agricultural yields and raw materials, tariff measures utilized as international policy tools, and trade countermeasures from multiple parties, which triggered rapid shifts in global agricultural trade flows. Furthermore, the European Union Deforestation Regulation (EUDR) mandated that exports to the EU must provide traceability down to the plot level to prove no linkage to deforestation. Over the long term, the business is undergoing a significant transformation driven by evolving consumer expectations and market regulations that place greater emphasis on product safety, quality, health, and sustainability. To keep pace with these shifts and capture a competitive edge, Charoen Pokphand Group is investing in production innovation and product development, upgrading digital technology and data integration within its operations, strengthening traceability systems and production standards to meet global market requirements, and developing a more resilient, transparent, and efficient supply chain. These initiatives ensure the business can rapidly respond to changes, maintain its competitiveness, and achieve stable, long-term growth.



Retail and Distribution Business

Related Materiality Issues:

Climate Resilience I Circular Economy I Human Rights & Labor Practices

In 2025, the Retail Business continued to navigate intense competition alongside escalating expectations for convenient, and seamless shopping experiences bridging online and offline platforms. Concurrently, consumers placed greater emphasis on value for money, and eco-friendly products, as well as actions to support environmental protection. To address these shifts, Charoen Pokphand Group is focused on elevating competitive advantages by leveraging data and technology to optimize inventory management and customer service. This includes advancing omnichannel retail formats, enhancing the management of packaging, waste, and food loss in stricter alignment with circular economy principles, and further transforming store networks and distribution channels to deliver solutions that satisfy modern consumers while driving long-term, sustainable business growth.

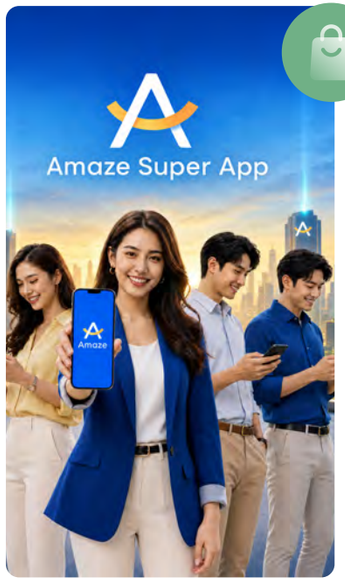
Media and Telecommunication Business

Related Materiality Issues:

Cybersecurity & Data Protection I Climate Resilience I Innovation

Over the past year, the Media and Telecommunication Business was driven by a continuous surge in data demand and digital service adoption, alongside the expanding role of artificial intelligence across various industries. These trends have compelled operators to accelerate the development of efficient digital infrastructure to support next-generation services and respond to rapidly evolving consumer needs. At the same time, the business must manage investment in network and data center, optimize energy efficiency, and strengthen cybersecurity. Within this context, the sector is committed to continuously upgrading its digital infrastructure and services, prioritizing technology integration to enhance operational efficiency, energy management, and data protection, while expanding services in line with the demands of both the business sector and consumers to support long-term growth and accommodate future changes.





E-Commerce and Digital Business

Related Materiality Issues:

Cybersecurity & Data Protection I Innovation I Corporate Governace

As one of the most rapidly evolving sectors, the E-Commerce and Digital Business relies heavily on the effective utilization of data, technology, and artificial intelligence as critical drivers for delivering tailored user experiences and maintaining competitiveness. Consequently, the business prioritizes platform development, data-driven insights, and continuous adaptation to shifting consumer behaviors. Meanwhile, it must manage risks associated with personal data protection, responsible AI governance, and cybersecurity framework. Therefore, the sector's opportunities for sustainable growth and social value creation extend far beyond expanding online commercial channels; they lie in developing a digital ecosystem that efficiently integrates commerce, services, and data across multiple consumer touchpoints.



Property Development and Infrastructure Business

Related Materiality Issues:

Climate Resilience I
Human Rights & Labor Practices I
Ecosystem & Biodiversity Protection

The Property Development and Infrastructure Business operates within a landscape influenced by macroeconomic conditions, climate change, and evolving consumer lifestyles. Concurrently, physical climate risks, such as flooding and extreme heatwaves, alongside increasingly stringent energy efficiency and environmental standards, impact project design, investment, and asset management. To address these evolving trends, Charoen Pokphand Group prioritizes developing projects that satisfy market demands and align with future growth trajectories, encompassing energy-efficient buildings, mixed-use developments, and digital economy-ready infrastructure, to deliver long-term economic, social, and environmental value.

Automotive and Industrial Products

Related Materiality Issues:

Responsible Supply Chain Management I
Innovation I Climate Resilience

The Automotive and Industrial Products Business is undergoing structural changes driven by the rapid rise of electric vehicles, next-generation manufacturing technologies, and fast-evolving market demands. Concurrently, intense competition from emerging manufacturers and the transition of the supply chain from conventional systems to advanced technologies compel operators to adapt to safeguard their competitive edge. Charoen Pokphand Group prioritizes capability building aligned with the trajectories of the modern automotive and manufacturing industries, with focus on technology, automation, and energy efficiency, while capitalizing on opportunities in EV growth and the surging demand for smart industrial equipment.





Pharmaceuticals Business

Related Materiality Issues:

Health & Well-being I Innovation I
Responsible Supply Chain Management

The Pharmaceuticals Business plays a vital role in enhancing quality of life and public health systems, driven by the rise of an aging society and the increasing prevalence of non-communicable diseases (NCDs), particularly in Asia. Meanwhile, the business navigates challenges from complex product registration regulations and supply chain uncertainties regarding critical raw materials. Accordingly, Charoen Pokphand Group prioritizes driving innovation and leveraging technology to optimize research and development efficiency. Furthermore, the Group is capitalizing on opportunities in the preventive healthcare market and integrating pharmaceutical services with digital health platforms.

Finance and Banking Business

Related Materiality Issues:

Corporate Governance I Cybersecurity & Data Protection I
Stakeholder Engagement

Amid rapid advancements in financial technology and swift shifts in digital consumer behaviors, the Finance and Banking Business must face intense competition from emerging financial service providers in tandem with increasingly complex risks stemming from economic conditions and tightening regulatory requirements. Charoen Pokphand Group places emphasis on developing digital financial services, enhancing risk management, and capitalizing on opportunities arising from the continuously growing trend of sustainable finance. By leveraging advanced technology, the Group aims to broaden financial inclusion for retail customers, farmers, and SMEs, as part of the effort to drive business growth and deliver long-term economic and social value.



About this Report

Charoen Pokphand Group publishes the Sustainability Report on an annual basis to transparently disclose operational data and progress toward sustainability goals to all stakeholder groups. This report comprehensively covers strategies, management approaches, performances, and future outlooks for the Group's material sustainability topics, which may directly or indirectly impact stakeholders across the value chain. For the Group, the Sustainability Report is not merely a disclosure tool, but a vital mechanism enabling systematic progress review, identification of development areas, and communication of future operational directions. Accurate, complete, and context-specific disclosures empower stakeholders to comprehensively evaluate the Group's performance while enabling the Group to gather valuable feedback for continuous improvement. Furthermore, the disclosed data and performances are integrated into the Enterprise Risk Management system to ensure that the presented issues appropriately and thoroughly reflect significant risks and opportunities, prior to submission to the Sustainability Committee for review and endorsement.

Reporting Standards and Frameworks

- GRI Standards 2021
- United Nations Global Compact
- World Business Council for Sustainable Development: Reporting Matters
- Sustainability Accounting Standards Board
- UN Guiding Principles on Business and Human Rights
- World Economic Forum: Stakeholder Capitalism
- International Financial Reporting Standards: S1 and S2
- Sustainable Development Goals
- Taskforce on Nature-related Financial Disclosure



More information available in

http://www.cpgroupglobal.com/en/document/sustainability-reports

Reporting Scope

Charoen Pokphand Group has consistently published the Sustainability Report annually since 2016. The Sustainability Report 2025 marks the Group's 10th edition, covering the sustainability performances of Charoen Pokphand Group and eight core business lines across 23 countries and economies worldwide. The content highlights economic, social, and environmental achievements, progress toward the Group's 15 sustainability goals and strategies, and initiatives executed to address the expectations of diverse stakeholder groups.

In terms of data consolidation, Charoen Pokphand Group defines reporting boundaries to include entities in which the Group holds a shareholding stake of 10% or more and maintains management authority and operational control. To ensure the comparability of year-on-year performance data, the 2025 reporting scope applies the identical criteria as the 2024 report.

Third-party Assurance

Charoen Pokphand Group prioritizes data reliability and transparent disclosure. Accordingly, the Group engaged an independent, third-party assurance provider to verify the accuracy, completeness, and alignment of the data in the Sustainability Report 2025. The verification was conducted in accordance with the GRI Standards 2021, ISAE 3000 and ISAE 3410 at Limited level.

For 2025, the total volume and performance indicators subject to external assurance remain unchanged from the previous year, continuously covering Charoen Pokphand Group's material sustainability issues. These encompass climate change management, energy and water resource management, waste management, food loss and food waste mitigation, occupational health and safety, corporate governance, and responsible supply chain management. A detailed list of assured indicators can be accessed on pages 276-279

Information regarding the externally assured performance indicators can be found in

Assurance Statement

Supplement Details to the Sustainability Report 2025 and Charoen Pokphand Group's Website

Beyond the publication of the annual Sustainability Report, Charoen Pokphand Group develops topic-specific reports to deliver detailed disclosures for stakeholders seeking in-depth information on particular issues. Each topic-specific report is strictly reviewed and approved by the Sustainability Committee prior to public release.Furthermore, Charoen Pokphand Group publishes dedicated sustainability reports for various business units to provide deep insights into the ESG performance of each business group. These reports articulate how each business unit's operational achievements interconnect with the Group's sustainability goals and sustainable development frameworks.



Delivering on Our SDG Commitments 2025



Climate & Nature Resilience Supplement 2025 (IFRS S2 & TNFD)



Stakeholder Engagement and Materiality Insights Supplement 2025 (Double and Dynamic Materiality Assessment)



Sustainability Performance Supplement 2025

Business Unit Sustainability Reports

http://www.cpgroupglobal.com/en/document/sustainability-reports

Contact

Sustainability, Good Governance and Corporate Communication Office, Charoen Pokphand Group
18 True Tower, Ratchadaphisek Road, Huai Khwang, Bangkok 10310
E-mail: cpg-sd@cp.co.th

Sustainability
Governance

In an era where global expectations for sustainability disclosure from investors, consumers, and governments are continuously escalating, sustainability governance can no longer exist as a mere symbolic structure. At Charoen Pokphand Group, we have responded to this shift by developing a sustainability governance structure with clear accountability at all levels. This spans from the Board of Directors, who directly steer strategic direction and monitor performance, to sustainability risk mechanisms integrated into core business decisions. This approach ensures that environmental, social, and governance issues are comprehensively considered alongside strategic planning, while reinforcing stakeholder confidence in our genuine transparency and accountability.

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External Impact Analysis 40

Emerging Risk Factors 42

Stakeholder Engagement 44

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Materiality Assessment 50

Sustainability Strategy and Goals 54

Value Creation Process 56

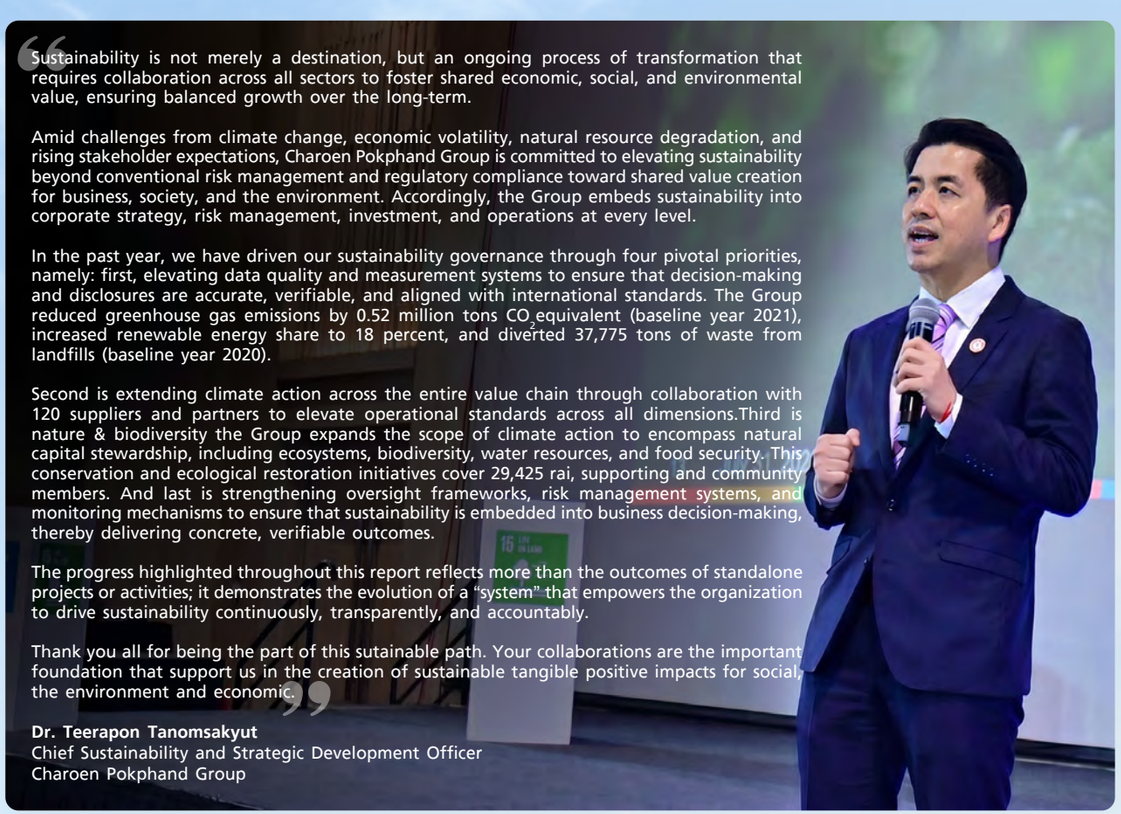
Supporting the UN SDGs 58







Sustainability Governance



"Sustainability is not merely a destination, but an ongoing process of transformation that requires collaboration across all sectors to foster shared economic, social, and environmental value, ensuring balanced growth over the long-term.

Amid challenges from climate change, economic volatility, natural resource degradation, and rising stakeholder expectations, Charoen Pokphand Group is committed to elevating sustainability beyond conventional risk management and regulatory compliance toward shared value creation for business, society, and the environment. Accordingly, the Group embeds sustainability into corporate strategy, risk management, investment, and operations at every level.

In the past year, we have driven our sustainability governance through four pivotal priorities, namely: first, elevating data quality and measurement systems to ensure that decision-making and disclosures are accurate, verifiable, and aligned with international standards. The Group reduced greenhouse gas emissions by 0.52 million tons CO_2 equivalent (baseline year 2021), increased renewable energy share to 18 percent, and diverted 37,775 tons of waste from landfills (baseline year 2020).

Second is extending climate action across the entire value chain through collaboration with 120 suppliers and partners to elevate operational standards across all dimensions.Third is nature & biodiversity the Group expands the scope of climate action to encompass natural capital stewardship, including ecosystems, biodiversity, water resources, and food security. This conservation and ecological restoration initiatives cover 29,425 rai, supporting and community members. And last is strengthening oversight frameworks, risk management systems, and monitoring mechanisms to ensure that sustainability is embedded into business decision-making, thereby delivering concrete, verifiable outcomes.

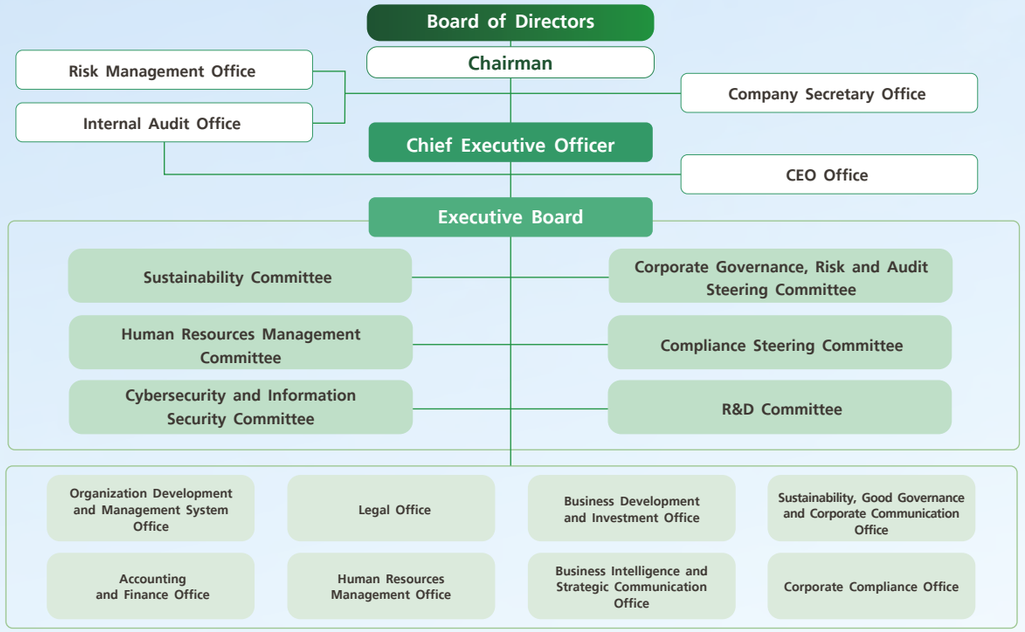
The progress highlighted throughout this report reflects more than the outcomes of standalone projects or activities; it demonstrates the evolution of a "system" that empowers the organization to drive sustainability continuously, transparently, and accountably.

Thank you all for being the part of this sutainable path. Your collaborations are the important foundation that support us in the creation of sustainable tangible positive impacts for social, the environment and economic."

Dr. Teerapon Tanomsakyut
Chief Sustainability and Strategic Development Officer
Charoen Pokphand Group

At Charoen Pokphand Group, sustainability operations are integrated into business management. The Board of Directors serves as the highest governing body, overseeing strategic directions, targets, risks, and overall sustainability performance to ensure the Group's growth aligns with the Three Benefits principle, which prioritizes the interests of the country, the people, and the organization. The Board of Directors delegates authority to the Executive Board to govern the integration of sustainability issues into corporate strategy, business planning, risk management, resource allocation, investment, and key business decisions, while also monitoring progress against sustainability targets and addressing issues material to both the business and stakeholders. At the implementation level, the Sustainability Committee is charged with translating these directions and policies into action. This is achieved by establishing roadmaps, Key Performance Indicators (KPIs), assigned responsibilities, operational standards, data systems, and monitoring processes in collaboration with business groups and relevant units to ensure that sustainability initiatives yield concrete, verifiable, and measurable outcomes.

In 2025, the Sustainability Committee convened five times to deliberate on material sustainability agendas. These meetings covered critical issues including progress toward the 2030 sustainability targets, the Net Zero roadmap, climate and nature-related risks, human rights protection, responsible supply chain management, food safety, cybersecurity, and business ethics. To oversee operations, monitor KPIs, and elevate both data systems and internal controls, the Sustainability Committee regularly reports its performance and critical matters to the Executive Board and the Board of Directors for ongoing guidance and approval of key matters.



Driving Sustainable Development

Charoen Pokphand Group prioritizes the advancement of sustainability knowledge and competencies across all organizational levels. This spans from the Board of Directors and senior executives, who monitor evolving international standards, emerging regulatory requirements, and stakeholder expectations to ensure adaptive governance, to employees and suppliers, who are empowered with an understanding of material business issues. These critical areas include business ethics, cybersecurity, food safety, climate change, resource and waste management, and responsible supply chain practices, enabling them to tangibly integrate these dimensions into the operations of their respective business units.

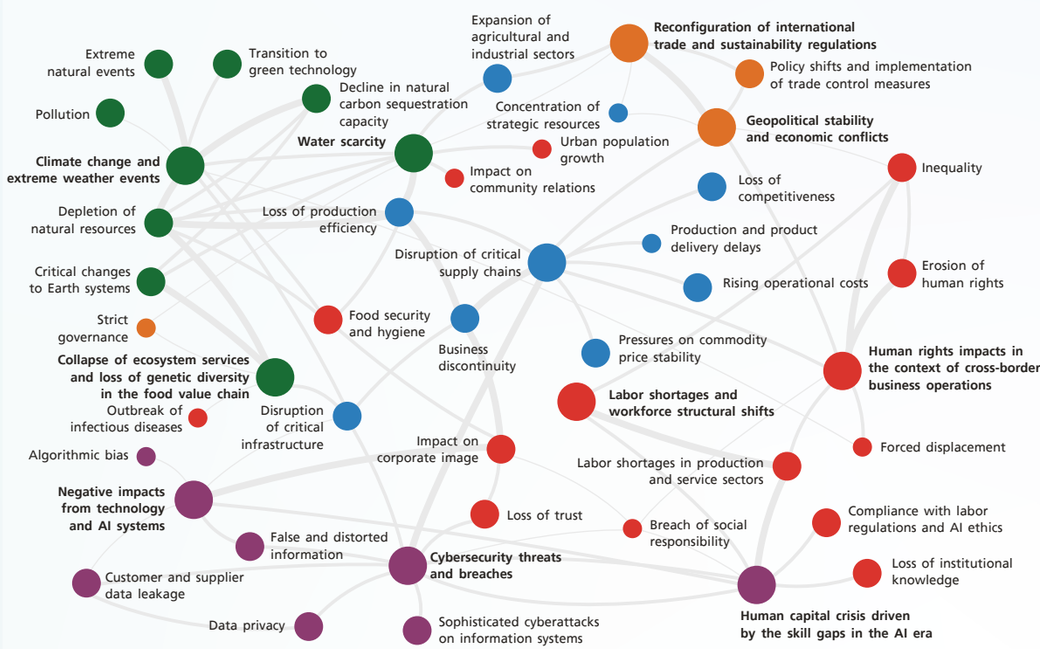
Building on this foundation, Charoen Pokphand Group has established clear sustainability roles and responsibilities at every level. Key sustainability performance indicators are linked to the performance evaluation of directors, executives, and employees, as appropriate to their respective functions. These indicators cover issues such as compliance with code of conduct and relevant regulations; risk and crisis management; cybersecurity and human rights and labor practices; innovation management; environmental impact reduction; and responsible supply chain management, performance against these sustainability indicators is integrated into annual performance reviews and remuneration assessments for relevant executives and employees.

Charoen Pokphand Group continuously advances data systems, internal control processes, and data assurance mechanisms to strengthen executive decision-making and enhance the quality of sustainability disclosures. Also, the Group fosters the exchange of knowledge, best practices, and operational lessons learned across all business groups to harmonize and elevate sustainability performance standards throughout the entire Group.

External Impact Analysis

In a business landscape where risks and opportunities emerge simultaneously, a systematic understanding of their nature and interconnectedness is a prerequisite for effective operations. As a diversified enterprise operating across 23 countries and economies, Charoen Pokphand Group prioritizes continuous, comprehensive impact analysis. This ensures that strategic decisions are thoroughly informed, and able to swiftly respond to the changes in different dimensions. this ongoing analysis is morely a risk assessment process, it serves as the foundation for a resilient, responsible, and long-term sustainable business.

Risk Factor Mapping



Climate Change and Extreme Weather Events

Risk Type

Environmental

Climate change is a structural risk that directly impacts Charoen Pokphand Group, ranging from agricultural yield volatility, raw material procurement, manufacturing, and logistics, through to energy costs and the sustainability expectations of stakeholders. Accordingly, the Group focuses on proactive mitigation by enhancing the resilience of supply chains, investing in climate-resilient infrastructure, promoting resource efficiency, and reducing greenhouse gas emissions alongside long-term adaptation planning.

Impact on Capital

- Financial Capital
- Manufacturing Capital
- Relationship Capital
- Natural Capital

Geopolitical Stability and Economic Conflicts

Risk Type

Geopolitical

Geopolitical uncertainty and economic conflicts impact trade continuity, investment, raw material movement, and supply chains across several of Charoen Pokphand Group's business units, particularly those linked to international markets and multi-regional sourcing. To mitigate these impacts, the Group prioritizes the diversification of production bases and procurement sources, close monitoring of international developments, and the formulation of contingency plans to maintain operational continuity within a volatile global context.

Impact on Capital

- Financial Capital
- Manufacturing Capital
- Relationship Capital

Reconfiguration of International Trade and Sustainability Regulations

Risk Type

Economic

Requirements regarding the environment, human rights, traceability, and data disclosure are increasingly impacting Charoen Pokphand Group's business models, particularly those involved in procurement, export, and supplier collaboration across the value chain. In response to these risks, the Group is upgrading governance systems, legal monitoring, data management, supplier assessments, and traceability systems to ensure continuous, effective compliance with emerging regulations.

Impact on Capital

- Financial Capital
- Manufacturing Capital
- Relationship Capital
- Natural Capital

Cybersecurity Threats and Breaches

Risk Type

Technological

As Charoen Pokphand Group's businesses become increasingly dependent on digital systems, data, and connectivity, cyber risks extend beyond data compromise to threaten service continuity, customer confidence, and corporate reputation. In response, the Group manages these risks by strengthening multi-layered defence measures, developing incident monitoring and response systems, elevating employee awareness, and regularly testing system readiness.

Impact on Capital

- Manufacturing Capital
- Intellectual Capital
- Relationship Capital

Labor Shortages and Workforce Structural Shifts

Risk Type

Social

Demographic shifts and the demand for new skillsets are increasingly impacting workforce readiness across several of Charoen Pokphand Group's business units, spanning agro-industry, manufacturing, retail, logistics, digital, and services. This risk could impact operational efficiency, service quality, and the Group's growth potential. Consequently, the Group prioritizes talent upskilling, elevating employee capabilities, collaborating with educational institutions, and cultivating a workplace environment that supports talent retention and attraction.

Impact on Capital

- Intellectual Capital
- Human Capital
- Relationship Capital

More information is available in
Risk Management

Emerging Risk Factors



Beyond managing current risks, Charoen Pokphand Group prioritizes the continuous monitoring and evaluation of emerging risk factors that could impact future business operations.This is to understand direction, warning sign and impact that might have on the business, value chain and stakeholders. At the same time, the Group develops frameworks to forecast and systematically prepare the mitigation plan in order to promote business resilience and ability to response to the uncertainties in the long run.

Water Scarcity

Risk Type Environmental

Material Sustainability Issues Water Stewardship

Impact on Capital

- Financial Capital
- Manufacturing Capital
- Relationship Capital
- Natural Capital

Risk Impacts

Water scarcity constitutes an escalating systemic risk, driven by climate change, urbanization, manufacturing expansion, and inefficient water management in many regions across the globe. In 2025, several countries of operation experienced droughts of unprecedented severity and duration, intensifying water competition among industrial, agricultural, and domestic sectors. This led to state-enforced water restrictions in certain areas, impacting both short-term production schedules and long-term investment decisions. Meanwhile, high water consumption in water-scarce regions poses a risk of creating tensions with local communities, potentially jeopardizing the Group's social license to operate.

Risk Management

Charoen Pokphand Group manages water-related risks through an assessment framework that evaluates both the water consumption volume of each operational unit and the water stress levels of their respective locations. Risks are categorized into three tiers, with appropriate management plans tailored to the context of each area. At the operational level, the Group implements the 5Rs circular water management principles, comprising Reduce, Reuse, Recycle, Restore, and Recover, to maximize water efficiency and minimize wastewater discharge. The Group has also established a target to reduce water intensity per unit of revenue by 20 percent compared to the 2020 baseline. Furthermore, the Group has integrated water risk assessments with biodiversity risk evaluations to gain a more comprehensive understanding of ecological impacts across operational areas, while collaborating with local communities on shared water resource planning to ensure that business operations do not compromise community water access.

More information is available in
Risk Management

Collapse of Ecosystem Services and Loss of Genetic Diversity in the Food Supply Chain

Risk Type Environmental

Material Sustainability Issues Food Security and Access to Nutrition
Climate Resilience
Ecosystem and Biodiversity Protection
Responsible Supply Chain Management

Impact on Capital

- Financial Capital
- Manufacturing Capital
- Relationship Capital
- Natural Capital

Risk Impacts

Industrial food production systems have created increasingly higher levels of dependence on plant and animal species. Meanwhile, foundational ecosystem services for agricultural production, including pollinators, soil microorganisms, and nutrient cycles, are undergoing cumulative degradation. A defining characteristic of this risk is that warning signs often appear only after significant, cumulative damage has already occurred; once an ecosystem reaches a critical threshold, restoration requires prolonged timeframes and capital investments that exponentially exceed the cost of prevention. For Charoen Pokphand Group, which relies heavily on agricultural raw materials sourced across multiple regions and operates large-scale livestock businesses, the contraction of genetic diversity in key commercial crops and livestock breeds due to monoculture practices creates vulnerability to disease outbreaks and climate variability. This exposure could trigger widespread, simultaneous yield failures. Furthermore, investor expectations regarding the assessment and disclosure of biodiversity impacts in alignment with the Kunming-Montreal Global Biodiversity Framework and the Taskforce on Nature-related Financial Disclosures (TNFD) are intensifying. Organizations that fail to demonstrate effective management risk facing long-term constraints on capital access.

Risk Management

Charoen Pokphand Group promotes regenerative agriculture practices aimed at restoring soil health and biodiversity across our operational areas, implements a Zero Deforestation policy for products and raw materials carrying high risks of ecosystem degradation and responsibly manages forests and ecosystems surrounding production facilities. The Group invests in the development of traceability systems to transparently and accountably track the origin of raw materials throughout the supply chain. This data is integrated into supplier selection and risk assessment procedures, enabling the systematic identification and avoidance of sourcing from areas experiencing ecological degradation. Furthermore, the Group is preparing nature-related impact assessments and disclosures in alignment with the TNFD framework to meet the expectations of investors and stakeholders.

Human Capital Crisis Driven by Skill Gaps in the AI Era

Risk Type Social

Material Sustainability Issues Human Rights and Labor Practices
Education and Inequality Reduction
Leadership and Human Capital Development

Impact on Capital

- Intellectual Capital
- Human Capital
- Relationship Capital

Risk Impacts

The widespread adoption of Artificial Intelligence (AI) is restructuring labor markets at a pace that surpasses the capacity of traditional education and training systems to supply qualified talent, simultaneously widening skill gaps across both operational and executive levels. At the same time, the concurrent retirement of experienced professionals across various fields poses a risk of institutional knowledge loss that is difficult to replace in the short-term. With a global workforce of over 460,000 across 23 countries and economies, Charoen Pokphand Group is driving a transition toward digitalization and sustainability at a strategic level. Consequently, talent shortages in digital technologies, sustainability frameworks, and cross-cultural management could delay the execution of strategic plans and derail commitments to delivering sustainable value to all stakeholders.

Risk Management

Charoen Pokphand Group continuously invests in skill development systems for personnel at all levels, encompassing both reskilling initiatives for roles evolved by technology and upskilling programs to elevate capabilities in alignment with the Group's strategic direction. Furthermore, the Group collaborates with domestic and international educational institutions and partners to develop curricula that cultivate talent tailored to industry demands. To mitigate risks of expertise loss, the Group has established systems for institutional knowledge retention and transfer, while formulating clear career progression pathways to retain high-potential talent. Furthermore, the Group supports community access to education and digital literacy skills surrounding operational areas to cultivate a high-quality workforce over the long term, aligning with the United Nations Sustainable Development Goals to reduce inequality and the Group's own sustainability commitments.

Stakeholder Engagement

Charoen Pokphand Group prioritizes stakeholder engagement as a vital mechanism for gathering insights, expectations, and feedback regarding business operations and sustainability drivers. The Group operates systematically in alignment with the AA1000 Stakeholder Engagement Standard (AA1000SES) to foster transparency, inclusivity, and meaningful participation among all stakeholder groups. In 2025, the Group maintained continuous engagement across all 11 key stakeholder groups. To expand these efforts, the Group hosted the "Sustainability Dialogue for a Better Tomorrow" forum to provide a dedicated platform for capturing diverse stakeholder perspectives and integrate their feedback into the ongoing review of the Group's sustainability directions and operations.



The Power of Collaboration for the Future
Stakeholders from diverse sectors engage in an exchange of perspectives with the Group



Transparent Governance
Collaboratively proposing guidelines to promote ethical, accountable business practices and build trust among all stakeholder groups



The Power of Positive Change
Emphasized the importance of listening to feedback from all sectors





The Environment for the Future
Collaboratively exchanging ideas on environmental issues.

Growing Together with Society
Collaboratively exchanging proposals to create social value and elevate the quality of life for all stakeholders across the value chain

Farmers

Farmers serve as the primary raw material suppliers for Charoen Pokphand Group and represent a group heavily impacted by climate change. Building engagement and ensuring security for farmers are therefore critical factors in strengthening the Group's value chain resilience.

Issues of Interest	Response Actions	Value for Stakeholders
• Capacity building • Adaptive capacity and adequate access to resources • Income guarantee • Fair business practices • Product quality control	• Supporting sustainable agricultural practices • Promoting technology and innovation to enhance product quality • Guaranteeing income sources • Establishing fair and legally compliant contracts	• Job creation, livelihood promotion, and stable income generation • Overall environmental protection and preservation • Global food system security

Farmers' trust is not built on returns alone, but on fairness, transparency, and continuous support.

Social Impact and Economic Contribution | Climate Resilience | Water Stewardship | Responsible Supply Chain Management

Communities and Societies

Strong community relations form the foundation of a just transition that leaves no one behind. Charoen Pokphand Group therefore prioritizes community engagement across all processes of change, aiming to create sustainable and equitable social value.

Issues of Interest	Response Actions	Value for Stakeholders
• Enhancing community quality of life • Promoting local employment opportunities • Managing operational impacts on society, communities, and the environment	• Implementing community quality-of-life development projects, including initiatives for vulnerable groups • Supporting local labor employment and community business creation • Establishing knowledge development programs	• Employment within local communities • Strengthened social and community resilience • Overall environmental protection and preservation • Reduction of social inequality

Empowered and resilient communities serve as a critical factor in strengthening business resilience against future transformations.

Social Impact and Economic Contribution | Human Rights and Labor Practices | Food Security and Access to Nutrition | Climate Resilience

Suppliers

Business integrity, transparency, procurement standards, business continuity, and competitiveness enhancement

Issues of Interest	Response Actions	Value for Stakeholders
• Systematically and effectively promoting supplier operational capacity • Protecting human rights and mitigating environmental impacts • Fair business practices	• Formulating responsible supply chain management strategies • Communicating, auditing suppliers, and enforcing the Supplier Code of Conduct to ensure operational ethics	• Supplier knowledge and capability development • Competitiveness in the global market • Global food system security • Overall environmental protection and preservation

Suppliers possess robust operational capabilities and heightened competitiveness, coupled with elevated standards for ethics, human rights, and the environment throughout the supply chain.

Corporate Governance | Innovation | Cybersecurity and Data Protection | Responsible Supply Chain Management

Creditors

Creditors play a vital role in supporting the business continuity of Charoen Pokphand Group. Strict compliance with loan terms and transparent communication help foster trust, strengthen collaboration, and secure access to future capital.

Issues of Interest	Response Actions	Value for Stakeholders
• Good corporate governance • Transparent disclosure of operational performance • Strengthening competitive advantage • Giving back to society	• Conducting business in compliance with legal regulations and governance principles • Strictly adhering to creditor terms and conditions • Collaborating with relevant entities to develop operational efficiency and social value	• Financial stability and national economic strength • Ethical business operations • Long-term partnerships

Creditors maintain confidence in the Group's financial discipline, strict compliance with contractual terms, and operational transparency.

Corporate Governance | Cybersecurity and Data Protection | Human Rights and Labor Practices | Climate Resilience

Employees and Families

Employees and their families are a key driving force of Charoen Pokphand Group. Promoting engagement and participation is the foundation of long-term sustainable success.

Issues of Interest	Response Actions	Value for Stakeholders
• Potential development and career advancement • Human rights implementation • Working environment, occupational health, and safety • Work agility	• Continuously develop employee potential • Establish and implement human rights guidelines • Implement safety, occupational health, and environmental management standards	• Career Stability • Knowledge and skills for growth • Safety and equality

Employees receive career growth opportunities alongside working in a safe environment that respects diversity, resulting in a good quality of life and organizational engagement.

Leadership and Human Capital Development · Human Rights and Labor Practices · Innovation · Cybersecurity and Data Protection

NGOs

NGOs are a key mechanism driving public opinion and pushing for policy change. Constructive engagement not only helps the business sector understand concerns but also presents opportunities to build collaboration.

Issues of Interest	Response Actions	Value for Stakeholders
• Social, community, and environmental impacts of business operations • Promoting social well-being • Comprehensive and transparent public disclosure of information	• Continuously listening to feedback and discussing joint prevention guidelines for impacts • Regularly and transparently communicating and disclosing beneficial information to relevant stakeholders	• Long-term partnerships to develop society and the environment • Ethical business operations

Elevating operational standards regarding society, the environment, and transparency, while strengthening long-term public trust

Corporate Governance · Human Rights and Labor Practices · Climate Resilience · Stakeholder Engagement

Governments

Constructive engagement with the government sector enhances transparency, ensures regulatory compliance, and increases risk management efficiency, while opening opportunities to support policies for sustainable development.

Issues of Interest	Response Actions	Value for Stakeholders
• Compliance with relevant laws and regulation • Leading by example in conducting business responsibly • Operating to promote the well-being of communities and society, and supporting national strategies and goals	• Strictly monitoring and complying with relevant laws and regulations • Collaborating on and supporting the development of projects that benefit the country and communities	• Financial and economic stability of the country • National infrastructure development • Ethical business operations

Collaboration with businesses that strictly comply with applicable laws, uphold corporate governance, and support policies and projects that benefit the country and communities.

Corporate Governance · Cybersecurity and Data Protection · Social Impact and Economic Contribution · Stakeholder Engagement



Competitors

Monitoring and constructively engaging with competitors enhances competitive advantage, while opening opportunities to collaboratively elevate industry standards and drive sustainable mutual growth.growth.

Issues of Interest	Response Actions	Value for Stakeholders
• Compliance with fair competition ethics, laws, and trade regulations • Social Contribution	• Complying with rules and good competition ethics • Refraining from any actions aimed at acquiring competitors' trade secrets • Refraining from damaging competitors' reputations through baseless allegations	• Initiating new production and product innovations • Maintaining the quality of products and services • Partnerships for social and environmental development

Fair competition and respect for trade rules result in a collective elevation of product, service, and practice standards across the industry.

Corporate Governance · Cybersecurity and Data Protection · Food Security and Access to Nutrition · Circular Economy

Media

The media plays a vital role in shaping public image and public confidence in the organization. Strategic, transparent, and continuous engagement with the media helps Charoen Pokphand Group address societal concerns and build long-term trust.

Issues of Interest	Response Actions	Value for Stakeholders
• Corporate governance • Comprehensive and transparent public disclosure of information • Social, community, and environmental impacts of business operations	• Treating the media with good relationships • Providing useful, fact-based, and timely information	• Ethical business operations • Transparent and rapid disclosure of information

The media receives accurate, clear, and verifiable information to support comprehensive public communication, resulting in public understanding of business operations.

Corporate Governance · Stakeholder Engagement · Social Impact and Economic Contribution · Innovation

Shareholders and Investors

Shareholders and investors are a key driving force in moving the organization forward. Charoen Pokphand Group is therefore committed to transparent communication and open listening to build trust and sustainable shared value.

Issues of Interest	Response Actions	Value for Stakeholders
• Corporate governance • Risk management • Full and transparent disclosure of information • Enhancement of business competitiveness	• Conducting business according to good governance principles and company regulations • Announcing the implementation of Risk Management Policy and Guidelines • Disclosing performance with transparency	• Financial and economic stability of the country • Ethical business operations

Shareholders and investors receive quality information that reflects comprehensive risk management, enhancing confidence in the ability to generate returns.

Corporate Governance · Cybersecurity and Data Protection · Climate Resilience · Stakeholder Engagement

Customers and Consumers

Customers and consumers are at the center of innovation and sustainable value creation. Charoen Pokphand Group is therefore committed to continuously listening to customers' needs and suggestions to strengthen trust and engagement.

Issues of Interest	Response Actions	Value for Stakeholders
• Development of products and services that promote good health • Product traceability • Reducing complexity in purchasing systems • Personal data security	• Developing products that enhance good health and well-being for consumers of all ages • Developing product traceability systems • Developing convenient online ordering systems	• Initiating new production and product innovations • Maintaining the quality of products and services • Sustainable procurement

The continuous delivery of products and services that meet needs, alongside elevating quality, safety, and customer experience across all channels.

Innovation · Health and Well-being · Food Security and Access to Nutrition · Cybersecurity and Data Protection

Cooperation for Sustainable Development

Charoen Pokphand Group prioritizes continuous collaboration with all sectors to drive sustainable development alongside business operations across all dimensions. The Group believes that achieving concrete outcomes requires collective efforts among the business sector, government agencies, civil society, academia, and both domestic and international organizations. In 2025, the Group further extended partnerships on key issues, such as climate change mitigation, responsible business and governance promotion, resource efficiency, and supplier capability enhancement. The Group also actively participated in national and international forums to exchange knowledge and co-develop pathways toward long-term sustainability.

World Economic Forum (WEF)

Organizational Purpose

WEF is an international collaborative platform that provides a space for leaders from the public sector, business sector, civil society, and academia to exchange perspectives on key issues affecting the economy, society, and the environment at a global level. The Annual Meeting 2025 was convened under the theme “Collaboration for the Intelligent Age”, reflecting the importance of cooperation in a world where technology and AI are rapidly expanding their roles.

Charoen Pokphand Group’s Collaborative Approach

In 2025, Charoen Pokphand Group continued to engage with the WEF to exchange knowledge, track global trends, and strengthen insights into issues material to the Group’s business operations. Particular focus was placed on areas linked to responsible AI application, clean energy transition, and adaptation to the dynamics of the global economy and trade.

The World Business Council for Sustainable Development (WBCSD)

Organizational Purpose

WBCSD is a global network of leading companies dedicated to driving sustainability as a key factor of business competitiveness. It supports the business sector in collectively accelerating the transition to a net-zero, nature-positive, and socially equitable future through the development of knowledge, tools, practical guidelines, and cross-industry collaboration.

Charoen Pokphand Group’s Collaborative Approach

Charoen Pokphand Group continuously engages with WBCSD to exchange knowledge and best practices with the global business network. This includes tracking key sustainability directions relevant to the Group’s business operations in terms of greenhouse gas emissions reduction, nature stewardship, value chain management, just transition, and the enhancement of sustainability data transparency.

UN Global Compact (UNGC)

Organizational Purpose



UNGC is an international sustainability framework for the business sector that encourages organizations to operate responsibly in accordance with ten principles covering human rights, labor, environment, and anti-corruption, alongside contributing to the concrete advancement of the United Nations Sustainable Development Goals (SDGs). In Thailand, Global Compact Network Thailand, or GCNT, serves as the local network of the UN Global Compact to support Thai businesses in exchanging knowledge, developing best practices, and expanding collaboration with various sectors to drive sustainability.

Charoen Pokphand Group’s Collaborative Approach

Charoen Pokphand Group continuously supports and engages with the UNGC and GCNT networks to promote the role of the business sector in driving sustainable development alongside the government, private sector, academia, and civil society. In 2025, the Group participated in the GCNT Expo 2025 under the concept “Forward SDGs Faster Together”, which served as a key platform to unite various sectors to accelerate the SDGs in line with the 2030 target. This participation reflects the Group’s role in supporting cross-sector collaboration and promoting youth engagement in driving change.

Thailand Supply Chain Network (TSCN)

Organizational Purpose

Thailand Supply Chain Network (TSCN) is a collaborative network of Thai businesses established with the objective to promote the exchange of information, knowledge, and experience among the business sector, as well as to support the expansion of business opportunities for Thai entrepreneurs throughout the supply chain under a sustainability-oriented business approach.



Charoen Pokphand Group’s Collaborative Approach

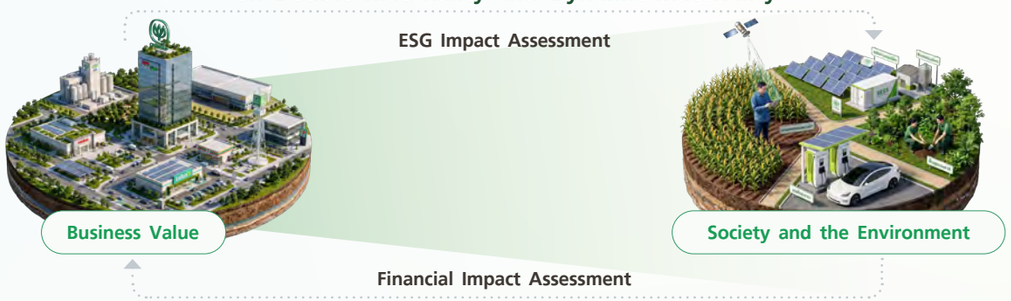
Charoen Pokphand Group engages with TSCN to support collaboration among the business sector in elevating the capabilities of the Thai supply chain in terms of efficiency, resilience, and sustainability. In 2025, the Group participated in the TSCN Business Partner Conference and CEO Panel under the topic “Navigating Survival and Seizing Opportunity for Thai Business in an Era of Deglobalization”.

Materiality Assessment

Charoen Pokphand Group prioritizes the sustainability materiality assessment as a vital mechanism for reviewing topics with significant impacts on the business, stakeholders, and long-term value creation. This ensures that the Group's sustainability operations continuously align with evolving contexts and stakeholder expectations. Over the past three years, the Sustainability Committee has reviewed the prioritization of these material topics to evaluate their alignment with trends and stakeholder expectations.

In 2025, Charoen Pokphand Group conducted a comprehensive sustainability materiality assessment in accordance with the AA1000 Stakeholder Engagement Standards. Concurrently, the Group integrated the concepts of Double Materiality and Dynamic Materiality to examine the impacts of business operations on the economy, society, and the environment. This approach ensures that the assessment outcomes thoroughly reflect the operational context, stakeholder expectations, and the material sustainability risks, opportunities, and impacts pertinent to the Group.

Sustainability Materiality Assessment based on Double Materiality and Dynamic Materiality



Assessment Scope

Charoen Pokphand Group conducts sustainability materiality assessment at the Group level, covering environmental, social, and governance issues relevant to business activities, stakeholders, and value chain. The assessment evaluates corporate operations, products, and services, as well as consumer and customer usage stages. This approach enables the Group to reflect both direct and indirect impacts associated with business operations appropriately and comprehensively. Furthermore, this scope encompasses both the dimensions of impacts resulting from the Group's activities on the economy, society, the environment, and stakeholders, as well as the dimensions of impacts that external factors may have on business operations, the resource base, value chain relationships, costs, market access, and the ability to create value over the short-medium- and long-term.

Sustainability Materiality Assessment Process

To ensure that the sustainability materiality assessment thoroughly reflects the evolving sustainability issues, Charoen Pokphand Group has conducted a step-by-step materiality assessment process. This comprehensive framework spans from studying and analyzing data against relevant international standards, to gathering perspectives from both internal and external stakeholders. Furthermore, it encompasses the review and approval of assessment outcomes by the Sustainability Committee, as well as independent external assurance to verify the accuracy and completeness of the process. Each interconnected step ensures that the assessment outcomes are robust, transparent, and systematically integrated to guide the Group's strategic sustainability direction.

Secondary Research

Charoen Pokphand Group initiates the sustainability materiality assessment process with secondary research. This phase focuses on reviewing sustainability topics that have gained the interest of international sustainability organizations and networks, including relevant requirements, laws, standards, and reporting frameworks. Data gathered from a wide range of sources is utilized to develop the annual sustainability topic inventory for 2025, comprising 128 sustainability topics.

For each topic, Charoen Pokphand Group evaluates its relevance to the business context, the value chain, primary impacts, and the linkage to corporate value in order to identify Impacts, Risks, and Opportunities (IROs). Furthermore, reviewing external contexts, sustainability trends, regulations, and stakeholder expectations enables the Group to identify topics whose materiality levels may shift alongside evolving circumstances, thereby supporting the assessment within the dimension of Dynamic Materiality.

HEART: Living Right 46 Issues

HEALTH: Living Well 37 Issues

HOME: Living Together 45 Issues

Internal Stakeholder Engagement

Charoen Pokphand Group assesses the relevance of each sustainability topic to business units by evaluating the extent to which they relate to corporate operations, the value chain, risks, opportunities, and the management capabilities of each business unit. Furthermore, the Group gathered insights and feedback from executives across various business units, as well as the Sustainability Committee. These perspectives and recommendations enable the Group to evaluate sustainability topics from a clear business standpoint, ensuring enhanced alignment with the organization's strategic growth direction.

External Stakeholder Engagement

Charoen Pokphand Group conducts an annual stakeholder opinion survey covering all 11 stakeholder groups. In 2025, specific questions regarding sustainability material issues were incorporated to gather perspectives, expectations, and concerns from stakeholders on each topic. The insights obtained were analyzed in conjunction with business intelligence and external context data, ensuring that the prioritization of topics accurately reflects both the materiality to the Group and the level of importance attributed by stakeholders.

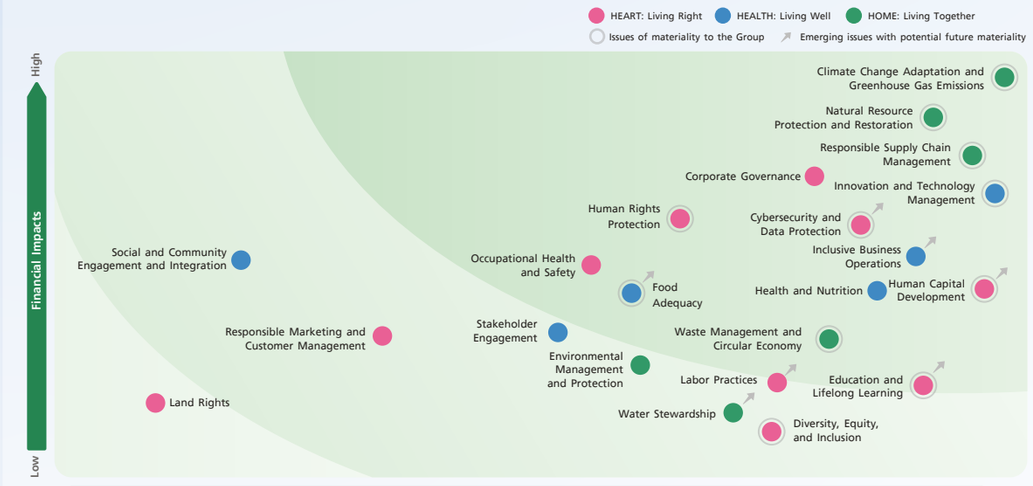
Analysis, Prioritization, and External Assurance

Following the aggregation of data from secondary research, business unit relevance assessments, and stakeholder engagement, Charoen Pokphand Group analyzed and scored all 128 sustainability topics based on criteria defined under the Double Materiality framework. This process evaluates the dimensions of impacts on the economy, society, the environment, and stakeholders (Impact Materiality), in tandem with the dimensions of impacts that sustainability topics may have on business operations, risks, opportunities, costs, value chain continuity, and corporate value creation (Financial Materiality). Furthermore, Charoen Pokphand Group considered external contexts and trends that may shift the materiality level of each topic in the future. This ensures that the prioritization accurately reflects both the current situation and emerging issues under the Dynamic Materiality concept. The outcomes of this analysis were used to prioritize and synthesize the data down to 23 material sustainability issues, prior to entering an independent external assurance process to verify transparency and completeness.

Review and Approval

The Sustainability Committee is responsible for reviewing the outcomes of the sustainability materiality assessment alongside the findings from the independent external assurance, before submitting the finalized results to the Executive Board for acknowledgment and endorsement prior to public disclosure.

Results of 2025 Sustainability Materiality Review



The results of the 2025 annual sustainability materiality review indicate that Charoen Pokphand Group's material issues remain consistent with the core strategic direction. In particular, topics such as climate change, natural resource protection and restoration, responsible supply chain management, innovation and technology, and human capital development continue to be highly material to both the Group's business operations and stakeholders.

Regarding the assessment outcomes, climate change adaptation and greenhouse gas emissions remain among the highest materiality topics. This reflects the importance of managing transition risks toward a low-carbon economy and strengthening long-term business resilience. The significance of these issues aligns with the direction of carbon regulations and stakeholder expectations for low-impact corporate operations that systematically adapt to climate risks. Meanwhile, natural resource protection and restoration, along with responsible supply chain management, remain highly significant due to their direct links to the resource base, raw material security, and traceability.

Meanwhile, governance topics, including corporate governance, cybersecurity and data protection, as well as innovation and technology management, remain highly critical. This reflects the expectations of investors, regulatory bodies, and stakeholders who demand transparent, verifiable data that can effectively support decision-making.

In addition, the Group continues to prioritize heavily on social topics such as human rights protection, human resource development, occupational health and safety, diversity, equity, and inclusion, and lifelong education and learning. The latest assessment outcomes clarified the materiality level of each topic across both the stakeholder impact dimension and the business relevance dimension, especially within the context of global regulations on human rights, supplier due diligence, and labor care across the value chain, all of which have gained significant international importance.

Material Sustainability Issues	Impacts on the Economy, Society, and Environment	Impact Type
Climate Change Adaptation and Greenhouse Gas Emissions	Climate change impacts the security of food systems, energy, costs, and business continuity. Meanwhile, greenhouse gas emissions from operations and the value chain can exacerbate environmental impacts. Consequently, the Group prioritizes greenhouse gas emissions reduction, energy efficiency optimization, and adaptation to climate-related risks.	Actual negative impact and long-term positive impact
Responsible Supply Chain Management	The Group's supply chain is interconnected with a diverse range of stakeholders. As a result, responsible supply chain management directly influences product quality, human rights, labor practices, the environment, traceability, and business continuity.	Long-term positive impact mitigation of potential and negative impacts
Natural Resource Protection and Restoration	Natural resources, ecosystems, soil, water, and biodiversity constitute the critical foundation for food businesses, agriculture, and supply chains. Consequently, the protection and restoration of these resources mitigate environmental degradation, secure raw material stability, and enhance the quality of life within communities.	Long-term positive impact
Innovation and Technology Management	Innovation and technology enhance operational efficiency, reduce resource consumption, elevate product and service quality, and support the development of new business models that respond to consumer and societal needs.	Actual positive impact and long-term positive impact
Corporate Governance	Effective corporate governance fosters transparency, accountability, risk management, and stakeholder confidence, while systematically aligning sustainability operations with corporate strategy.	Long-term positive impact
Cybersecurity and Data Protection	A reliance on digital systems and vast amounts of data makes cybersecurity and data protection material to privacy rights, customer trust, and business continuity. In the event of a cyber incident, it could impact service delivery, reputation, and trust in the organization.	Potential negative impact and long-term positive impact
Human Rights Protection	The Group's business operations and value chain may involve the rights of employees, suppliers, supply chain labor, communities, customers, and various stakeholder groups. Formulating policies, assessing risks, and conducting comprehensive human rights due diligence processes help prevent and mitigate potential impacts, while promoting business practices that respect the dignity and fundamental rights of all groups.	Potential negative impact and long-term positive impact
Human Capital Development	Human capital development relates to the Group's ability to attract, develop, and retain high-potential employees to support business growth and the transition towards digitalization, technology, and sustainability. Continuous skills development, career progression, leadership development, and a fair working environment enhance employee capabilities, reduce skills gaps, and support the Group's long-term competitiveness.	Long-term positive impact
Food Adequacy	Ensuring food adequacy and security involves sustainable agricultural practices and efficient supply chains. Furthermore, this issue supports human rights by providing access to nutritious and affordable food.	Potential negative impact
Education and Lifelong Learning	Education and lifelong learning develop the skills of employees, youth, communities, and relevant stakeholders, thereby narrowing knowledge gaps, increasing economic opportunities, and enhancing societal readiness for technological and labor market transitions.	Long-term positive impact
Inclusive Business Operations	Inclusive business operations create opportunities for farmers, small entrepreneurs, communities, and relevant stakeholders to access markets, knowledge, income, and the Group's value chain, thereby narrowing economic gaps and supporting inclusive growth.	Long-term positive impact mitigation of potential and negative impacts

More information available in
Stakeholder Engagement and Materiality Insights Supplement 2025

Sustainability Strategy and Goals

Charoen Pokphand Group operates based on the Three Benefits Principle, which aims to create balanced value for the country and society, consumers, and the organization. This principle serves as a critical foundation for defining the Group's sustainability direction, ensuring that business growth advances in tandem with caring for people, the environment, and all stakeholder groups.

Amidst a rapidly changing global context, characterized by the transition toward a low-carbon economy, food security, human rights risks, social inequality, and expectations for credible data disclosure, the Group has incorporated global sustainability trends, relevant international standards, stakeholder expectations, and materiality assessment outcomes into the development of the sustainability strategic framework, ensuring alignment with risks, opportunities, and impacts across the value chain.

Based on the aforementioned review, the Group observes that the 15 sustainability goals remain comprehensively aligned with the operational directions necessary for long-term organizational drive. Instead, emphasis will be placed on elevating operational guidelines, integrating them into business levels, and tracking outcomes to ensure greater clarity and tangible results. Efforts will be accelerated across three critical areas: becoming a net-zero greenhouse gas emissions organization, achieving zero waste and zero waste-to-landfill, and becoming an organization that reduces social inequality. These initiatives aim to create shared value and support sustainable, long-term growth.

C.P. GROUP

To be a leading tech and innovation conglomerate, providing food for body and mind, that creates shared value and brings health and well-being for all

Three Benefits Principle

Sufficiency Economy Philosophy | C.P. Excellence Management System | The 10 UNGC Principles 17 UN SDGs & UNGP | Regulations and Standards

HEART: Living Right	**HEALTH:** Living Well	**HOME:** Living Together
Corporate Governance	Health & Well-being	Climate Resilience
Human Rights & Labor Practices	Social Impact & Economic Contribution	Circular Economy
Education & Inequality Reduction	Food Security & Access to Nutrition	Water Stewardship
Leadership & Human Capital Development	Innovation	Ecosystem & Biodiversity Protection
Cybersecurity & Data Protection	Stakeholder Engagement	Responsible Supply Chain Management

Enabled by Partnerships, Capability, and Culture of Sustainability

Operational Guidelines for Three Critical Issues

Net-Zero Greenhouse Gas Emissions Organization



Target

Achieve **Carbon Neutrality** **by 2030**

Achieve **net-zero** Greenhouse Gas Emissions **by 2050**

Integration into Business Operations

In 2025, Charoen Pokphand Group advanced the integration of the Carbon Neutral 2030 and Net Zero 2050 targets into the operations of each business group with greater tangible progress. This was achieved through the formulation of clear greenhouse gas reduction roadmaps at the business unit level, coupled with the implementation of energy efficiency, renewable energy, and digital technology measures across operations. Key initiatives included optimizing energy efficiency across retail store branches, buildings, and networks; expanding solar energy installations throughout operational areas; and enhancing resource efficiency to reduce reliance on natural resources. Furthermore, the Group expanded collaborations with suppliers across the value chain to support continuous greenhouse gas reductions. These efforts encompassed driving the adoption of clean energy, developing eco-friendly products and packaging, and utilizing digital platforms to collect data and monitor greenhouse gas emissions.

Zero Waste Organization



Target

Achieve **Zero Waste** to Landfill **by 2030**

Integration into Business Operations

Charoen Pokphand Group focus on value creation from waste. Key initiatives include upcycling food scraps from production and retail processes into Black Soldier Fly (BSF) larvae cultivation projects to produce animal protein and organic fertilizer; developing fully recyclable packaging within the food business group; and redistributing quality surplus food to underprivileged communities instead of disposal. These efforts are reinforced by collaborative networks, including the Bangkok Metropolitan Administration (BMA) to implement source-separation waste systems, and academic institutions to transfer advanced waste management technologies to network farmers.

Organization that Reduces Social Inequality



Target

Support 50 million people in accessing quality education, promoting lifelong learning, or upskilling **by 2030**

Integration into Business Operations

In 2025, Charoen Pokphand Group further translated the commitment to reducing social inequality into concrete action across multiple dimensions. These efforts included expanding access to quality education, developing skills aligned with the modern labor market, and strengthening income security for communities across the value chain. In education, the Group executed various initiatives, such as granting scholarships and driving the CONNEXT ED project, which is now entering its 9th year. This project integrated digital skills and AI into classroom curricula, while empowering teachers to become learning designers, thereby narrowing the technology access gap in schools nationwide. Furthermore, the Group operated in alignment with the "Just Transition" framework by supporting farmers within the supply chain to transition toward more efficient production methods. This was accomplished through training programs, technology transfers, and new market creation.

Value Creation Process

Input Factor

Financial Capital

Total expenses
1,890,937 million THB

Manufacturing Capital

- **300** production plants
- **970** animal farms and horticultural / crop farms
- **16,083** 7-Eleven branches
- **2,640** hypermarkets / superstores

Intellectual Capital

- **126** R&D centers
- **3** centers of excellence

R&D expenses
35,390 million THB

Human Capital

- **466,124** employees
- **804 million THB** training expense
- **45** employee nationalities
- **240,975 million THB** employee-related expenses

Relationship Capital

Relationship with **stakeholders**

Membership in **organizations**

Natural Capital

- **58.56 million GJ** energy use
- **6.93 million GJ** natural renewable resources (biomass) used
- **378 million cubic meters** water withdrawal

Value Creation Process through Charoen Pokphand Group's Operations

C.P. GROUP

"To be a leading tech and innovative conglomerate, providing food for both the body and mind, that creates shared values and brings health and well-being for all"

Six Core Values

- Three Benefits
- Speed with Quality
- Simplification
- Accept Change
- Innovate
- Integrity and Honesty



C.P. Group Value Chain ▶ Agricultural Farming ▶ Manufacturing ▶ Packaging ▶ Logistics ▶ Marketing & Sales ▶ Services

Corporate Strategy

- **S1** - New Business Platform
- **S2** - Digital Transformation
- **S3** - R&D / Excellence Center
- **S4** - Global Talent & Leadership Development
- **S5** - Investment for Growth & Competitiveness
- **S6** - Sustainable Growth through Data & Analysis
- **S7** - Sustainable Development & Corporate Governance

Sustainability Goals

HEART: Living Right

HEALTH: Living Well

HOME: Living Together

Charoen Pokphand Group's Stakeholders

- Farmers
- Employees and Families
- Media
- Communities and Societies
- NGOs
- Shareholders and Investors
- Suppliers
- Governments
- Customers and Consumers
- Creditors
- Competitors

External Impacts and Risks

- Climate change and extreme weather events
- Geopolitical stability and economic conflicts
- Restructuring of international trade and sustainability regulations
- Cybersecurity threats and data breaches
- Labor shortages and demographic workforce shifts
- Adverse impacts of artificial intelligence and automated systems
- Collapse of ecosystem services and loss of genetic diversity in the food supply chain
- Human capital crises driven by skill gaps in the era of rapid AI-induced job restructuring
- Human rights and civil liberties impacts within the context of cross-border business operations
- Hybrid threats to digital infrastructure and critical service networks

Output

Financial Capital

Total sales
3,214,454 million THB

Manufacturing Capital

- Production plants certified with international standards: **100%**
- Businesses certified for data security: **100%**

Intellectual Capital

- R&D personnel: **8,286** persons
- Patents and petty patents in 2025: **5,023** patents
- Innovative products and services: **2,642** items

Human Capital

- **100%** of businesses assessed for human rights risks
- **51%** of female employees
- **34.89** hours average training hours per employee per year

Relationship Capital

- Impact on corporate reputation
- Stakeholder engagement score: **77%**
- Establishing a global sustainability network of over **7** organizations

Natural Capital

- **0.52** million tons CO_2e Reduction in GHG emissions (Scope 1 & 2) (Compared to 2021)
- **79** million cubic meters Water recycled/ reused
- **1,730** thousand tons Reduction of waste generation within production processes

Value for Stakeholders

Financial Capital

- Creating opportunities to promote social well-being and protect the environment through sustainable operations

Manufacturing Capital

- Ensuring the safety of production processes, as well as products and services delivered to customers and consumers
- Promoting safety for communities, society, and relevant stakeholders

Intellectual Capital

- Delivering eco-friendly, innovative products and commodities that meet market demands
- Sharing knowledge, technology, and innovation with society

Human Capital

- Creating a safe, equitable, and non-discriminatory workplace
- Safeguarding the Group's employees and suppliers in accordance with human rights principles
- Providing employees with opportunities to access useful knowledge, abilities and skills

Relationship Capital

- Enhancing opportunities for the sustainable growth of suppliers throughout the supply chain
- Engaging stakeholders in protecting the environment and comprehensively elevate sustainability management
- Operating as a trusted organization

Natural Capital

- Minimizing impacts on soil, water, air, and the well-being of living organisms
- Reducing dependency on natural resources
- Supporting the achievement of global net-zero emissions targets

SDGs

Supporting the UN SDGs

Amidst a continuously changing global landscape, encompassing climate change, technology, and supply chain structures, Charoen Pokphand Group recognizes the necessity of having a reference framework that systematically links business direction with global sustainable development goals. Consequently, the Group has adopted the United Nations Sustainable Development Goals (SDGs) as a core framework for identifying material issues essential to business operations. This framework also guides the direction for creating economic, social, and environmental value, ensuring alignment with global contexts and stakeholder expectations.

In 2025, Charoen Pokphand Group prioritized the Sustainable Development Goals (SDGs) by applying the methodologies outlined in the SDG Compass and the SDG Guidebook for Thai Listed Companies. The process considered four key dimensions: activities throughout the value chain, corporate strategies, the 2030 Sustainability Targets, and the material topics identified through the annual materiality assessment, alongside insights gathered from each stakeholder group.

Charoen Pokphand Group's Value Chain

Analyzing the impacts and interconnection of each SDG throughout the entire process, from agriculture, production, packaging, and logistics, to marketing and services.

Charoen Pokphand Group's Corporate Strategies

Assessing alignment with the Group's 7 core strategies (S1-S7), spanning from new business platform development, digital transformation, and R&D hubs, to sustainability development.

Charoen Pokphand Group's 2030 Sustainability Targets

Verifying the correlation with the Group's 15 sustainability targets under the 3H Framework, namely: Heart Living Right, Health Living Well, and Home Living Together.

Sustainability Material Issues

Integrating the outcomes of the 2025 annual Double Materiality and Dynamic Materiality assessments, alongside insights gathered from all stakeholder groups across the value chain.

Based on this process, Charoen Pokphand Group categorised the SDGs into two groups: strategically Important Goals and Important Goals. For this year process, there is no change to the grouping of both groups.

In addition to the SDG prioritization, Charoen Pokphand Group has participated in the UN Global Compact "Forward Faster" initiative to accelerate action across five key areas: Gender Equality, Climate Action, Living Wage, Water Resilience, and Sustainable Finance. The Group has systematically integrated these five areas into the 3H Sustainability Strategy.

More information available in

Delivering on Our SDG Commitments 2025

Strategically Important Goals

SDGs with the most significant direct impacts, both positive and negative, across the Group's value chain, clearly aligned with core business strategies.

9 SDGs

3.67 million people — Empowered through career promotion for income generation

Value Chain	●●●
Corporate Strategies	●●●
Sustainability Targets	●●●
Sustainability Material Issues	●●●

Relevant Topic
Social Impact and Economic Contribution

19.37 million people — Children, the public, and people living in poverty have access to safe and nutritious food

Value Chain	●●●
Corporate Strategies	●●●
Sustainability Targets	●●●
Sustainability Material Issues	●●●

Relevant Topic
Food Security & Access to Nutrition
Health & Well-being

35.8 million people — Children, youth, and adults supported with access to education and essential skill development

Value Chain	●●●
Corporate Strategies	●●●
Sustainability Targets	●●●
Sustainability Material Issues	●●●

Relevant Topic
Education and Inequality Reduction
Leadership and Human Capital Development

0 cases — Complaints about illegal employment within the Group

Value Chain	●●●
Corporate Strategies	●●●
Sustainability Targets	●●●
Sustainability Material Issues	●●●

Relevant Topic
Human Rights and Labor Practices
Social Impact and Economic Contribution

94.44% — Packaging that are reusable, recyclable and compostable

Value Chain	●●●
Corporate Strategies	●●●
Sustainability Targets	●●●
Sustainability Material Issues	●●●

Relevant Topic
Climate Resilience
Circular Economy
Responsible Supply Chain Management

0.52 million tons — Carbon dioxide equivalent to reduced GHG in 2025

Value Chain	●●●
Corporate Strategies	●●●
Sustainability Targets	●●●
Sustainability Material Issues	●●●

Relevant Topic
Climate Resilience

17 provinces — Coastal provinces in Thailand with marine resources conservation projects

Value Chain	●●●
Corporate Strategies	●●●
Sustainability Targets	●●●
Sustainability Material Issues	●●●

Relevant Topic
Ecosystem & Biodiversity Protection

13.4 million trees — Planted worldwide

Value Chain	●●●
Corporate Strategies	●●●
Sustainability Targets	●●●
Sustainability Material Issues	●●●

Relevant Topic
Ecosystem & Biodiversity Protection

7 organizations — Sustainability organizations where the Group holds membership and maintains ongoing collaboration

Value Chain	●●●
Corporate Strategies	●●●
Sustainability Targets	●●●
Sustainability Material Issues	●●●

Relevant Topic
Stakeholder Engagement
Cybersecurity & Data Protection

Linkage Level: Medium ●●● High ●●● Very High

Important

SDGs relevant to Charoen Pokphand Group that the Group continues to support. The resulting impacts reflect the Group's mission to create value across the economic, social, and environmental dimensions.

8 SDGs

929,234 million THB — Sales revenue from products and services focusing on health and well-being

Value Chain	●●●
Corporate Strategies	●●●
Sustainability Targets	●●●
Sustainability Material Issues	●●●

Relevant Topic
Food Security & Access to Nutrition

51% — Proportion of female employees to total employees

Value Chain	●●●
Corporate Strategies	●●●
Sustainability Targets	●●●
Sustainability Material Issues	●●●

Relevant Topic
Human Rights and Labor Practices

42% — Proportion of water recycled or reused

Value Chain	●●●
Corporate Strategies	●●●
Sustainability Targets	●●●
Sustainability Material Issues	●●●

Relevant Topic
Water Stewardship

18% — Proportion of renewable energy consumption to total energy consumption

Value Chain	●●●
Corporate Strategies	●●●
Sustainability Targets	●●●
Sustainability Material Issues	●●●

Relevant Topic
Climate Resilience

8,286 persons — R&D personnel

Value Chain	●●●
Corporate Strategies	●●●
Sustainability Targets	●●●
Sustainability Material Issues	●●●

Relevant Topic
Innovation

2,729 persons — Cumulative number of employed persons with disabilities

Value Chain	●●●
Corporate Strategies	●●●
Sustainability Targets	●●●
Sustainability Material Issues	●●●

Relevant Topic
Human Rights and Labor Practices

3,021 communities — Communities supported by the Charoen Pokphand for Rural Lives' Development Foundation

Value Chain	●●●
Corporate Strategies	●●●
Sustainability Targets	●●●
Sustainability Material Issues	●●●

Relevant Topic
Climate Resilience

72.11% — Significant suppliers audited on sustainability

Value Chain	●●●
Corporate Strategies	●●●
Sustainability Targets	●●●
Sustainability Material Issues	●●●

Relevant Topic
Corporate Governance

Linkage Level: Medium ●●● High ●●● Very High

HEART
Living Right

In the face of rapid technological transformation and evolving labor market structures, an organization's ability to develop and retain talent, promote rights and fairness across the value chain, as well as cultivate a corporate culture that empowers people to work with dignity, directly determines organization's long-term competitiveness and sustainability. Charoen Pokphand Group prioritizes the development of our workforce's capabilities to adapt to evolving contexts, promotion of human rights and labor practices to be in alignment with international standards, creation of safe, inclusive working environments and reinforcement of cybersecurity as a critical infrastructure to protect data and stakeholder trust. These commitments are executed under a robust governance framework backed by verifiable accountability mechanisms at every level.

Corporate Governance 64

Human Rights and Labor Practices 80

Education and Inequality Reduction 96

Leadership and Human Capital Development 104

Cybersecurity and Data Protection 116







Value Creation Process

Input	Value Creation Process through Charoen Pokphand Group's Business Operation	Output	Value for Stakeholders	SDGs

Input

Manufacturing Capital

100%
of businesses obtained information security certification

Human Capital

466,124 employees

804 million THB training expenses

45 employee nationalities

240,975 million THB employee-related expenses

Relationship Capital

Building strong relationship between the Group and **all stakeholders**

Collaborating with all sectors to foster a sustainable society and organization

Value Creation Process through Charoen Pokphand Group's Business Operation



Activities

In 2025, Charoen Pokphand Group created value under its "Heart: Living Right" approach by strengthening the foundations of transparent, ethical, and responsible business conduct across its value chain. The Group promoted respect for human rights and fair labor practices while helping reduce inequality through education, lifelong learning, and the development of capable employees and future-ready leaders. C.P. Group also continued to enhance occupational safety, health, and employee well-being, alongside stronger cybersecurity and personal data protection. Together, these efforts help build stakeholder trust, support responsible decision-making, and advance inclusive and sustainable growth.

Output

Human Capital

- Number of complaints related to the Code of Conduct and ethics decreased by **14.81%** compared to 2024
- Number of employees with STEM knowledge **43,416** positions
- **100%** of businesses assessed for human rights risks every three years, and **100%** assessed annually
- **100%** of employees received training
- **51.39%** of female employees in the Group
- **34.89** average training hours per employee per year
- Employee engagement score **76.93%**
- **26** employee and contractor fatalities
- **161,624** employee resignation

Relationship Capital

- Impact on Corporate Reputation

Value for Stakeholders

Human Capital

- Promote knowledge and essential skills for work and living in the technological and digital era
- Create a transparent and ethical workplace
- Create a safe, equitable and inclusive workplace
- Protect the Group's employees and suppliers according to human rights principles
- Provide equal benefits to employees
- Provide opportunities to access knowledge, abilities and skills that benefit employees
- Become a reliable organization with a reputation for retaining good and capable employees as well as attracting talented personnel

SDGs

1.1
3.6
4.1 4.2 4.3 4.4 4.5 4.6 4.7 4.a 4.b 4.c
5.1 5.2 5.5
8.5 8.6 8.7 8.8
9.c
10.3 10.4 10.7
12.6 12.8
16.2 16.5 16.7 16.b
17.6 17.8



Corporate Governance

Charoen Pokphand Group advances from governance framework to measurable progress

In 2025, Charoen Pokphand Group advanced governance practices beyond policy frameworks to achieve tangible and measurable outcomes. This progress was reflected across governance structures, ethics education, leadership engagement, and the practical application of ethical principles in day-to-day operations. Guided by the Six Core Values, the Group believes that strong corporate governance and an ethics-driven corporate culture will not only drive long-term value creation for society and the nation but also safeguard business resilience for the next century and sustainably strengthen the Group's global competitiveness.

Key Performance in 2025

100%

Employees passed the Code of Conduct training and test

100%

Executives passing the Manager Ethics test

100%

Businesses assessed for enterprise risk

100%

Businesses assessed for compliance maturity

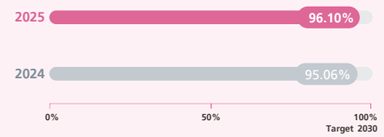
Goals and Progress

Goals

100%

All businesses assessed on corporate governance, risk management, and compliance

Progress



Supporting the SDGs

12.6

16.5
16.7
16.b

More information available in

- Delivering on Our SDG Commitments 2025
- Sustainability Performance Supplement 2025

Corporate Governance

Effective Governance Begins with Responsible Leadership

Charoen Pokphand Group places strong emphasis on governance systems that are clearly structured, verifiable, and closely linked to business decision-making. The performance of the Executive Board is regularly evaluated at both the entire board and individual levels, with the results used to drive continuous improvement.

Governance Structure

Charoen Pokphand Group's governance structure is designed to support transparent, responsible decision-making and is aligned with international standards. The Board of Directors is responsible for setting the Group's strategic direction and overseeing overall governance, while the Executive Board and various committees drive operations on key issues systematically.

Board of Directors

Male **11 persons** **Female** **0 person**

- **Separate Chairman and CEO**
- **Non-executive Directors 10 persons**

Board of Directors Charter

- Determine the organization's vision, mission, values, strategic direction, policies and targets.
- Oversee operational transparency and accountability in order to create long-term value and sustainability for stakeholders.
- Oversee the management's compliance with laws, regulations, policies and the Code of Conduct.

Executive Board

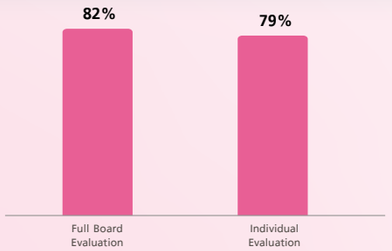
Male **25 persons** **Female** **6 persons**

- **CEO is Chairman of the Executive Board**
- **Top executives of each business group**

Executive Board Charter

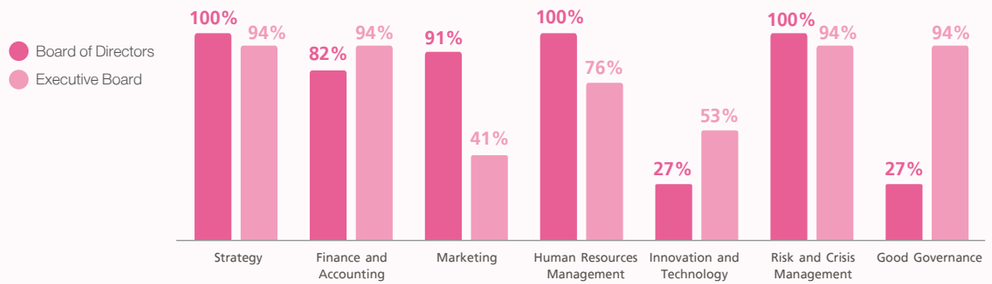
- Oversee operations in line with strategies and responsible for business performance.
- Oversee sustainability development, corporate governance, risk management, internal control, compliance, internal audit, management of information technology, innovation and other matters related to operations.
- Ensure effective management structure and system.
- Ensure that the organization has talented employees and other necessary resources to meet plans in addition to top executive development and succession planning.

Executive Board Performance Evaluation in 2025



Evaluation results are used to enhance governance effectiveness and drive the organization's continuous development

Board Skill Matrix for the Board of Directors and Executive Board



(Categorization aligned with the Global Industry Classification Standard (GICS) industry grouping criteria for Industrial Conglomerates)

Translating Policies into Action

In 2025, Charoen Pokphand Group systematically developed policies, spanning policy formulation, stakeholder consultation, communication, monitoring, and actual implementation at the business group level. The process is driven through three core processes: Develop, which the Group utilizes as a mechanism for formulating and reviewing key policies to establish consistent standards for business operations and elevate long-term trust in the organization; Engage, by providing opportunities for business groups to participate and offer feedback on draft policies, ensuring group-level policies align with actual operational contexts and can be implemented effectively; and Deploy, through the CG Policy Deployment and CG Policy Tracking platforms.

Development

Develop policies and the Code of Conduct at the Group level

Charoen Pokphand Group develops and reviews key policies to establish consistent standards for business operations, while strengthening stakeholder confidence over the long term.

New Policies in 2025

1. Code of Conduct Addendum 2025
2. Chemical and Hazardous Substance Management Policy
3. Fleet Safety Management Policy

Engagement

Consult and collaborate with business groups

Charoen Pokphand Group engages business groups in providing feedback on draft policies and guidelines to ensure that Group-level policies are aligned with operational realities, can be implemented effectively, and foster a sense of ownership from the outset.

100%

of business groups involved executives and employees in providing feedback during the development of Group-level policies

Deployment

Communicate and monitor through digital platforms

Charoen Pokphand Group utilizes the CG Policy Deployment and CG Policy Tracking platforms to support systematic communication, monitoring, and understanding of policies.

100%

of business groups have access to the CG Policy Deployment and CG Policy Tracking platforms

Engagement and Listening to Drive Sustainable Governance

Charoen Pokphand Group recognizes that robust governance cannot be achieved through policy formulation alone; it requires a process of listening, building understanding, and translating principles into actual practice at every level of the organization. Therefore, the Group has established a systematic engagement mechanism to ensure that employees and business groups can tangibly connect governance to their daily operations.

Listen

Listening to employees and business groups

Charoen Pokphand Group listens to feedback through key tools, such as Governance & Compliance Perception Survey and Pulse Survey.

Understand

Understanding issues that impact governance culture

The process covers key topics, such as ethical culture, trust in the organization and its leadership, whistleblowing, and safety of reporting mechanisms.

Improve

Using feedback to enhance and drive governance

Feedback obtained from listening processes serve as key inputs in designing governance development guidelines that are aligned with the operational realities of the organization and each business group.

Driving Implementation across the Organization



Ethics Roundtables

A collaborative exchange of perspectives and real-world experiences regarding workplace ethics among business group representatives. The sessions prioritize open dialogue, active questioning, and the reflection of diverse viewpoints over traditional, one-way training sessions.

100%

Non-listed business groups in Thailand participate through their representatives in experience-sharing sessions

ESG Policy in Action

As part of GCNT Expo 2025, held under the theme “Forward SDGs Faster Together”, Charoen Pokphand Group reaffirmed our commitment to sustainability and announced policies covering all three dimensions of sustainability. The initiative aims to mobilize all business groups to systematically implement these policies and deliver tangible outcomes.

100%

Business group in thailiand perticipated in the actiuity and communicated within the business group



Building an Ethical Culture through Learning and Sustainable Practice

Charoen Pokphand Group is committed to strengthening governance learning by closely linking it to real-world operations at every level, from employees and managers to senior executives. The Group aims to embed ethics as an integral part of employees’ mindset and decision-making processes, rather than a concept understood only in theory. Consequently, the Group’s learning frameworks are designed to empower employees to analyze, assess situations, and make correct, responsible decisions within their real-world working contexts.

Ethics Learning

Code of Conduct Learning and Assessment

Building fundamental understanding of the Code of Conduct and practices that all employees must uphold

100%

Employees completing the Code of Conduct training and assessment

Ethics Training for Executives

Developing managers’ understanding of their role in team leadership, decision-making, and serving as role models for ethical conduct

100%

Executives passing the Manager Ethics test

Governance Learning

Executive Leadership Program

Integrated GRC Leadership Excellence Program

Elevating executive perspectives on integrated Governance, Risk and Compliance



CG Quick Learn

A learning program designed to provide employees with convenient access to CG-related content and enable them to apply the knowledge more effectively in their day-to-day work

7 CG Quick Learn in 2025

- Getting to Know Corporate Governance
- Business Ethics: Building Business Integrity Starts with us
- Why Do We Need a Corporate Governance Structure?
- Getting to Know Integrated GRC
- CG: Different Roles… Towards the Same Goal
- Anti-Corruption - A Practical Guide to Integrity
- Corporate Governance for Subsidiaries

Building a Culture of Integrity through Consistent Action

Charoen Pokphand Group advances anti-corruption efforts through policy implementation, communication, risk assessments, and self-evaluations to strengthen internal control systems and foster a culture of integrity across the organization.

Integrity Dashboard

100%

of business groups conducted corruption risk assessments

100%

of business groups communicated about the No Gift Policy

Regular Assessment

Non-listed business groups conduct regular self-assessments on anti-corruption

CEO-led Communication

Senior executives play a key role in demonstrating compliance and advancing the No Gift Policy

Charoen Pokphand Group's anti-corruption efforts are designed to deliver tangible outcomes in practice through strong internal controls, communication, assessments, and the cultivation of a culture of integrity in day-to-day operations.

- Strengthening internal control systems
- Consistent and comprehensive communication
- Regular risk assessment and monitoring
- Cultivating a culture of integrity

4-Pillar Integrity Framework

Policy

Anti-corruption policies and guidelines at the Group level

Communication

Continuous communication and campaigns on the No Gift Policy

Assessment

Anti-corruption risk assessments and self-evaluations

Culture

Cultivation of transparent, accountable, and ethical behaviors



No Gift Policy Poster



Anti-Corruption Self-Assessment Report



Anti-Corruption Workshop



Anti-Corruption Culture



Communication within the Group

Leadership Commitment to Embedding Governance into Corporate Culture

The year 2025 marked an important milestone in advancing governance beyond systems and policies towards active leadership engagement. Charoen Pokphand Group expanded the role of senior executives across all business groups, both in Thailand and internationally, positioning them as the primary drivers of a governance culture. This was achieved through collective declarations of intent, leading by example in compliance, and the creation of an environment that encourages meaningful participation from employees at all levels.



Governance & Compliance Commitment Wall

Leaders from all business groups in Thailand and overseas expressed their commitment at CP CG Day 2026 to advancing governance and compliance from principles into practice, while fostering a sustainable corporate culture.

World's Most Ethical Companies Recognition

The Group's commitment to ethics and compliance is reflected in its recognition as one of the 2026 World's Most Ethical Companies by Ethisphere for the sixth consecutive year. This achievement serves as a key driver for the Group to continuously elevate governance standards to meet global expectations.

Governance & Compliance Excellence Awards

The Governance & Compliance Excellence Awards serve as a vital mechanism to recognize business groups with outstanding performance in corporate governance and compliance. The awards also stimulate collective learning and elevate performance standards across the entire Group.

100%
Business group leaders across Charoen Pokphand Group pledged their shared commitment to advancing governance and compliance

19
Award-winning business groups (Thailand)

23
Award-winning business groups (China)

The achievements in 2025 demonstrate tangible progress in advancing corporate governance and compliance through leadership roles, employee participation, and the recognition of excellence, ensuring that ethics are truly embedded within our mindsets and corporate culture.

Leading by Example

Active Participation

Recognizing Excellence

Advancing from 2025 Milestones to Next-Level Standards

The 2025 performance outcomes reflect that Charoen Pokphand Group is progressing beyond clear governance systems towards truly embedding governance into decision-making, day-to-day operations, and corporate culture. This transformation is driven by leaders, employees, and business groups, who collectively own this change through the following key focus areas:

Effective Governance | **Policy Implementation** | **Continuous Learning and Development** | **Employee Engagement** | **Culture of Integrity**

The Next Phase of Governance Advancement in 2026

2026 will mark another important milestone in the development of Charoen Pokphand Group's governance, as the Group continues to translate governance principles into tangible actions through five key priorities:

1 Strengthen Governance Assessment

Enhance governance assessments to identify gaps, risks, and opportunities for systematic improvement.

2 Strengthen Policy Implementation

Drive continuous policy implementation across the organization through the CG Policy Tracking system and structured performance reporting.

3 Build Ethical Leadership

Develop leaders as role models for ethics, transparency, and accountability in business operations.

4 Foster Ownership & Governance Culture

Foster a culture of accountability and participation to integrate governance into workflows at all levels.

5 Turn Governance Data into Actionable Insight

Leverage governance data to analyse trends, monitor performance, and support management decision-making.

Risk Management

> Honesty and integrity have been the foundation of Charoen Pokphand Group's enduring success for more than a century and remain at the heart of its sustainable development. At the same time, effective risk management enables the Group to navigate uncertainty, seize new opportunities, and create sustainable value for all stakeholders.

Mr. Soopakij Chearavanont
Chairman
Charoen Pokphand Group



Charoen Pokphand Group recognizes that effective risk management is a vital mechanism for strengthening organizational resilience, ensuring business continuity, and creating long-term value for stakeholders. Amid a challenging and rapidly evolving global landscape, driven by geopolitical tensions, climate transition, tightening regulations, and technological advancements, the Group has integrated strategic risk management into all dimensions of business operations. This integration encompasses identifying, assessing, monitoring, and managing both risks and opportunities that may affect the Group's performance, financial positioning, reputation, and corporate sustainability. Concurrently, the Group is committed to fostering a risk-aware culture throughout the organization by establishing risk management as a shared responsibility for personnel at all levels under the close oversight of the Board of Directors and senior executives.

Furthermore, Charoen Pokphand Group strives to enhance the efficiency of risk management systems to withstand constantly changing business challenges and uncertainties. The Group has developed standardized risk management frameworks and mechanisms that can be consistently implemented across the organization, while ensuring regular monitoring and reporting of risk exposures and mitigation measures. This supports informed management decision-making and strengthens transparency in corporate governance.

Risk Management Structure and Strategy

Charoen Pokphand Group has established a risk management structure and framework aligned with international standards, including COSO ERM Framework. Risk management is systematically integrated into the Group's strategic planning, business planning, and performance monitoring processes to ensure that risk management form an integral part of management and decision-making at all levels of the organization. The Group promotes the use of risk information and perspectives by directors, executives, and employees in decision-making processes, thereby strengthening a risk-aware culture across the organization and supporting the effective and sustainable achievement of strategic objectives.

To this end, Charoen Pokphand Group has clearly defined the roles, duties, and responsibilities of the Board of Directors, the Executive Board, management, and relevant functions in overseeing, identifying, assessing, managing, and monitoring risks that may affect the achievement of organizational goals. The Group has also established risk assessment and prioritization criteria that are aligned with business context and risk appetite, ensuring that risks arising from all business activities and operational processes are appropriately managed and maintained within acceptable levels.

Building a Risk Management Culture

Charoen Pokphand Group is dedicated to fostering a robust risk-aware culture, driven by three core activities (3C): Communicate, Cultivate, and Create, to promote awareness, facilitate knowledge exchange, and enhance the capabilities of personnel across all risk levels.

Communicate

C.P. Group Risk Intelligence Forum

Charoen Pokphand Group hosted the Risk Intelligence Forum for the second consecutive year. The forum was presided over by Mr. Soopakij Chearavanont, Chairman of Charoen Pokphand Group, and brought together members of the Risk Network from domestic and overseas business groups to exchange perspectives on risks and share best practices in corporate risk management. Attendees also gained insights from global experts on proactive risk management, aiming to elevate the Group's proactive risk capabilities and tangibly transform potential risk factors into sustainable business opportunities.



Risk Network
200 persons

Cultivate

Group-wide One-stop Software Solution

Charoen Pokphand Group promotes the utilization of information technology in risk management through the Risk Management Intelligence (RMI) system. Serving as a centralized platform for risk reporting and monitoring across all business groups, the system undergoes continuous development by integrating digital technologies, including Artificial Intelligence (AI), to support risk data analytics.

Create



More than **50** Risk Awareness & RMI Workshops

Capability Development Programs

Charoen Pokphand Group has developed risk management learning programs through a blended learning approach, combining on-site training and e-learning. The programs are designed to systematically enhance the knowledge, understanding, and risk management skills of employees at all levels.

Compliance

Charoen Pokphand Group believes that conducting business in compliance with applicable laws and regulations in the countries of operation countries, as well as with internal policies and requirements, is a fundamental cornerstone of being a trusted organization. Consequently, the Group focuses on developing effective governance systems to prevent the risk of regulatory violations while proactively promoting business practices that align with legal requirements and international standards across all regions where we operate.

Compliance Operations

In 2025, the Compliance Department developed the "Regulatory Compliance" platform to drive the digital transformation of compliance processes. The platform was implemented across 69 business groups, including non-listed businesses in Thailand, operations in China, and overseas businesses in Myanmar, Bangladesh, and Pakistan. It serves as a vital tool for assessing risks and legal compliance, with the objective of enhancing risk management effectiveness and strengthening compliance management across the Group.

This system not only reduces operational redundancies but also strengthens capabilities in data aggregation and analysis at both the business-group and enterprise-wide levels. This enables more efficient and consistent compliance management across the entire organization.

The assessment in 2025 focuses on Critical Regulatory Compliance, covering key laws and external regulations that could have a material impact on business continuity. Through this process, business groups are able to accurately gauge their compliance risk levels, assess internal controls, and monitor compliance status across different stages of business operations.

Assessment Overview

100%

of business groups completed critical regulatory risk assessments

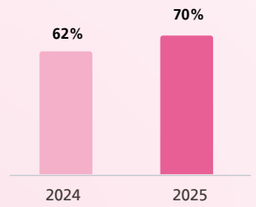
91%

of business groups achieved full compliance with the specified criteria

Key Compliance Strategies

Charoen Pokphand Group places great emphasis on managing Conflict of Interest (COI) and continuously strives to elevate our operational standards. This initiative serves as a vital foundation for anti-fraud and anti-corruption efforts. The Group has established clear, transparent policies and guidelines aligned with corporate governance principles to foster a corporate culture rooted in core values of integrity and honesty. This framework encompasses the formal COI Disclosure & Declaration process to proactively protect the organization and effectively manage situations that could potentially cause harm at both individual and institutional levels.

Annual Disclosure Rate



Disclosure, protection, and the effective management of situations that may cause harm to individuals and organizations.

Ethics and Compliance Protectors Development Program (E&C PDP)



Number of Participants Completing the Training

145 persons 47 persons 98 persons

Charoen Pokphand Group places importance on systematically developing ethical and compliance leaders through the "Ethics & Compliance Protector Development (E&C PDP)" program. This initiative aims to elevate the capabilities of personnel to become "E&C Protectors," who are equipped to serve as role models in ethical governance and decision-making, while effectively integrating compliance into the Group's corporate strategies and operational workflows.

Value Creation

- Human Capital
- Relationship Capital

Charoen Pokphand Group encourages employees across the entire organization to undergo continuous compliance training through e-learning programs annually. This ensures that workforce at all levels builds a solid understanding, recognizes the significance of compliance, and remains fully aware of their respective roles and responsibilities in driving sustainable compliance management.

90%

of target employees completed the training and passed the 2025 Compliance Management Assessment

(101,283 out of 113,452 employees)

Compliance Audit

In the past year, Charoen Pokphand Group conducted compliance audits using a risk-based approach, focusing on critical regulations that present high levels of risk and significance to business operations. This ensures that the operations of the Group and subsidiaries are conducted in a lawful, transparent, and compliant manner.

The audit scope for 2025 encompassed reviewing the Human Rights Due Diligence (HRDD) processes of subsidiaries to evaluate the adequacy and effectiveness of identifying, preventing, mitigating, and managing potential human rights risks arising from business operations. Furthermore, the audit verified alignment with the Group's human rights policies and relevant international standards.

Additionally, compliance audits were conducted across other critical areas, including Anti-Corruption, Conflict of Interest, Gifts and Other Benefits, and the Personal Data Protection Act (PDPA). The Group also launched a pilot cybersecurity audit programme to assess the adequacy of internal control systems and cybersecurity risk management practices. The findings from this pilot project will serve as vital baseline data to develop audit guidelines and elevate the Group's cybersecurity governance in the next phase.

The audit results enable the Company to identify key risk issues, gaps in regulatory compliance, and significant warning signs, while providing recommendations for improvement to strengthen internal controls, legal compliance, and sustainable business operations over the long term.

Grievance Process

Charoen Pokphand Group places strong emphasis on developing an effective, transparent, and accessible grievance mechanism. The Group provides employees and other stakeholders with safe and fair channels to report leads, complaints, or concerns regarding business operations. To facilitate this, the Group has established over six reporting channels, including online platforms, email, telephone, and postal mail. A structured process is in place for the receipt, review, response, and follow-up of cases, with clearly defined roles and responsibilities aligned with international standards.

Beyond establishing reporting channels, Charoen Pokphand Group is committed to fostering a speak-up culture that encourages employees to report wrongdoing. To support this effort, the Group has leveraged Artificial Intelligence (AI) to develop innovative awareness-building communications under the concept of "Ethics Drama", making complex ethical principles, whistleblowing, and compliance more accessible, engaging, and easier to understand for employees. These initiatives help cultivate an organizational culture that is open to reporting risks and inappropriate bahavior.

At the same time, Charoen Pokphand Group has launched a group-wide initiative to upgrade the grievance system by benchmarking readiness and efficiency against global standards, specifically ISO 37002 and the Open Compliance and Ethics Group (OCEG), to drive systematic development. The assessment results will be used to develop and implement continuous improvement plans across subsidiaries, strengthening stakeholder confidence, supporting corporate governance, and advancing ethics and human rights management in line with international best practices.

In 2025, Charoen Pokphand Group received a total of 31 reports concerning alleged violations of the Group's Code of Conduct and ethical standards through established whistleblowing channels and grievance mechanisms. All reported cases were thoroughly investigated and resolved within the reporting year by the relevant working groups, in strict compliance with the investigation procedures outlined in the Group's Whistleblowing Policy Investigations were conducted in a transparent and impartial manner, with a strong emphasis on protecting whistleblowers and maintaining the confidentiality of complainants throughout the process.

In the four cases involving fraud and corruption, the Group imposed the maximum disciplinary measures, including one suspension and three terminations of employment. All cases were handled through the Group's internal disciplinary procedures in a rigorous and transparent manner. Furthermore, none of the fraud and corruption cases resulted in fines levied by external regulatory authorities, and none led to judicial convictions against either the organization or any individual.

Number of Complaints Relating to Employee Misconduct and Management Measures in 2025

	2022	2023	2024	2025			
	Completed	Completed	Completed	No. of Cases	Under Investigation	Completed	
						Substantiated	Unsubstantiated
Complaints Relating to Ethics and Morality (case)							
Fraud and Corruption	2	3	5	21	-	4	17
Conflict of Interest	2	2	-	-	-	-	-
Non-compliance	7	5	7	15	-	11	4
Discrimination and Harassment	1	6	9	16	-	8	8
Insider Trading	-	-	-	-	-	-	-
Anti-competitive Behavior	-	-	-	-	-	-	-
Unfair Treatment of Suppliers	-	-	6	17	-	8	9
Complaints Relating to Information Security (case)							
External Personal Data Breaches	-	-	-	1	-	-	1
Environmental Complaints	-	-	-	-	-	-	-
Total (case)	**12**	**16**	**27**	**70**	**-**	**31**	**39**

Remark: This data represents only the number of complaints received specifically through the stakeholder grievance channel on the Charoen Pokphand Group website



Human Rights and Labor Practices

Charoen Pokphand Group remains steadfast in upholding human rights and equity, while fostering a safe and fulfilling workplace for all

Charoen Pokphand Group aspires to be a global leader in responsible business conduct by integrating the principles of “Gratitude” and the “Three-Benefit Principle” across all processes. This ensures everyone throughout the value chain is treated with dignity and equal respect for human rights. The Group adheres to international human rights standards and stringent occupational health and safety management, prioritizing risk identification and mitigation through comprehensive Human Rights Due Diligence and on-site hazard assessments as we strive towards the Zero Accidents target. Concurrently, the Group creates a secure, inclusive environment that embraces diversity and promotes holistic well-being for all employees and workers.

Key Performance in 2025

100%

Business units assessed for human rights risks

51.39%

Proportion of total female employees

1.56 cases/1,000,000 hours worked

Employee injury rate

1.57 cases/1,000,000 hours worked

Contractor injury rate

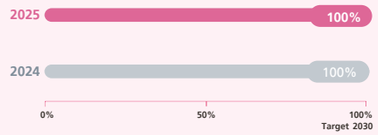
Goals and Progress

Goals

100%

of all business units conduct regular human rights impact assessments of their own operations and tier-1 high-risk suppliers

Progress



Supporting the SDGs

1 NO POVERTY 1.1

3 GOOD HEALTH AND WELL-BEING 3.6

5 GENDER EQUALITY 5.1 5.2 5.5

8 DECENT WORK AND ECONOMIC GROWTH 8.5 8.7 8.8

10 REDUCED INEQUALITIES 10.3 10.4 10.7

16 PEACE, JUSTICE AND STRONG INSTITUTIONS 16.2

More information available in

- Delivering on Our SDG Commitments 2025
- Sustainability Performance Supplement 2025

Respecting Human Rights throughout the Value Chain

Given the business context of Charoen Pokphand Group, which operates across 23 countries and special economic zones, the Group's supply chain is complex and faces a wide range of challenges. These include the need to elevate human rights standards in line with international expectations, manage wages in a manner that supports basic living costs, and protect vulnerable workers from fluctuations in the global economy. In addition, geopolitical conflicts and the just transition toward environmentally friendly operations remain important issues that require close collaboration and continuous development. For this reason, the Group is committed to transforming these challenges into opportunities by applying digital technologies to enhance traceability and grievance management, thereby strengthening trust and transparency at the international level.

Human Rights Management

Charoen Pokphand Group recognizes that its business operations span diverse industries and multiple countries. As a result, the Group may cause, contribute to, or be directly linked to actual or potential human rights impacts affecting employees, workers in the supply chain, and other stakeholders. Accordingly, the Group systematically integrates the UN Guiding Principles on Business and Human Rights (UNGPs), the labor standards of the International Labor Organization (ILO), and the OECD Guidelines on Responsible Business Conduct into its governance system, risk management framework, and business decision-making processes.

Human Rights Governance Structure

Charoen Pokphand Group has established a dedicated working team to drive human rights initiatives, with oversight, guidance, and performance monitoring provided by the Board of Directors and the Executive Committee. This ensures alignment with relevant principles and supports the achievement of the Group's established goals. In addition, the Group integrates human rights management into its sustainability governance framework to ensure that human rights issues are considered more comprehensively across the dimensions of impacts, risks, and related sustainability matters.



"Comprehensive human rights due diligence and responsible business conduct mechanisms are no longer merely matters of regulatory compliance, but they have become a strategic capability for the business of the future."



Dr. Kuanruthai Siripatthanakosol
Assistant Vice President
Global Partnership for Sustainability Communications
Charoen Pokphand Group

Comprehensive Employee Assistance Following the Earthquake



Number of employees assisted
4,830 persons

Following the earthquake on 28 March 2025, which affected office buildings, business branches, and employees' residences in several areas, Charoen Pokphand Group responded promptly and comprehensively across three dimensions: life safety, relief for those affected, and business continuity. The Group immediately activated its evacuation plan and inspected the safety of buildings and operating areas in all affected locations. In terms of relief, the Group implemented comprehensive employee assistance measures, including financial support, emergency leave without wage deductions, temporary accommodation, mental health counselling through the MORDEE application, and low-interest loans for home repairs. At the same time, the Group activated its business continuity management plan within 24 hours to ensure continuous operations and reduce business impacts.

Value Creation
- Human Capital
- Relationship Capital

Human Rights Targets and Performance Indicators Revision

In 2025, Charoen Pokphand Group reviewed our human rights targets and key performance indicators to better align with our business context, evolving risk profiles, and stakeholder expectations. These newly revised targets and indicators focus on assessing the maturity level of the human rights management systems within each business unit. The Group has adopted a new internal Human Rights Due Diligence Maturity framework based on multiple international standards, with plans to roll out the new framework and target across all business units in 2026.

Applying this framework enables the Group to systematically identify gaps within our Human Rights Due Diligence (HRDD) process. This encompasses comprehensive human rights impact assessments, in-depth evaluations for high-risk supplier groups, and reviews of the effectiveness of grievance and remediation mechanisms. Insights derived from these assessments will be used to formulate preventative, mitigating, and corrective measures, This ensures that our human rights operations are transparent, accountable, and fully aligned with international standards.

Current Target

100%
of all business units conduct regular human rights impact assessments of their own operations and tier-1 high-risk suppliers

Newly Defined Targets

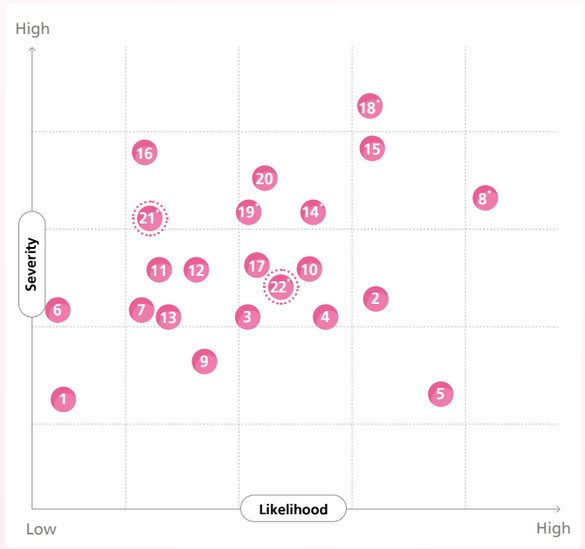
70% Human Rights Due Diligence (HRDD) maturity score across all business units

Human Rights Due Diligence Process

Commitment · Embedding · Impact Assessment · Integration · Performance Monitoring · Performance Communication · Stakeholder Engagement · Remediation and Grievance

Human Rights Due Diligence and Impact Assessment

Charoen Pokphand Group prioritizes comprehensive Human Rights Due Diligence and Impact Assessments to ensure that our business operations align with international human rights standards. This approach enables us to appropriately identify, prevent, mitigate, and manage potential impacts on stakeholders across the entire value chain. In 2025, these assessments reflected significant shifts driven by several external factors, such as increased import tariffs implemented by the United States and geopolitical tensions at both national and regional levels. These factors directly and indirectly impacted the Group's businesses, exerting pressure on supply chains, employment, and working conditions in certain areas, particularly within large-scale, labor-intensive business units. Based on the 2025 evaluations, the Group conducted human rights risk assessments covering all 81 businesses worldwide, comprising 33 companies in Thailand and 48 companies overseas where the Group operates.



1 Freedom of association and collective bargaining
2 Access to water and sanitation
3 Diversity, equity, and inclusion
4 Land rights
5 Conflict minerals
6 Rights of vulnerable group
7 Security and human rights
8 Personal data violation*
9 Child rights
10 Child labor
11 Youth labor
12 Labor rights (fair wages)
13 Labor rights (working hours)
14 Discrimination and harassment*
15 Pollution and environment
16 Forced labor
17 Migrant labor
18 Occupational health, life safety, and asset protection*
19 Climate change*
20 Biodiversity impacts
21 Minority rights*
22 Impacts of AI deployment*

* Close monitoring Emerging topic

In 2025, Charoen Pokphand Group identified 0 cases of discrimination and eight cases of harassment. Disciplinary actions were taken against the perpetrators of all the cases.

Key Measures for Human Rights Risk Management and Impact Mitigation

	Occupational Health, Life Safety and Asset Protection	Forced Labor	Discrimination and Harassment	Climate Change	Data Privacy and Cybersecurity
Impacted Stakeholders	Construction contractor	Migrant workers employed by suppliers (8 business units)	Employees and migrant workers (14 units employing Cambodian migrant workers)	Local communities and smallholder farmers in Thailand	Customers and employees (more than 10 business units)
Business at Risk	Retail Business	Agro-industry and Food Business	Agro-industry and Food Business	Agro-industry and Food Business	Agro-industry Business Retail Business E-commerce and Digital Business
Example of Incidents	Contractor fatality during maintenance operations, e.g., welding	Migrant workers employed by suppliers face excessive recruitment fees to secure employment in Thailand	Migrant workers, particularly those from Cambodia, are facing vulnerabilities due to international situations	Rising water levels at water sources, causing flooding in certain areas and water scarcity in others	Continuous attempts to steal corporate data and attack cybersecurity systems have been detected
Correction Plans	Oversee specialized high-risk operations, e.g., the use of welding equipment and confined space entry, etc.	Increase the proportion of direct hiring by Group entities and expand audits of migrant worker recruitment agencies	Increase measures to closely care for migrant workers, promoting both their working and living conditions in response to changing situations	Early warning and risk management system using disaster and weather forecast data	Upgrade personnel data access measures, accelerate cybersecurity awareness for safe usage, and provide knowledge on self-protection against scams
Mitigation Plans	Conduct management reviews of operational procedures to ensure safety compliance	Foster understanding of and reinforce commitment to the Group's Migrant Workers Recruitment Policy across all 470 sites	Build confidence in business unit practices toward migrant workers, including discussions to understand their concerns and needs	Relocate some cultivation and production sites in alignment with disaster risks	Monitor suspicious user activity, alert on abnormal transactions, and delay processing times for notification and verification
Results	Accident rates associated with high-risk operations remain stagnant	Increase in number of recruitment agencies audited in accordance with the ethical Migrant Workers Recruitment Policy	Increased confidence and a sense of safety at work have led to fewer resignations among migrant workers with unexpired MOU contracts	Reduced conflicts with communities in water-scarce areas. Reduced the risk of agricultural product shortages	The number of attacks remains high but shows a downward trend from 2024. The system has a high level of protection and has not yet resulted in any serious damage

Equal Labor Practices

Charoen Pokphand Group is committed to building an organizational culture that promotes the potential and well-being of all employees, based on the principles of equality, respect for human dignity, and acceptance of diversity. The Group recognizes that managing human resources in a large organization requires a careful and appropriate management approach. The Group, therefore, aims to raise standards for transparent and fair employment across the value chain, in line with the laws and regulations of each country and relevant international standards. This includes compensation management that reflects employees' skills, capabilities, and responsibilities, together with comprehensive welfare support that is aligned with basic living costs, in order to sustainably enhance the quality of life of employees and their families.

At the heart of this approach is the commitment to providing opportunities for employees of all genders, ages, and backgrounds to realize their full potential in a working environment that is free from discrimination and conducive to participation. The Group also places importance on listening to employees at all levels, using their feedback to develop people management approaches that respond to diverse needs. At the same time, the Group promotes the development of future skills and continuous career growth. In addition, the Group supports a fair and safe working environment that can attract, retain, and develop high-potential employees, which serves as an important foundation for strengthening the long-term competitiveness. This approach is guided by the principles of sustainable development, the United Nations Sustainable Development Goals (SDGs), and the Forward Faster initiative of the United Nations Global Compact.

Creating a Culture of Equality

Charoen Pokphand Group is committed to building an organizational culture of diversity, equity, and inclusion by promoting an inclusive working environment. To achieve this objective, the Group has implemented a governance system through the Human Resources Management Committee, which is responsible for monitoring performance to ensure alignment with the Group's sustainability strategies and goals. The Group has also announced its Diversity, Equity, and Inclusion Policy as a clear guideline for protecting rights and promoting equality. The policy covers dimensions including gender, race, nationality, age, religion, beliefs, and gender identity, with the aim of ensuring that all employees feel a sense of belonging and are able to realize their highest potential.

Charoen Pokphand Group has also announced its Discrimination and Harassment Prevention Policy to protect personnel from all forms of harassment, whether verbal, physical, or through technological channels. The Group provides communication and training for all level of employees in such topic, as well as establishes a grievance mechanism with standards for safety, transparency, and confidentiality to ensure that all cases are investigated and resolved fairly in accordance with good governance principles.

Moreover, Charoen Pokphand Group is committed to promoting employees' physical and mental well-being through various initiatives, including work-life balance, flexible working hours, work from home or work from anywhere, the provision of a safe working environment, and the development of welfare benefits that respond to employees' needs. These include fair compensation, health insurance, management of work-related stress, clubs and activities that promote employee exercise, maternity leave entitlements, family care, breastfeeding rooms, and retirement plans. All of these reflect the Group's commitment to comprehensive employee care.





Showcasing the power of diversity across **5 dimensions** Race, religion, age, gender identity, and vulnerable groups

Pride Month "Embrace the Diversity": Championing Human Rights and Driving DE&I Policies to Celebrate Differences and Advance Corporate Sustainability

On June 18, 2025, Charoen Pokphand Group and subsidiaries joined forces to host a major event for Pride Month, launching the forum titled "C.P. Group Embrace the Diversity: Honoring the Unique Value and Diversity of Individuals to Advance Toward a Sustainable Future." This initiative reflects the Group's commitment to driving Diversity, Equity, and Inclusion (DE&I) policies, embedding them into the core corporate culture.

Value Creation

Human Capital Relationship Capital

Driving the Organization with Diversity and Equality

Charoen Pokphand Group believes that workforce diversity is a key driver in advancing steady and sustainable organizational growth, in terms of innovation, organizational potential, and multifaceted perspectives in conducting business. Consequently, the Group is committed to fostering an open corporate culture that respects differences and remain free of discrimination. This ensures that all employees, regardless of gender, age, experience, race, nationality, religion, or background, receive equal opportunities to learn, develop, and advance along their career paths based on their potential. The Group strives to create equal opportunities throughout every stage of the employment lifecycle, from recruitment and appointment to leadership progression, based primarily on qualifications, capabilities, and performance, coupled with fair, transparent compensation and benefits management appropriate to the roles and responsibilities of employees. Concurrently, the Group prioritizes promoting gender equality and supporting women, individuals with diverse gender identities, and personnel groups who may face limitations in accessing opportunities. This enables them to fairly access compensation, skill development, and leadership advancements. The Group continuously monitors and reviews personnel structure data to elevate human resource management in accordance with corporate goals and sustainable growth.

34.58%
Percentage of female executives to total executives

1:1.01
Male to female executive renumeration ratio

Percentage of Female Employees in STEM-related Positions
47.36%

Performance Evaluation, and Fair and Equitable Compensation

Transparent Performance Evaluation

Charoen Pokphand Group attaches importance to performance evaluations that are transparent, fair, and accountable. Our commitment to equality extends beyond merely providing opportunities; it also focuses on fostering psychological safety, empowering employees to openly and constructively communicate feedback, voice concerns, and exchange perspectives with their supervisors. The Group views the evaluation process as a vital mechanism to accurately reflect individual performance, potential, and development paths. Therefore, we strive to ensure that all assessments are based strictly on job roles, responsibilities, established targets, and performance outcomes aligned with the organization's strategic direction.

All employees are subjected to the performance evaluation, which serve as a vital mechanism to foster constructive dialogues between supervisors and employees alongside collaborative career development planning. We utilize tools suitable to job roles and organizational contexts, which include Key Performance Indicators (KPIs), 360-degree Feedback, Team-based Performance Appraisals, and Agile Conversations. These ensure a comprehensive assessment covering individual achievements, collaboration towards team goals, alignment with corporate values, and readiness for future capacity development. Meanwhile, the Group prioritizes the clear communication of evaluation criteria and guidelines to build mutual understanding, ensuring fair and consistent personnel decisions across the entire organization, which is a basis for effective and sustainable human resource management.

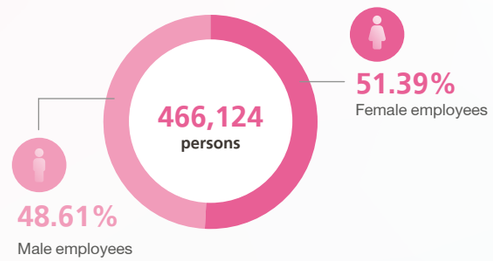
Promoting Fair and Equitable Compensation

Charoen Pokphand Group attaches importance to managing fair and transparent compensation tailored to the context of each business to reflect the value employees create for the organization while supporting the retention and development of high-potential talent. Remuneration is based on job roles, responsibilities, knowledge, competencies, performance, and the specific labor market conditions of each country and industry. Concurrently, the Group provides welfare and social protections that comply with local laws, employment status, and regional business contexts. Furthermore, the Group continuously incorporates the cost of living and living wage adequacy into our compensation management practices.

Under the principle of equality, Charoen Pokphand Group adheres to the principle of "equal compensation for work of equal value", regularly monitoring and reviewing remuneration data across job levels, salary structures, and gender differences to support management decisions based on fairness and empirical data. Whenever areas for improvement are identified, the Group establishes appropriate measures to elevate the remuneration system, aligning it with internal fairness and long-term competitiveness.

Data on Employee Diversity

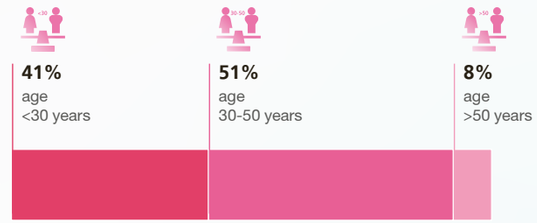
Total Employees
(persons)



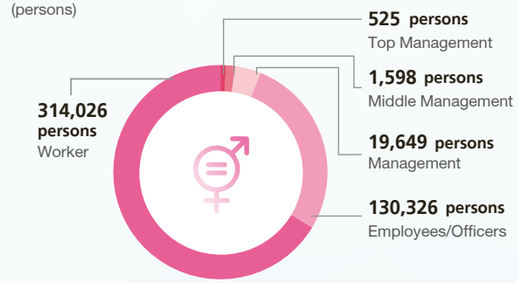
Employees by Employment Type
(persons)



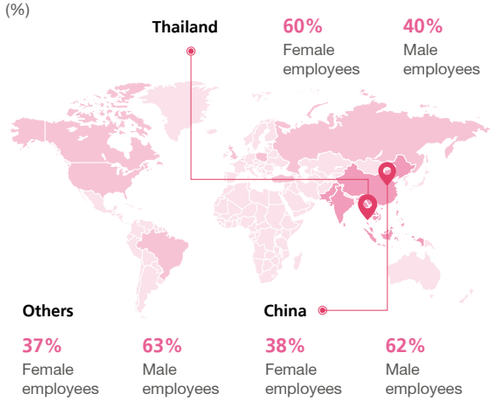
Employees by Age Group
(%)



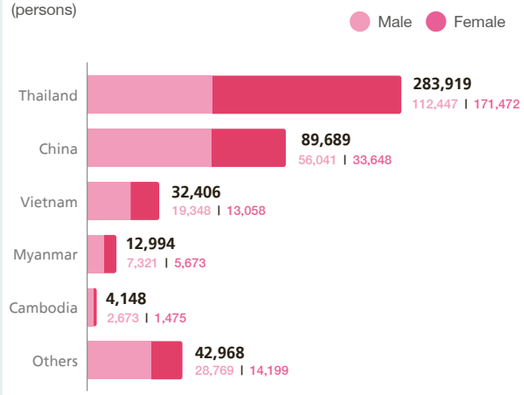
Employees by Level
(persons)



Employees by Geography
(%)



Employees by Nationality
(persons)



Occupational Health and Safety in the Workplace

Charoen Pokphand Group is committed to fostering a safe working environment and promoting the well-being of all employees and contractors, viewing this as a foundation of sustainable business operations. Amidst complex challenges, including climate change impacts on health and emerging risks from the adoption of technology and industrial control systems, the Group has elevated proactive policies and practices across the entire supply chain. Accordingly, the Life Saving Rules have been integrated into the corporate culture to strictly promote awareness and prevent accidents.

Charoen Pokphand Group focuses on systematic risk assessment and management to advance toward the Zero Tolerance Target while promoting well-being in all aspects to ensure that all personnel can perform to their full potential in a safe and secure environment.

Commitment to Occupational Health and Safety Management

Charoen Pokphand Group is dedicated to creating a safe working environment and promoting the health of all employees, recognizing this as a fundamental right under United Nations frameworks and in alignment with International Labour Organization (ILO) standards, as well as occupational health and safety laws in every country of operation. The Group has established the “Zero Tolerance” target for severe injuries and fatalities, while promoting holistic physical and mental well-being.

Furthermore, Charoen Pokphand Group hosted the CP Safety Forum, an academic seminar serving as a centralized platform for transferring safety knowledge, exchanging risk management experiences, and showcasing best practices among various business units across the Group. The forum aims to develop safety leadership, build a network of safety experts and reaffirm the commitment to elevating a sustainable safety culture.

At the operational level, department managers and supervisors are responsible for identifying, assessing, and controlling risks within their respective areas, ensuring compliance with laws, standards, and the Life Saving Rules. Concurrently, every employee is responsible for adhering to safety regulations, correctly utilizing personal protective equipment, reporting unsafe conditions or near-miss incidents, and participating in proposing improvement guidelines to jointly build a strong and sustainable safety culture throughout the organization.

Occupational Health and Safety Management Structure

Charoen Pokphand Group mandates the establishment of Occupational Health and Safety Committees at the business unit level to set safety policies, goals, strategies, and indicators, aligning them with the Group’s direction. They also monitor operational performance regularly through performance review meetings, accident trend analyses, and the formulation of preventive action plans.

At the same time senior executives play a pivotal role in demonstrating safety leadership by embedding safety into the organization’s core agenda, integrating occupational health and safety risks into business plans, investments, and strategic decisions. They ensure the allocation of adequate resources to enable the effective implementation of safety measures.

> “We will strengthen safety culture across the Group, anchored by strong safety leadership, responsibility, and a commitment to safety excellence. Everyone must participate in working safely and protecting one another, because safety is not merely a matter of rules, but a core corporate value that we must uphold.”

Mr. Vorravit Varutbangkul
Chief Compliance Officer
Chaoren Pokphand Group



Electric Vehicle Fire Risk Management

Driven by today’s growing electric vehicle (EV) adoption, Charoen Pokphand Group has assessed associated risks and found that the primary concern lies in fires caused by lithium-ion batteries. Therefore, the Group established systematic safety guidelines for EV usage and charging, starting with a Specific Risk Assessment, followed by designing and installing charging stations located outside buildings or in open-air areas, equipped with automatic power cut-off systems, ventilation, and suitable fire protection equipment.

Furthermore, the Group enhanced fire prevention and suppression measures, such as installing fire extinguishers certified specifically for lithium-ion battery fires, formulating EV-specific emergency response plans, and training employees and contractors on practices and conducting regular emergency drills with local safety teams. This is to prepare all business units with effective prevention measure.



Severe EV Charging Station Fires within Operational Areas

0 case

Value Creation

- Manufacturing Capital
- Natural Capital
- Human Capital

Risk Identification, Assessment, and Management

Charoen Pokphand Group systematically manages occupational health and safety risks through hazard identification, risk assessment, and the determination of control measures according to the Hierarchy of Controls. This framework integrates relevant human rights issues regarding the health and safety of employees and contractors in the supply chain. Regular internal and external monitoring, annual risk reviews, and comprehensive due diligence are conducted to ensure these measures remain effective and compliant with international standards.

Under this framework, Charoen Pokphand Group addresses emerging risks arising from shifting contexts, such as seismic risks, which threaten the safety and structural integrity of establishments. Consequently, the Group has launched expert-led building structural assessments, while preparing and gradually implementing reinforcement plans according to risk level.

Continuous Monitoring and Improvement

Charoen Pokphand Group has a systematic process for collecting and analyzing data on accidents, injuries, near-miss incidents, and occupational diseases. The Group also conducts investigations to identify the root causes of incidents through Root Cause Analysis, establishes measures to prevent recurrence, and communicates lessons learned from accidents. Performance results are reviewed at the executive level to improve measures and continuously develop the system.

Occupational Accident and Illness Prevention Measures

Charoen Pokphand Group continuously enhances its occupational health and safety measures by establishing a clear risk control framework that covers both the prevention of serious accidents and the reduction of long-term risks related to occupational diseases. Key mechanisms include Life Saving Rules for high-risk work, such as working at height, working in confined spaces, electrical work, and vehicle operation, together with the Permit to Work system to ensure that hazards are assessed and control measures are established before work begins each time.

In terms of health promotion, Charoen Pokphand Group conducts annual health check-ups and monitors occupational diseases based on the risk factors of each job position. It also establishes measures to address heat stress, including appropriate rest schedules, cooling rest areas, and education on warning signs. At the same time, the Group places importance on mental health and work-life balance through well-being promotion programs, counselling, and activities that strengthen employee engagement within the organization.

To ensure that safety standards cover the entire value chain, the Group has extended these measures to contractors through the CP Safety Passport Project. The Group requires all contractors to complete training and pass knowledge assessments on the Life Saving Rules, Permit to Work system, and risk control measures before entering work areas, so that all parties working under the Group are prepared and have the same level of safety awareness.

CP Safety Passport Project



Contractors trained and certified with CP Safety Passport

45,083 persons

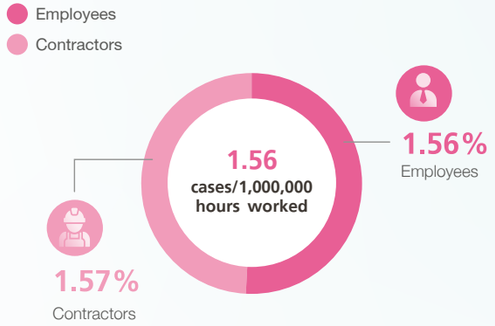
Charoen Pokphand Group initiated the CP Safety Passport Project to raise occupational health and safety standards and enhance safety awareness among contractors. The Group requires all contractors to complete training and pass an assessment before entering work areas. The project's curriculum is divided into two main categories based on work-related risks: a basic safety course to build awareness and understanding of relevant requirements, and specialized courses for high-risk work, such as working at height, electrical work, work in controlled areas, and work in confined spaces. Participants who meet the criteria receive a CP Safety Passport certification card, confirming their compliance with the same safety standards across the Group and supporting the goal of zero accidents.

Value Creation

- Human Capital
- Relationship Capital

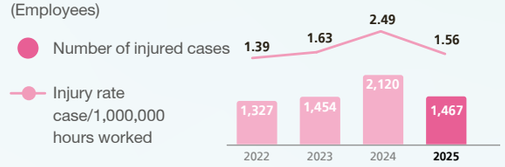
Data on Occupational Health and Safety

Total Lost Time Injury



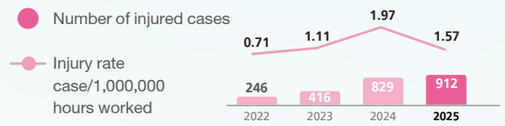
Lost Time Injury

(Employees)



Lost Time Injury

(Contractors)



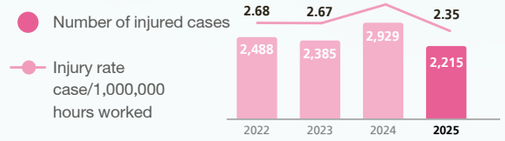
Lost Time Injury by Geography

Unit: case/1,000,000 hours worked

	Total	Employees	Contractors
Thailand	**1.62**	1.57	1.67
ASEAN	**1.18**	1.47	0.38
China	**1.44**	1.63	0.29
Others	**0.00**	0.00	0.00

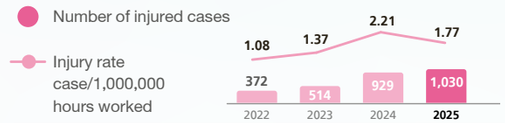
Recordable Injury

(Employees)



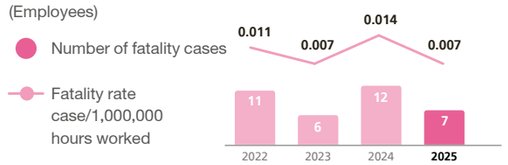
Recordable Injury

(Contractors)



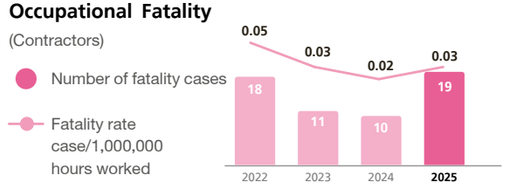
Occupational Fatality

(Employees)



Occupational Fatality

(Contractors)



Number of Fatalities by Cause

(persons)

	Total	Employees	Contractors
Fall from Height	**5**	2	3
Electrocution	**8**	1	7
Confined space	**1**	0	1
Vehicle accident	**8**	3	5

Enhancing Fleet Safety and Efficiency

Charoen Pokphand Group recognizes that transportation safety is at the heart of an efficient and socially responsible supply chain. The Group, therefore, focuses on raising the safety standards of its vehicle fleet beyond legal requirements, with proactive risk management that covers vehicles, drivers, and external factors that are difficult to control, such as changing weather conditions and road situations. A key strategy of the Group is to integrate smart technologies to enhance the efficiency of real-time monitoring and control of driving safety, together with caring for the well-being of drivers to prevent fatigue, which is a major cause of accidents. In addition, the Group is committed to building traffic discipline and a safety culture among all transportation personnel in order to strengthen the confidence of business partners and other road users.

Fleet Risk Management

Charoen Pokphand Group implements a systematic transportation risk management process, beginning with the identification of hazards related to vehicle use, such as road accidents, unsafe driving behavior, adverse weather conditions, high-risk routes, and driver fatigue. The Group then assesses the level of risk by considering the frequency and severity of potential impacts, and establishes control measures based on the Hierarchy of Controls. Key measures identified by the Group include setting maximum daily driving hours, arranging appropriate work schedules to reduce fatigue, conducting route assessments in advance during severe weather conditions, and establishing Fleet Safety Rules that apply to both employees and contractors.

Accident Prevention Measures and Utilization of Technology

At Charoen Pokphand Group, technology is leveraged in operations to enhance fleet risk control efficiency. Key technology adoptions include GPS tracking for real-time driving behavior monitoring, in-vehicle and dash cameras to analyze near-miss incidents, and harsh braking or speeding alert systems. The collected data are analyzed to improve driving behaviors and develop further preventive measures.

Furthermore, Charoen Pokphand Group conducts regular preventive maintenance inspections, assesses driver readiness before shifts, and defines emergency response measures to limit impacts and ensure appropriate care for anyone affected.

Monitoring and Effectiveness Evaluation

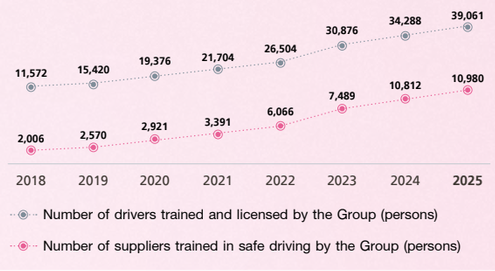
Charoen Pokphand Group has established fleet safety indicators, such as accident rates, near-miss incident frequencies, and risky behaviors. These results are regularly reported to executive management to drive continuous improvement and policy reviews. Furthermore, the Group conducts internal audits and evaluates logistics contractors against these same safety benchmarks.

Data on Fleet Safety

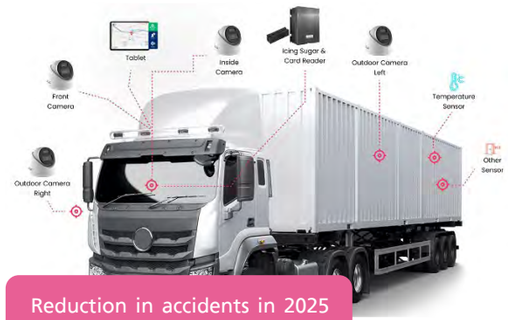
Total fatalities of Group employees and suppliers' freight vehicle drivers

8 persons

Number of personnel trained and licensed by the Group



Reducing accidents through TERMINUS Fleet Management System



Reduction in accidents in 2025 compared to pre-installation

80%

Charoen Pokphand Group has implemented the TERMINUS Fleet Management System in 88 animal feed silo trucks to enhance transportation safety and reduce risks from driving behavior. The system works together with ADAS and DMS technologies to detect and alert risky behaviors, such as speeding, drowsiness while driving, mobile phone use, and lane departure. It also connects data to the cloud system for real-time analysis and monitoring. Before the system was installed, silo trucks recorded an average of 20-25 accidents per year. However, after the system began operating in 2023, the number of accidents continuously decreased. In 2025, only four accidents occurred, most of which were caused by the negligence of the other parties involved.

Value Creation

Human Capital Relationship Capital

Rider Safety

The growth of online shopping and omni-channel business operations has significantly increased the demand for fast product delivery, resulting in a corresponding increase in the number of riders and delivery tasks. At the same time, riders face traffic accident risks arising from traffic conditions and changing weather conditions. Charoen Pokphand Group therefore integrates rider safety into its enterprise risk management system by conducting transport route risk assessments, avoiding accident-prone areas, and providing Defensive Driving training to strengthen safe driving skills.

In parallel, the Group also carries out the “Safe Driving and Commuting” campaign to promote awareness and discipline in driving, such as not using mobile phones while driving, not exceeding speed limits, not running red lights, not racing or riding recklessly, not driving while drowsy or intoxicated, and wearing complete protective equipment. The Group also establishes measures to inspect vehicle readiness before work begins through Vehicle Safety Checks, covering braking systems, tires, lighting, and safety equipment, in order to reduce risks caused by vehicle defects.









Education and Inequality Reduction

Charoen Pokphand Group is committed to creating equal educational opportunities and developing future skills to promote equitable opportunities, enhance quality of life, and sustainably reduce social inequality.

Charoen Pokphand Group believes that the key to building a sustainable future lies in unlocking human potential without limits. The Group therefore aims to develop educational infrastructure toward a “Lifelong Learning Ecosystem” so that knowledge is not confined to the classroom, but becomes an essential skill that stays with everyone throughout life. In a world driven by technology, the Group places importance on developing digital skills and artificial intelligence literacy (AI Literacy) among young people in order to transform the challenges brought by innovation into opportunities for creativity and enhanced competitiveness. In addition, the Group is committed to reducing inequality by promoting equitable access to quality education, while connecting learning to job creation and career opportunities that align with each individual’s potential. This helps build life security and supports everyone in growing sustainably alongside the digital society.

Key Performance in 2025

35.8 million people

Number of children, youth, and adults gaining access to quality education and essential skills development (cumulative)

categorized by delivery method:

Online **33.7 million people**

Offline **2.1 million people**

260,077 people

Number of scholarship recipients (cumulative)

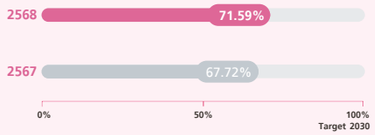
Goals and Progress

Goals

50 million people

supported with access to quality education, lifelong learning, or upskilling

Progress



Supporting the SDGs

1 NO POVERTY 1.1

4 QUALITY EDUCATION 4.1 4.a 4.4 4.b 4.7 4.c

5 GENDER EQUALITY 5.5

8 DECENT WORK AND ECONOMIC GROWTH 8.6

10 REDUCED INEQUALITIES 10.1

17 PARTNERSHIPS FOR THE GOALS 17.6

More information available in

- Delivering on Our SDG Commitments 2025
- Sustainability Performance Supplement 2025

Elevating the Quality of Education, Building the Foundation for National Development

Rapid technological shifts, coupled with the demand for future skills, compel education systems to adapt in order to prepare youth and the workforce. Consequently, Charoen Pokphand Group is committed to promoting education through partnerships with national and government sectors under the CONNEXT ED Foundation to support lifelong learning and develop skills that align with global shifts.

Investment in education not only creates opportunities for the nation's youth and workforce but also serves as a critical foundation for human resource development, fostering a competitive society and strengthening digital foundations. The initiative aspires to equip every student with a computer while promoting startup creation and innovation hubs to achieve sustainable learning.

Entering Year 9: Elevating Education across 7,019 CONNEXT ED Schools Nationwide



Number of CONNEXT ED schools elevated to international standards

7,019 schools

Charoen Pokphand Group remains committed to synergizing efforts in driving the national agenda for the ninth consecutive year under the theme "Thailand's Education Future", which aligns with five core strategies. Currently in Phase four, the initiative is accelerating its efforts to elevate schools to international standards, nurturing Thai children into ethical, high-caliber, and future-ready youth. Representing the private sector, Mr. Suphachai Chearavanont, Senior Vice Chairman of Charoen Pokphand Group and Chairman of the CONNEXT ED Foundation, emphasized leveraging the unique resources of each organization to support school development as well as cultivating moral and ethical values in children alongside academic and technological knowledge. Accordingly, positive transformations have been observed across multiple performance indicators.

Value Creation

Intellectual Capital Relationship Capital
Human Capital



"The learning process is the heart of innovation

and schools are the vital laboratories that empower children to question, discover, take action, discuss, and strive for excellence, leading to lifelong learning."

Mr. Suphachai Chearavanont
Senior Vice Chairman of Charoen Pokphand Group
as Chairman of CONNEXT ED Foundation

More information available in
https://www.youtube.com/watch?v=pITZ3swHuso

Educational Reformation Performance 2025

(Cumulative)

Transparency

Number of CONNEXT ED Schools

7,019 schools

via www.connexted.org/foundation/

Market Mechanisms

Number of School Partners

2,145 School Partners

6,700 ICT Talents

High-quality Principals & Teachers

Training for

88,128 school principals and teachers

76% using more classroom technology

Child Centric & Curriculum

2.47 million students

Supported through education

Established

2,000 Learning Centers



Digital Infrastructure

Providing computers to underprivileged schools nationwide

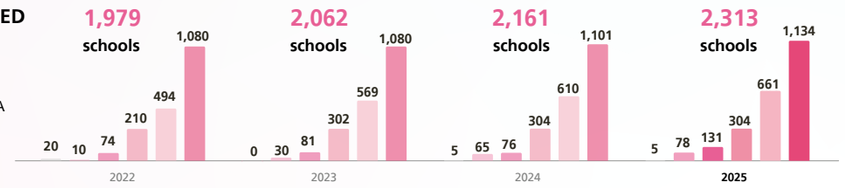
119 million THB
worth of "Notebook for Education" donations

9,202 sets
of ICT equipment for education

Number of CONNEXT ED Schools Supported by

(Cumulative)

True CP AXTRA
CPF PIM
CPALL Others



Promoting Learning, Reducing Inequality

Charoen Pokphand Group believes that education is a key mechanism for reducing inequality and strengthening the country's long-term competitiveness. The Group therefore strives to promote inclusive and equitable learning, particularly among underprivileged children and youth, vulnerable communities, and remote areas that continue to face limitations in terms of resources, teachers, and access to educational technology. These factors all affect the quality of learning and opportunities for people in society to develop their potential. To address these challenges, the Group drives its operations under the concept of Sustainable Intelligence (SI Model), with the aim of developing people to possess knowledge, skills, and awareness, while also preparing them for future skills, such as digital skills, analytical thinking, the application of science and technology, and lifelong learning. This enables everyone to adapt, grow, and fully realize their potential in a rapidly changing world.

This approach has been translated into multi-dimensional operations, ranging from jointly upgrading schools through the CONNEXT ED project, expanding access to knowledge through True Plookpanya and community learning centers supported by 5G technology, developing the capabilities of teachers and technology-related personnel, and supporting learning opportunities for youth outside the formal education system and vulnerable groups in the southern border areas. At the same time, the Group also connects education with vocational skills development and employment opportunities through the Vocational Certificate Program under a dual education model, which combines learning with practical training at the Panyapiwat Learning Center of CPRAM. The program provides full scholarships and offers students the opportunity to earn income while studying. This enables them to continue their education, develop essential skills, and progress toward real employment opportunities. These efforts reflect Charoen Pokphand Group's commitment to building a learning ecosystem that leaves no one behind and allows education to serve as a foundation for the sustainable improvement of quality of life.

Empowering Persons with Disabilities, Reducing Social Inequality



4 learning centers for persons with autism

55 persons with disabilities trained and employed

For 13 consecutive years, True Corporation PCL. has been enhancing the quality of life for persons with disabilities under the concept "Creating a Better Life for Vulnerable Groups". This initiative covers seven categories of disabilities: visual, hearing, mobility, psychiatric, intellectual, learning, and autism. By leveraging digital technology, True has developed learning innovations, such as the "True Autistic Application", designed to enhance learning and communication skills while stimulating physical, intellectual, and emotional development for children with special needs. Furthermore, in partnership with the Autistic Thai Foundation, True established a vocational training center for persons with autism to develop career skills tailored to individual capabilities. This collaboration supports the establishment of Social Enterprises and promotes employment, enabling persons with disabilities to practice essential skills, secure jobs, earn an income, and achieve self-reliance.

Value Creation

Intellectual Capital Relationship Capital Human Capital

"Tao Kae Wai Gao": Unleashing Senior Potential



Generated income for **290,000** community members

CP Axtra PCL. continues to empower the elderly through its "60 Young Jaew" (Super 60) project, developing employment and income-generating opportunities matching individual capabilities. A key initiative under this framework is "Tao Kae Wai Gao" (Senior Entrepreneurs), which focuses on providing knowledge, skills development, and vocational training to support seniors aspiring to start their own businesses, allowing them to turn lifelong experiences into sustainable incomes. At the same time, the "Sook Jai Wai Kao Market" (Happy Senior Market) initiative at Makro and Lotus's provides retail spaces free of charge for senior citizens to sell their products. This allows them to showcase their commercial potential and boosts their confidence in continuing their career.

Value Creation

Intellectual Capital Relationship Capital Human Capital

CP Scholarship 2025



Number of scholarships in 2025 **229** scholarships

For over 47 years, Charoen Pokphand Group has provided educational opportunities to youths nationwide through the "CP Scholarship" program. Designed as a non-binding scholarship to "nurture good and capable individuals for the nation's future", the initiative opens doors for children and youths facing financial hardships. The CP Scholarship not only bridges educational inequality but also promotes equity and develops the potential of the next generation. By emphasizing action-based learning, the program reinforces knowledge, life skills, and leadership capabilities, preparing youths to step into the professional world with confidence.

Value Creation

Intellectual Capital Human Capital

Delivering Educational Opportunities, Developing Future Skills

Charoen Pokphand Group recognizes that education extends far beyond creating learning opportunities; it is the foundation for developing human potential, elevating quality of life, and strengthening national competitiveness. Consequently, the Group is committed to continuously expanding educational opportunities alongside cultivating future-ready skills. These include analytical thinking, communication, creativity, science, technology, digital literacy, artificial intelligence, and lifelong learning. This approach ensures that youths and the next generation can adapt to change, unlock their full value, and grow into vital driving forces for society.

Under this concept, the Group emphasizes learning that transcends traditional education, bridging it with real-world experiences, hands-on skill training, broader global perspectives, and readiness for future life and career paths. This is achieved through close collaboration with academic institutions, the business sector, and relevant networks. This approach reflects the Group's commitment to leveraging education both as a tool to elevate individual potential and as a vital mechanism for human capital development, enabling Thai society to become resilient and grow sustainably.



"For education, the most important thing is to create opportunities for children, because without opportunities, they will grow up without being able to keep pace with the future world. In reality, among these children, there may be those with the potential to grow into important contributors or become leaders in the development of the country in the future. What True Plookpanya and the CONNEXT ED Foundation are committed to doing is delivering opportunities through a learning ecosystem, including media, advanced digital technologies, as well as instilling the ethical use of AI, in order to help enhance quality of life, develop potential, and build future skills for all Thai children equally."

Dr. Naetchanok Wipatasinlapin
Chief Sustainability Officer
True Corporation PLC.

The Fun of Science and Agriculture

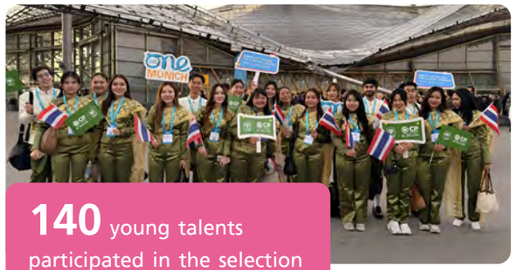


Student participation
13,000 persons

Students from multiple schools in Cixi, China participated in an Artificial Intelligence (AI) exploratory field trip themed "Food Safety and Promoting Healthy Growth" at Cixi Chia Tai Eco-Industrial Park. The initiative transforms complex scientific knowledge into fun, engaging exploratory experiments, empowering junior scientists with essential survival skills to comprehend food labels and enabling them to make well-informed, rational dietary choices.

Value Creation
Intellectual Capital

One Young World Summit 2025

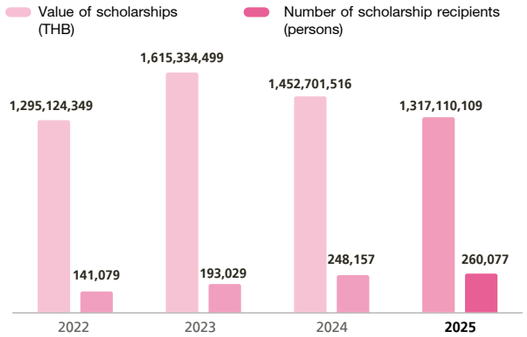


140 young talents participated in the selection

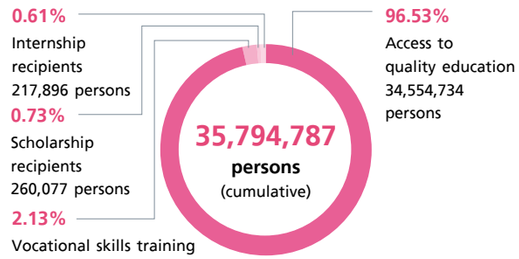
Each year, C.P. Group sponsors a group of young talents from its businesses to participate as delegates at the annual One Young World Summit. Candidates participated in a rigorous application process which included workshops on AI applications and a hackathon, showcasing their talents while providing them with an opportunity to meet new peers, and think outside the box. In 2025, 20 selected participants became the Group's "Youth Leader Ambassadors," attending the Summit held at Olympiapark, Munich, Germany, where they exchanged perspectives with young people from around the world, bringing back the power of change to drive transformation in the organization, their communities, and Thai society.

Value Creation
Intellectual Capital Relationship Capital
Human Capital

Scholarship Recipients and Value



Beneficiaries of Charoen Pokphand Group's Quality Education and Essential Skills Development Program





Leadership and Human Capital Development

Charoen Pokphand Group is committed to nurturing future leaders and unlocking employee capabilities while fostering a learning culture to drive sustainable success

Charoen Pokphand Group prioritizes human capital development across all levels through an employee-centric learning ecosystem, with the C.P. Leadership Institute serving as the cornerstone for cultivating ethical leaders equipped with 21st-century skills. Through comprehensive upskilling and reskilling strategies, the Group focuses on building expertise in AI and data management to enhance operational efficiency and drive sustainability-driven innovation. Furthermore, the Group places strong emphasis on creating a positive employee experience through transparent performance management systems, holistic well-being programs, and initiatives that promote diversity, equity, and inclusion across the organization. These proactive initiatives not only strengthen employee engagement but also build a resilient foundation of human capital, which is the vital catalyst driving the Group's mission to become a sustainable, world-class enterprise.

Key Performance in 2025

34.89
hours/person/year
Average employee training hours in 2025

100%
Employees receiving annual performance evaluation

Goals and Progress

Goals
100%
All employees receive annual sustainability training

Progress
2025 100%
2024 100%
0% 50% 100% Target 2030

Goals
100%
All employees engage in sustainability activities or projects

Progress
2025 51.23%
2024 47.38%
0% 50% 100% Target 2030

Supporting the SDGs

1 NO POVERTY 1.1

4 QUALITY EDUCATION 4.3 4.4 4.5 4.6

More information available in

- Delivering on Our SDG Commitments 2025
- Sustainability Performance Supplement 2025

Developing Leaders and Human Resources

Amidst the transition toward a digital economy driven by Artificial Intelligence (AI), Charoen Pokphand Group recognizes that our most profound operational challenge lies in the sheer velocity of change impacting legacy skill sets. The emergence of digital skill gaps poses not only a risk to operational efficiency but also a critical human resource imperative: ensuring that employees at all levels can adapt and thrive alongside the exponential growth of innovation. Furthermore, intense competition for high-potential talent, combined with a multigenerational workforce operating across diverse international boundaries, adds further complexity to fostering a unified corporate culture and maintaining long-term employee engagement.

However, within these challenges lies a significant strategic opportunity to elevate Charoen Pokphand Group into a world-class learning organization. By integrating advanced data analytics into our workforce management, the Group not only enhances precision and fairness in human capital decisions but also presents the opportunity to cultivate leaders equipped with both ethical grounding and digital capabilities. In addition, embracing diversity, equity, and inclusion within the workplace remains a key priority for the Group. This approach goes beyond complying with universal human rights and the SDGs; it empowers our employees to create value for society while enhancing business resilience to withstand future global uncertainties with stability.

Driving Human Resources Strategy

Charoen Pokphand Group recognizes that people are at the heart of driving sustainable success. Consequently, our human resource strategy is closely aligned with our corporate vision: To be a leading tech and innovative conglomerate, providing food for both the body and mind, that creates shared values and brings health and well-being for all.

Charoen Pokphand Group focuses on unlocking potential at all levels to drive high-efficiency, high-quality operational excellence through targeted skills development. These learning frameworks are designed and customized for diverse roles, fully aligning with our business direction as we transform into a 'Bionic Organization' that seamlessly integrates human ingenuity with technology.

Building a Bionic Organization

- Adopting advanced and appropriate technologies and innovations
- Fostering an agile and resilient organization
- Encouraging cross-functional collaboration to foster comprehensive human capital development

Attracting and Recruiting Global Talent

- Sourcing and selecting high-potential talent to drive strategy and meet future needs
- Sustaining long-term retention of high-potential talent through empowerment and career opportunities

Cultivating Leaders and Developing Future Skills

- Developing employee potential across all levels toward operational excellence
- Emphasizing hands-on experience through Action Learning Programs
- Creating career advancement opportunities, developing digital skills, solving problems, and building leadership

Strengthening a Culture of Corporate Pride

- Instilling the Six Core Values
- Focusing on inspiring, engaging, and building pride in being part of the Group

"CP HR Global Summit 2025" Uniting Charoen Pokphand Group HR professionals worldwide to ignite potential and drive the organization into the future through digital empowerment

Charoen Pokphand Group hosted the "CP HR Global Summit 2025", marking its second consecutive biennial gathering. The summit serves as a platform for the Group's human resource executives from around the world to exchange knowledge, visions, and talent management strategies, while collaboratively driving human capital development and accelerating a seamless corporate digital transformation. This year's event brought together more than 98 HR executives from across the Group's global operation. The summit featured a diverse itinerary where participants engaged in a wide range of activities, including visiting Huawei's Innovation Center, attending a Design Thinking workshop, and exploring AI trends and HR strategies at the CP Center in Beijing. The program also highlighted study tours to Alibaba and Pinggu Egg Farm, one of the largest egg production farms in Asia, to observe sustainable management practices and modern agricultural technologies.



Participating executives from **12** countries

Value Creation
- Human Capital
- Relationship Capital

Effective Human Resource Development

Charoen Pokphand Group fosters a culture of continuous learning and development through action learning, supported by the establishment of the C.P. Leadership Institute (CPLI) as the central hub for developing world-class leaders. CPLI focuses on experiential sharing across generations of leaders to cultivate highly capable, socially responsible executives. To ensure workforce readiness amidst shifting global business landscapes, the Group actively fosters essential skills, particularly digital literacy and data analysis, enhancing operational capabilities and adaptability in the digital economy era. Concurrently, the Group firmly believes that a positive and supportive work environment is vital to employee performance and engagement. The Group therefore continues to invest in human capital development and employee engagement programs that encourage collaboration, teamwork, and equal opportunities for all, without discrimination based on gender, age, nationality, or religion.

Moreover, Charoen Pokphand Group is committed to supporting stakeholders throughout the supply chain, particularly smallholder farmers, community enterprises, and vulnerable groups, through skills enhancement programs, increased career and income opportunities, and support in knowledge sharing, marketing channels, and collaborative networking, Charoen Pokphand Group seeks to foster shared inclusive and sustainable growth. Furthermore, the Group has adopted the Human Capital Return on Investment (HCROI) methodology as a key tool to evaluate the value generated from investments in people, enabling precise analysis of our human capital allocation efficiency.

Human Capital Return on Investment (HCROI)
13.10 times

Talent Recruitment and Retention Strategy

Recruiting Talent

Charoen Pokphand Group places great importance on attracting and developing high-potential talent to drive sustainable business growth. The Group firmly believes that "good and capable people" form the foundation of long-term success.

Charoen Pokphand Group seeks to attract the next generation of talent who demonstrate a positive mindset, broad knowledge, critical thinking, sound judgement, and strong discipline. To achieve this, the Group employs diverse domestic and international recruitment channels, including social media outreach, employee referral programs, alumni networks, as well as bilateral partnerships with external organizations.

TOP50 COMPANIES IN THAILAND 2025 WorkVenture

Charoen Pokphand Group recognized among **Thailand**'s Top 50 Most Attractive Employers

WorkVenture, Thailand's leading employer branding consultant and turnkey solutions provider, announced the Top 50 Employers in Thailand 2025 survey results. Highlighting the 50 most preferred employers among next-generation talent, the 2025 rankings name Charoen Pokphand Group as a top choice among young professionals aged 20-35.

CP CUP 2025: Empowering the Next Generation of Talent for the Global Stage



Participants
70,536 persons

Charoen Pokphand Group hosted the 9th CP CUP in 2025, elevating the competition into a "Global Business Case Competition". The initiative attracted more than 70,000 university students from leading institutions across 10 countries, who applied creative thinking and practical skills to solve real-world business challenges across three core disciplines: Practical Marketing, Digital Innovation, and Food R&D. This project directly reflects Charoen Pokphand Group's vision of empowering the next generation through experiential learning, teamwork, innovative thinking, and international networking.

Value Creation

Intellectual Capital Relationship Capital
Human Capital

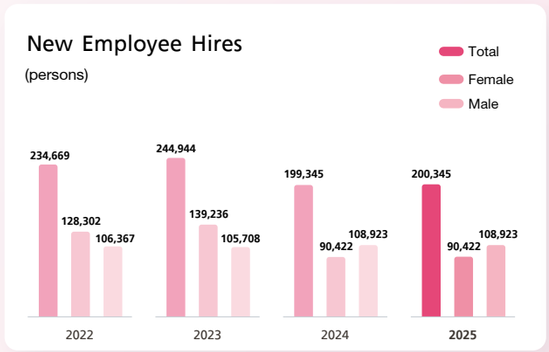
Retaining Talent

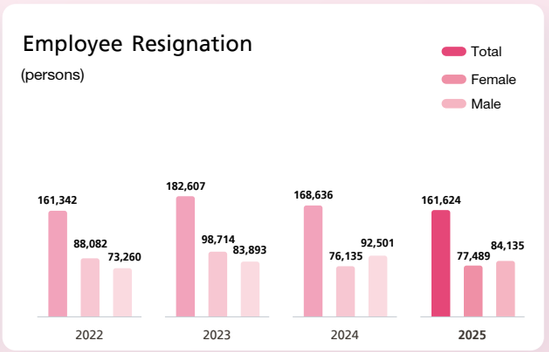


Charoen Pokphand Group recognizes that our people are the driving force behind organizational success and sustainable growth. Consequently, the Group is committed to building a human capital management system that places a strong emphasis on nurturing, retaining, and developing employee potential to attract and retain high-quality talent while supporting their long-term growth alongside the organization. The Group fosters a work environment that promotes employee happiness, engagement, and continuous development. Through appropriate incentives, the Group aims to empower employees to perform at their full potential and actively contribute to achieving the organization's shared goals.

Furthermore, Charoen Pokphand Group encourages internal job rotation to provide employees with opportunities to gain diverse experiences and develop the skills required to thrive in a rapidly changing business environment. These efforts are complemented by individual career development plans, clear goal-setting processes, and a performance management system that is transparent, well-defined, and fair. This ensures that remuneration structures are appropriately aligned with individual performance and areas of responsibility.

In terms of well-being, the Group adjusts compensation structures to reflect the local cost of living across different regions, while providing comprehensive welfare and benefits that extend beyond legal requirements to promote livelihood stability, peace of mind, and an enhanced quality of life for employees and their families. To continually reinforce talent retention and address the diverse needs of our workforce, the Group conducts an Employee Engagement Survey on an annual basis. Insights and feedback gathered through the survey are analyzed and used to continuously improve human resource policies.



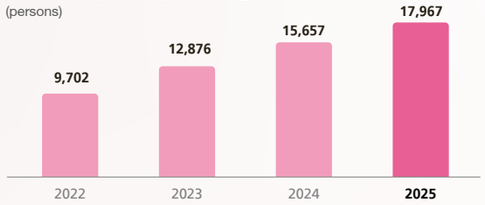


C.P. Leadership Institute: Shaping Leaders, Building Future Skills

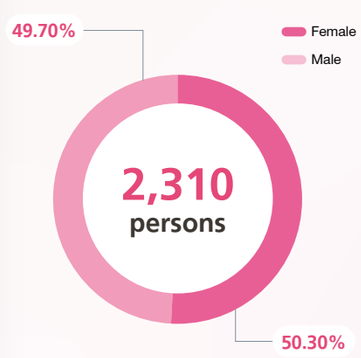
"Cultivating Leadership DNA: Capable, Ethical, and Empowered"

Charoen Pokphand Group is committed to continuously cultivating and developing our personnel into high-quality leaders. Accordingly, the C.P. Leadership Institute (CPLI) was established to nurture leaders at all levels across the Group, covering next-generation talent from CP Future Leaders (Tao Kae Noi) to CP Potential Leaders (Tao Kae Lek), CP Leaders (Tao Kae Klang), and CP Senior Leaders (Tao Kae Yai). The institute operates under the vision: "A world-class leadership development institute that succeeds in building leaders with the C.P. entrepreneurial spirit and all-around excellence, driving sustainable business success for Charoen Pokphand Group's global operations.

Cumulative Number of Executives and Employees Participating in Leadership Development Programs
(persons)



Program	Female (persons)	Male (persons)
CP Future Leaders Development Program (FLP) - Tao Kae Noi (Emerging leadership development)	496	355
CP Potential Leaders Development Program (PLP) - Tao Kae Lek (High-potential emerging leadership development, emphasizing business expansion and team management through an active sponsorship approach)	383	260
CP Leaders Development Program (LDP) - Tao Kae Klang (Operational business leadership development, focusing on supply chain transformation and synergy)	46	23
CP Senior Leaders Development Program (SLP) - Tao Kae Yai (Strategic business leadership development, focusing on enhancing and advancing the organization)	13	23
Vision-to-Action Seminars and Other Corporate-Wide Forums	210	501

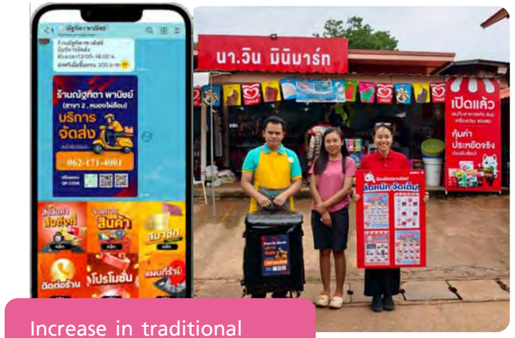


"The Tao Kae Programme strengthens participants' business management, leadership, and decision-making capabilities through hands-on experience. Participants learn to develop business plans, analyse challenges, and collaborate effectively with others, preparing them to become future leaders."

Mr. Supachai Binthasi
Young Entrepreneur, Telecommunications Business Group
True Product Growth through Digital Innovation Project



CP Senior Leaders Development Program (SLP) - Tao Kae Yai: Expanding the "Mitr Tae Shohuay" Network Nationwide



Increase in traditional retailer profits **27%**

The CP Senior Leaders Development Program (SLP), or Tao Kae Yai, brings together senior executives from various business groups to transform "Mitr Tae Shohuay" stores into vibrant community hubs through a comprehensive ecosystem. By introducing innovative sales and management channels, such as delivery and pre-ordering services, the initiative generates over 1,000 orders per month, minimizing inventory management costs and risks while unlocking new revenue streams. Furthermore, the program strengthens local retail liquidity by facilitating financial access for more than 1,200 community retailers, totaling over 10 million THB, with plans to onboard an additional 4,000 stores.

Building on its success, the program will scale up from its pilot "One Subdistrict, One Store" model implemented in Khon Kaen Province to communities nationwide.

Value Creation
Human Capital Relationship Capital

Developing Future Leaders for Value Creation to Society

Charoen Pokphand Group focuses on nurturing well-rounded leaders equipped with knowledge, management skills and social responsibility. The Group firmly believes that effective leaders must possess not only the ability to drive business growth, but also a steadfast commitment to morality, ethics, and the creation of sustainable shared value for society and the environment. Consequently, the Group designs leadership development curricula and activities that integrate learning with the cultivation of corporate values through real-world experiences to strengthen leadership capabilities, creativity, collaboration, and sustainability consciousness. The programs provide participants with diverse opportunities to engage in environmental and social initiatives. These initiatives include environmental conservation and community development, such as tree planting to expand green spaces, repurposing plastic cups into seedling pots, and producing fabric bags to reduce single-use plastic consumption, as well as volunteering for local community development projects. Through these hands-on experiences, participants develop teamwork skills, gain a deeper understanding of social impacts, and recognize their roles in driving positive change.

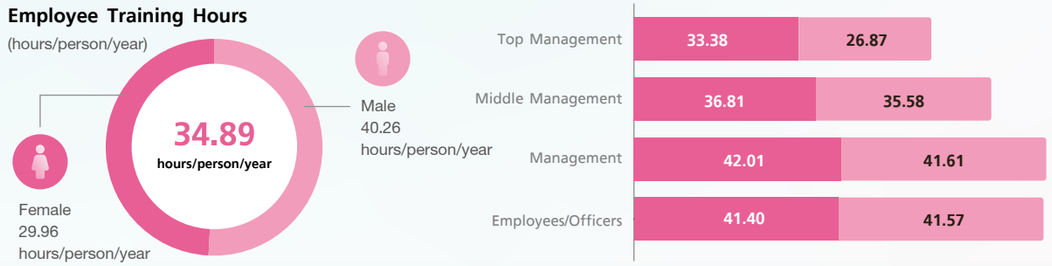


Empowering Human Resources, Advancing the Organization into the Future

Amidst a rapidly evolving business landscape driven by technology, digitalization, and innovation, Charoen Pokphand Group focuses on enhancing workforce capabilities while embracing technology integration to build an agile, future-ready organization capable of competing on a global scale. The Group places strong emphasis on developing future skills, including digital proficiency, data analytics, innovation management, and collaboration with intelligent technologies. These skills are essential in enabling employees to adapt and consistently contribute new value to the business.

The Group is also accelerating the transition toward a "Bionic Organization", which seamlessly merges human ingenuity with advanced technologies and Artificial Intelligence (AI) to enhance productivity, improve decision-making, and drive innovation. Under this approach, technology is deployed to empower human potential rather than replace personnel, establishing an agile, interconnected, and highly responsive working model. Guided by the core philosophy of developing "good and capable leaders", the Group has built a modern, flexible learning framework. This system encompasses digital platforms, experiential learning, and cross-functional upskilling to champion lifelong learning and ensure employees at all levels can unlock their full growth potential. Furthermore, Charoen Pokphand Group fosters an open corporate culture that embraces fresh perspectives, encourages human-technology collaboration, and cultivates an environment conducive to creativity and innovation to collectively drive the organization, society, and the economy towards stable and sustainable long-term growth.

Employee Training Hours
(hours/person/year)



Advancing Digital Skills, Fostering an Innovation-Driven Organization



>50,000
employees trained (Communicative)

Charoen Pokphand Foods PLC. is employees completed the "AI for All" training program, empowering them to apply AI to real-world operations, and established a network of 286 AI Business Partners across all business units to accelerate the adoption of AI in driving tangible business outcomes. In addition, over 9,900 employees have undergone advanced digital upskilling, enhancing productivity across the supply chain.

Value Creation
Intellectual Capital Human Capital

"CP Exponential Surge Season 2": Turning Employee Ideas into Real Businesses and Building Thai Brands for the Global Stage



Project entries
1,476 projects

Charoen Pokphand Group has launched the second edition of the CP Exponential Surge program, providing a platform for employees across the Group's global operations to unleash their creativity and develop innovative business solutions for the future under the concept of exponential growth. The initiative is anchored by core corporate values of embracing change and fostering innovation as the primary drivers of success.

In 2025 witnessed overwhelming employee engagement, drawing 1,476 project submissions from diverse business groups. Following a rigorous selection process, the eight finalist teams advanced to the final round at the C.P. Leadership Institute in Nakhon Ratchasima province. The winning title was awarded to Team Collatech-P from Charoen Pokphand Foods PLC. for their project on extracting collagen peptide protein from pork bones.

Value Creation
Intellectual Capital Human Capital



Strengthening a Culture of Corporate Pride

Building a Unified Corporate Culture

Charoen Pokphand Group places importance on fostering a strong, modern, and sustainable corporate culture that empowers employees worldwide to grow alongside the organization with pride. The Group continually embeds the Six Core Values, while cultivating an open and collaborative workplace that nurtures “good and capable leaders” who uphold moral integrity and commitment to the organization.

Believing that a positive workplace experience is fundamental to employee happiness and productivity, Charoen Pokphand Group prioritizes continuous listening to employee feedback through the annual Employee Engagement Survey. Insights gathered from the survey are directly utilized to refine human resources policies and management practices, and enhance the overall employee experience, ensuring that our workforce’s evolving needs are addressed across all dimensions and the employee satisfaction and engagement cover a wide range of areas, including corporate culture, leadership, capability development, work-life balance, and workplace environment. The results are analyzed and utilized to further enhance organizational development effectively. In tandem, Charoen Pokphand Group is dedicated to shaping a future-focused working culture that seamlessly integrates human potential with technology and innovation. By promoting agility, collaboration, and continuous learning in the digital era, the Group seeks to drive employee engagement toward international standards, ensuring that every individual feels valued, included, and empowered to achieve sustainable, long-term growth alongside the organization.

Employee Engagement Survey Results 2025

76.93%

C.P. Super KOL Awards Day Season 2: Discovering Rising Stars



Content reach
8.7 million view

Recognizing that Key Opinion Leaders (KOL) play a pivotal role as thought leaders in the digital era, Charoen Pokphand Group places importance on creating meaningful content that generates positive social impact, inspires audiences, addresses societal pain points, and fosters responsible communication. This includes simplifying complex topics, leveraging technology to enhance communication, and upholding ethical standards in content creation. Accordingly, the Group hosted the C.P. Super KOL Awards Day for the second consecutive year under the theme “Rising Star” to celebrate talented employees across various business groups who demonstrated outstanding communication skills and creativity, empowering them to serve as credible voices that deliver accurate, beneficial, and socially constructive information.

Value Creation

Relationship Capital Human Capital

Igniting the “24-Hour Goodness DNA”: Driving the Organization into its Second Century



A total of **28** inspiring stories highlighted as the good deeds of employees in 2025

Charoen Pokphand Group held the “C.P. 24-Hour Chain of Goodness” Awards Ceremony to recognize employees who demonstrate kindness, selflessness, integrity, and service beyond expectations for communities and society in their daily lives. The initiative also shares inspiring stories and promotes the development of a “DNA of Goodness” around the clock across all business groups. The initiative was established at the direction of Mr. Suphachai Chearavanont, Senior Vice Chairman of Charoen Pokphand Group, to cultivate a culture of goodness and encourage employees to continuously create value for society, forming an important foundation for the sustainable growth of both the organization and society.



Mr. Jessada Malirat (CP ALL) was recognized as a hero rider who carried a fire extinguisher through thick smoke to put out cable fire in a local community.

- Mr. Prach Premchan, Ms. Pailin Jamkrachang, Mr. Surachai Phukongchana, Mr. Udom Rodsut, and Mr. Somkiat Sukkasi (Nong Khae Aquaculture Feed Mill, CPF) assisted in rescuing victims following a bus overturn accident that left 18 people injured.
- Mr. Nattawut Saengchan (CP ALL) broke a vehicle window with his bare hands to rescue a nine-month-old infant from a catastrophic accident.
- Ms. Piyathida Kangern (CP Axtra) returned a one-baht-weight gold necklace to its rightful owner without hesitation.
- Mr. Kriangkrai Sukkasem (True Corporation), together with a K9 search and rescue team, participated in a mission to locate survivors trapped beneath collapsed buildings following the earthquake.

Value Creation

Human Capital Relationship Capital



Cybersecurity and Data Protection

Charoen Pokphand Group is committed to maintaining robust cybersecurity and strengthening personal data protection to reinforce stakeholder trust

Charoen Pokphand Group is committed to conducting information security operations in accordance with international standards, such as ISO/IEC 27001, and strictly complying with the Personal Data Protection Act (PDPA). The Group manages this through a proactive prevention strategy that integrates intelligent threat detection systems and regular security assessments. The Group has built a cybersecurity culture across the organization through training and awareness testing for employees at all levels, in order to reduce the risk of cyberattacks. In addition, the Group has established a clear governance structure, with monitoring and evaluation of data management throughout the value chain, to ensure that data collection, processing, and use are carried out in accordance with ethical principles and the highest standards.

Key Performance in 2025

100%

IT infrastructure certified with international IT standards

100%

Number of cybersecurity incidents that were reported within the standard response time

166,391 persons

Number of employees trained on personal data safety

0 cases

Data Security Breaches

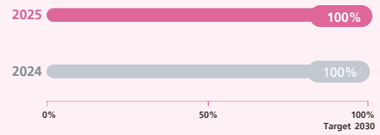
Goals and Progress

Goals

100%

All business groups certified with international standards on data and information security

Progress



Supporting the SDGs

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 9.c

17 PARTNERSHIPS FOR THE GOALS 17.6 17.8

More information available in

Delivering on Our SDG Commitments 2025
Sustainability Performance Supplement 2025

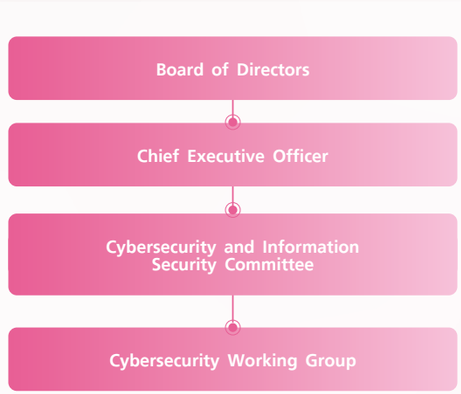
Cybersecurity and Data Protection

In an era where data-driven business is central to growth, Charoen Pokphand Group is challenged by emerging and intensifying cyber threats, particularly with the leveraging of artificial intelligence (AI) to conduct targeted attacks. The complexity of an expansive, globally interconnected supply chain also heightens the risk of unauthorized access to personal and trade secret data. Furthermore, privacy laws and AI Acts across various regions worldwide are compelling us to elevate governance standards towards greater agility and international compliance in order to ensure business continuity and safeguard corporate credibility. In response to these challenges, the Group pre-emptively invests in security infrastructure and utilizes proactive AI-powered defences, while collaborating with partners to fortify digital trust.

Cyber Governance and Data Protection

Charoen Pokphand Group prioritizes cybersecurity and personal data protection as fundamental pillars of business operations in the digital era. By integrating globally recognized standards, such as ISO/IEC 27001, NIST Cybersecurity Framework, GDPR, and PDPA, into each business's management practices, the Group elevates risk prevention standards, fosters stakeholder trust, and ensures operational continuity across our entire organization.

Moreover, Charoen Pokphand Group establishes a comprehensive cybersecurity and information security governance structure at the Group level through dedicated committees and working groups. These entities are responsible for screening and reviewing strategies, steering threat prevention and response, and closely monitoring risk status while regularly reporting material issues to the Board of Directors. This enables active Board-level oversight of cybersecurity and information security matters, reinforcing governance efficiency at the highest corporate level.



"Cybersecurity is no longer solely about having modern information technology systems. It is a critical foundation for building trust among consumers and business partners in the digital economy. A strong digital shield helps protect valuable organizational data and enables the Group's businesses to move forward and grow with confidence amid an ever-changing threat landscape."

Ms. Tithirat Siripattanalert
Head of Information Systems Security
True Digital Group



Cybersecurity Enhancement Guidelines within Charoen Pokphand Group

Approach	Details
Establishing CPG Cybersecurity Working Group	To collaboratively drive and develop the Group's cybersecurity initiatives, drawing on the diverse expertise of representatives from every subsidiary.
Forming a dedicated cybersecurity governance function	To govern the Group's cybersecurity through prevention, control, and strategic oversight.
Conducting basic NIST-based cybersecurity self-assessments	To conduct cybersecurity risk self-assessments covering 65 critical control points.
Evaluating Cybersecurity through third-party experts	To identify and remediate vulnerabilities before actual threats occur.
Launching internal anti-phishing campaigns	To reduce employee susceptibility to phishing scams and build cybersecurity awareness.
Conducting cyber attack simulations at least once a year	To preemptively test corporate defense systems, identify vulnerabilities, and establish preventive or corrective guidelines ahead of actual threats.
Establishing the White Hacker Club initiative	To cultivate in-house experts in vulnerability identification and penetration testing, thereby strengthening the Group's overall cybersecurity resilience.

Employee Training and Awareness Building

Charoen Pokphand Group places a strong emphasis on continuously cultivating cybersecurity knowledge, understanding, and awareness among employees at all levels to foster the safe use of technology and data, minimize cyber threat risks, and support resilient business operations in the digital era. The Group provides regular training and communication to tangibly uplift our corporate cybersecurity culture.

7,991
Anomalies detected and prevented

166,391 persons
Employees trained on cybersecurity

In-depth Digital and AI Knowledge Exchange for CP Group China Senior Executives



Charoen Pokphand Group in China hosted an in-depth digital and AI knowledge exchange program for its senior executives to enhance their understanding of AI's potential, impacts, and practical applications in driving business responsibly. The program focused on three core pillars, namely: 1. AI Strategy & Governance: aligning AI strategy with ethics and cybersecurity; 2. Generative AI for Productivity: leveraging advanced tools to maximize efficiency in decision-making; and 3. Data-Driven Leadership: utilizing Big Data for precise market forecasting and consumer behavior analysis.

Value Creation
Human Capital

Extending Cybersecurity Standards to Suppliers



Charoen Pokphand Group recognizes that cybersecurity is not limited to within the organization, but also extends to suppliers and business partners that are involved with the Group's data, work systems, and information assets. Cybersecurity vulnerabilities among suppliers may affect critical data, stakeholder confidence, and business continuity. The Group has therefore established a systematic approach to managing suppliers' cyber risks, covering the entire business relationship lifecycle, from prior to engagement, during operations, through to contract termination.

During the preparation and proactive screening stage, Charoen Pokphand Group requires cybersecurity issues to be included as part of the Supplier Code of Conduct and used as criteria for consideration before entering the procurement process. Each supplier must undergo a risk assessment in accordance with the established approach to ensure that appropriate control measures are in place, based on the nature of the work and the level of risk.

In addition, Charoen Pokphand Group clearly specifies cybersecurity requirements in the secure contracting to define the duties, responsibilities, and operating standards that suppliers must strictly comply with throughout the period of collaboration. The Group also continuously monitors and oversees risks through periodic assessments. High-risk suppliers are reviewed annually. Suppliers are also required to immediately report any cybersecurity incidents that may affect the Group and must have a Business Continuity Plan in place to support operations in the event of a threat.

At the conclusion of an operation or contract, the Group enforces Secure Termination protocols by revoking system access privileges and verifying the return or destruction of Group information assets. These measures comply with established standards to prevent post-contract data leakage.

IT-CP Group Synergy 2025: Uniting IT Talents to Drive CP Group towards Global Technology Leadership



2,500
IT personnel participated

Value Creation
Intellectual Capital Human Capital

Amid the transition into the AI Economy, Charoen Pokphand Group recognizes that "people" are the most critical driving force in propelling the organization toward becoming a cutting-edge technology company. Consequently, aligning IT units across all business groups under the 'One CP' vision, in collaboration with global partner AWS (Amazon Web Services), presents a pivotal strategy to unify operational standards and prepare for emerging challenges. This initiative aims to equip our workforce with advanced expertise through hands-on experience and global knowledge exchange across three key areas, namely Generative AI & Machine Learning, aimed at enhancing knowledge on practical AI applications to boost business efficiency through relevant use cases; Modernizing Infrastructure, dedicated to building advanced, highly flexible, and cloud-native digital infrastructure; and Collaboration & Knowledge Sharing, driven by joint workshops among IT employees group-wide to foster synergy and exchange successful solutions across business units.

True CyberSafe x TrueMoney Hackathon Thailand



Number of participants
89 teams

Value Creation
Intellectual Capital Human Capital

As cyber threats grow increasingly severe and complex, specifically through SMS scams, phone fraud, and money-draining applications, inflicting widespread economic and social damage, True Corporation and TrueMoney launched a platform enabling the next generation to take part in developing proactive Crime Tech solutions through a Hackathon. Designed as a time-bound brainstorming and innovation platform, this initiative focuses on scaling ideas into real-world applications. It offers university students learning opportunities via Co-Creation with Experts from True, TrueMoney, and government agencies. At the same time, it promotes the Integration of AI & Data by leveraging AI and Big Data to detect fraudulent behaviors, while developing User-Centric Solutions that are intuitive and designed to enhance public safety. The Hackathon identified three winning university teams with outstanding innovations, such as smart link-screening systems and real-time alert platforms, reflecting the synergy of technology, data, and creative thinking in developing tangible cyber defenses tailored to Thai society.

HEALTH
Living Well

The global food system is currently confronting multifaceted pressures, ranging from climate change threatening production security and the emergence of increasingly diverse and complex nutritional requirements, to inequities in accessing high-quality food, which remains a critical challenge in many regions worldwide. As an enterprise operating across the entire value chain, from upstream to downstream, spanning across 23 countries and economies, Charoen Pokphand Group is dedicated to fostering a food system that seamlessly combines safety, nutrition, and sustainability. This commitment is achieved through driving process innovations, upgrading supply chain standards, and developing products tailored to meet the diverse health needs of all consumer segments, while simultaneously generating economic value for local farmers and communities where we operate.

Health and Well-being 126

Social Impact and Economic Contribution 136

Food Security and Access to Nutrition 148

Innovation 156

Stakeholder Engagement 168







Value Creation Process

Input	Value Creation Process through Charoen Pokphand Group's Business Operations	Output	Value for Stakeholders	SDGs

Input

Manufacturing Capital

100%

of production plants certified according to international standards

Expansion of sustainable production sources to maintain food security

Intellectual Capital

126
R&D centers

3
Centers of Excellence

R&D Expenses
35,390
million THB

Relationship Capital

Building strong relationship
between the Group and all stakeholders

Building a Sustainable Society and Organization
through collaboration with all sectors

Natural Capital

Developing
Eco-friendly products
Reducing food waste

Value Creation Process through Charoen Pokphand Group's Business Operations



Activities

Good health and equitable access to essential needs are fundamental to quality of life. Under its "Health: Living Well" approach, Charoen Pokphand Group draws on the capabilities of its food, retail, pharmaceutical, and service businesses to deliver products and services that are safe, high-quality, nutritious, and responsive to diverse consumer needs. These efforts also contribute to food security and support well-being across all stages of life. Value creation extends beyond the provision of products and services. Through innovation, collaboration, and stakeholder engagement, the Group works with farmers, small entrepreneurs, and communities to strengthen capabilities, expand economic opportunities, and improve income security. By scaling these positive outcomes across society, C.P. Group seeks to advance inclusive growth and contribute to sustained improvements in people's quality of life.

Output

Manufacturing Capital

- **1,770 products** focusing on nutrition, health, and well-being

Intellectual Capital

- **5,023** patents and petty patents received in 2025
- **2,642** innovative products and services

Human Capital

- **8,286** researchers and innovators

Relationship Capital

- **3.67 million** farmers, SMEs, members of vulnerable and other groups provided with support
- **77%** stakeholder engagement score
- Establishment of a global network for sustainability comprising **7** organizations
- **3.67 million** individuals empowered through job creation and livelihood development

Natural Capital

- **76.90 thousand tons** food waste generated from operations

Value for Stakeholders

Manufacturing Capital

- Deliver products for the good health of each age group and people who require special nutrition

Intellectual Capital

- Deliver eco-friendly innovative products and goods that cater to market demands
- Share knowledge, technology, and innovation to society

Human Capital

- Create opportunities to grow sustainably with the Group
- Generate stable income

Relationship Capital

- Increase sustainable growth opportunities for relevant stakeholders across the supply chain
- Offer attractive returns on investment
- Engage stakeholders in environmental protection and comprehensively enhance sustainability management
- Become a reliable organization

Natural Capital

- Reduce impacts on soil, water, air and the well-being of living organisms
- Support the achievement of international net zero emission goals

SDGs

1.2 1.4
2.1 2.2 2.3 2.4
3.8 3.b
4.4
5.6
8.2 8.3 8.6 8.7
9.3 9.5 9.b
10.1 10.2
16.7
17.16 17.17



Health and Well-being

Charoen Pokphand Group integrates innovation into the production of food and health products to deliver safe and nutritious choices, while fostering sustainable health for all.

Charoen Pokphand Group manages health and well-being through a proactive product development strategy focused on enhancing nutritional value and ensuring the highest food safety standards across the entire value chain. The Group is committed to continuous research and development of products that benefit both health and the environment, while promoting access to safe, quality food. Furthermore, the Group fosters health literacy through community well-being campaigns and initiatives to drive long-term consumption behavior changes. This comprehensive approach reflects the Group's role as a leader in responsible nutrition, strengthening national human capital while simultaneously creating shared economic and social value.

Key Performance in 2025

10.02%

Proportion of marketing budget allocated to the promotion of health food products

3.35%

Decrease in proportion of total sales from health and well-being products and services compared to 2024

3.5 times

The proportion of sales from products with added nutritionally beneficial ingredients increased compared with 2024

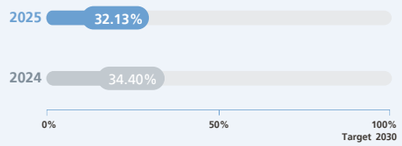
Goals and Progress

Goals

70%

of total sales volume derived from B2B and B2C products and services that promote health and well-being

Progress



Supporting the SDGs

2 ZERO HUNGER: 2.1, 2.2, 2.4

3 GOOD HEALTH AND WELL-BEING: 3.8, 3.b

More information available in

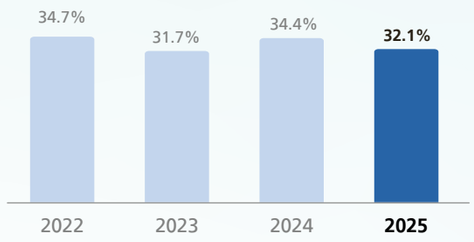
- Delivering on Our SDG Commitments 2025
- Sustainability Performance Supplement 2025

Promoting Access to Good Health and Well-being for All

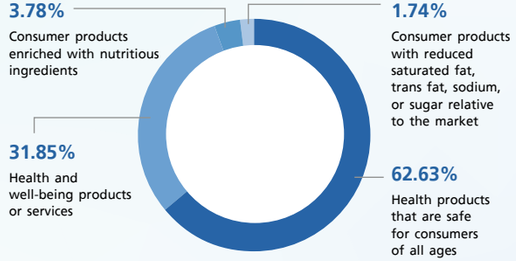
At present, the emergence of novel infectious diseases and the rise of Noncommunicable Diseases (NCDs) have become critical challenges affecting public well-being and the stability of healthcare systems worldwide. This situation has led to stricter government regulations, such as sugar and sodium taxes, alongside nutrition labeling requirements, directly impacting the competitiveness of food businesses in the global market. Meanwhile, stakeholder expectations continue to intensify regarding supply chain transparency, food waste management, and the mitigation of climate change, which increasingly threatens food security and upstream raw material quality.

In response to this context, Charoen Pokphand Group accelerates the development future food innovations and personalized nutrition to create a competitive advantage aligned with wellness trends. The integration of Artificial Intelligence (AI) into traceability and quality control systems elevates food safety standards to an international level, while building trust through transparent and accessible nutritional disclosures. Furthermore, the Group is expanding health literacy initiatives to local communities and vulnerable groups to support the transition toward a sustainable consumption ecosystem in the long run.

Sales Proportion from Health and Well-being Products and Services



Sales Proportion from Health and Well-being Products and Services in 2025





"We are committed to creating food products that nourish both body and mind with quality and nutritional value to deliver happiness to consumers around the world. At the same time, we grow together with all partners, while jointly caring for the society and the environment."

Mrs. Kobboon Srichai
Head of Corporate Affairs and Investor Relations
Charoen Pokphand Foods PLC.

Integrating Innovation in Production for food Quality and Safety

Charoen Pokphand Group integrates innovation and advanced technology into production processes across the value chain to enhance quality, efficiency, and food safety in alignment with international standards. Amid stricter nutritional regulations and consumer expectations for transparency and traceability, the Group has deployed digital systems, Artificial Intelligence (AI), and Big Data to analyze raw material quality, enable real-time production control, and manage risks throughout the production line in order to minimize losses, enhance precision, and raise food safety standards. Furthermore, Blockchain and traceability systems are applied to strengthen raw material sourcing verification, and creation of trust among consumers, suppliers and other groups of stakeholder.

Regarding certification standards, Charoen Pokphand Group attaches importance to operations aligned with international food safety standards, including FSSC 22000, BRCGS, and the Global Food Safety Initiative (GFSI) framework, as well as GMP, HACCP, ISO 22000, GAP, and BAP, spanning from upstream to downstream. Concurrently, the Group invests in the research and development of health-oriented products, aiming to reduce inappropriate levels of sugar, sodium, and fat, while enhancing nutritional value and considering environmental impacts throughout the product life cycle. Furthermore, the Group promotes collaboration with farmers, suppliers, and academic institutions through food safety training and assessments, alongside traceability systems and risk-based evaluations. This framework elevates standards across the entire supply chain.

iTrace for CP ALL: End-to-End Integrated Digital Agricultural Solution for Supply Chains

CP ALL PLC. aims to elevate food safety and quality through the development of an integrated digital platform for agricultural supply chain management. The project piloted with "Hom Thong bananas" (Gros Michel bananas), the initiative shifts from paper-based logging to Enterprise Resource Planning (ERP) and Blockchain systems to enhance accuracy, transparency, and traceability throughout the entire process. This platform connects the Company, SMEs, and farmers in utilizing data to match supply and demand, plan cultivation areas, and forecast yields in advance to mitigate risks from market volatility and natural disasters. This platform enhances standard control throughout supply chain and promotes real time traceability by transforming a data analysis process that previously took over three hours. This innovation promotes trust in food quality and safety, while increases yield, income and agriculture sustainability.



Participants
2,034 SMEs and farmers

Achievement of planned production and yield delivery
Yield increased to **95%**

Value Creation
- Manufacturing Capital
- Relationship Capital

Responsibility towards Animal Welfare and Consumer Health

Rearing Animal According to Animal Welfare Principals

With a steadfast commitment to developing a secure, safe, and sustainable food system, Charoen Pokphand Group integrates animal welfare management across the entire food production value chain, spanning from upstream to downstream. The Group recognizes that animal welfare is a fundamental factor directly linked to food quality, safety, and consumer confidence. Amid challenges posed by climate change, disease outbreak risks, and rising ethical expectations, animal welfare practices are both a core responsibility and a vital strategy for the Agro-industrial and Food Business.

Charoen Pokphand Group adheres to the Five Freedoms of animal welfare, a pivotal guideline for promoting the health and well-being of animals. Under this framework, animals are provided with adequate nutrition, allowed to express natural behaviors appropriately, and kept free from hunger, pain, and fear, alongside effective disease prevention. These practices also contribute to reducing the use of growth hormones and antibiotics, thereby elevating the quality and safety of protein products for consumers.

In terms of governance, Charoen Pokphand Group's Agro-industry and Food Business has established the Animal Welfare Committee and the Antimicrobial Committee to define consistent standards and practices across all countries of operation. At the same time, biosecurity systems have been developed to prevent diseases and enhance production efficiency. The Group also implements innovations and technologies, such as advanced farm environment, smart temperature control systems, and digital animal behavior monitoring, which contribute to the continuous improvement of management efficiency and elevation of livestock farming standards.

This practices cover Charoen Pokphand Group's own farms, contract farming partners, and suppliers across the supply chain through development of manuals, guidelines, and continuous training programs. Furthermore, the Group strictly complies with local laws in countries of production, customer requirements, and international animal welfare standards. Progress is disclosed through sustainability reports and other public channels to ensure transparency, while encouraging business partners to elevate animal welfare practices to the same standard across the entire value chain.



Responsible and Prudent Use of Antibiotics

Charoen Pokphand Group is mindful that the inappropriate use of antibiotics in animals can have widespread impacts on animal health, farmers, consumers, and the environment, particularly in terms of Antimicrobial Resistance (AMR) and drug residues in animal products, which represent major global challenges. For this reason, the Group adopts the "One Health" approach as an operational framework, systematically considering the interconnectedness of human, animal, and environmental health. Responsible and prudent antibiotic use is established as a shared practice across the Company's own farms and contract farming partners. Under this policy, antibiotics are used only when necessary, under the direct diagnosis, prescription, and supervision of attending farm veterinarians.

To effectively implement responsible and prudent use of antibiotics in practice, the Group has established three core mandates as follows:

- Zero use of human-only antibiotics
- Zero use of shared-class antibiotics that are critically important to human medicine as growth promotors
- Zero use of growth hormones

These practices reflect Charoen Pokphand Group's commitment to promoting animal health management and promoting the responsible use of antibiotic, with the aim of safeguarding animal welfare, while protecting consumer safety and reducing public heath risks over the long-term.

Integrated Management for Reducing Antimicrobial Resistance Across the Sustainable Swine Production Chain



Antibiotic use reduction rate
19%

Antibiotic-free finishing pig production growth
120%

Charoen Pokphand Foods PLC. is committed to producing safe, high-quality food under animal welfare standards, alongside the responsible and prudent use of antimicrobials to elevate pork product safety and strengthen consumer confidence. Recognizing antimicrobial resistance as a critical global public health concern, the Company focuses on managing this risk by implementing an integrated management approach across the swine production chain through five strategies, namely formulating guidelines for responsible antibiotic use; implementing swine health management systems aligned with antibiotic practices; establishing antimicrobial resistance monitoring systems across swine, humans, and farm environments; screening for antibiotic resistance genes in probiotics and vaccines; and monitoring contamination across the entire value chain.

Value Creation
Manufacturing Capital
Relationship Capital

Supporting and Promoting Good Animal Welfare Practices

Promoting Animal Welfare in the Supply Chain

Charoen Pokphand Group aims to develop farming systems that prioritize animal well-being throughout the supply chain, extending from the Group's own farms and contract farming partners to transportation processes, while adhering to international animal welfare standards. Environmental enrichment practices are implemented across all countries of operation to encourage animals to express natural behaviors, reduce stress, and elevate their quality of life throughout the rearing cycle. Alongside these efforts, the Group has adopted Welfare Outcome Measures (WOMs) to develop and improve operational processes, while tracking progress in breed development and livestock management tailored to animal welfare principles and local climates. Furthermore, Key Performance Indicators (KPIs) are utilized to evaluate and oversee the performance of relevant personnel and business units, ensuring that animal welfare management remains continuous and systematically advanced.

Data on Animal Welfare Promotion

Welfare Outcome Measures (WOMs) Across Charoen Pokphand Group's Global Supply Chain in 2025

	WOMs	2023	2024	2025
Broiler Chicken	Transport Livability (%)	99.80	99.91	99.75[1]
Layer Chicken	Transport Livability (%)	98.21	98.03	98.22[3]
Meat Duck	Transport Livability (%)	99.02	99.88	99.84[2]
Swine	Sow Survival Rate (%)	96.86	95.41	95.63[4]
Shrimp	Black Scar Lesion (%)	3.13	0.52	21.56[5]
Aquaculture	Transport Livability (%)	-	-	-

Animal Welfare Performance Assessment for the Group's Core Products Across the Global Value Chain in 2025

Animal Welfare Promotion	Production Capacity
Physical environment enrichment (%)	62.6[1]
Cage-free rearing (million eggs)	41.8[3]
Physical environment enrichment (%)	100[2]
Sow raised in group gestation pen (%)	51.4[4]
Non-eyestalk ablated female shrimps (tons)	24[5]
Non-fin clipping (%)	100[6]

[1] Covers operations in the following countries and economies: Thailand, Vietnam, Taiwan, Cambodia, and Malaysia.
[2] Covers operations in the following countries and economies: Thailand, Vietnam, and Taiwan.
[3] Covers operations in the following countries and economies: Thailand, Vietnam, Taiwan, Cambodia, and Malaysia, with cage-free housing systems implemented in Thailand and Taiwan operations.
[4] Covers operations in the following countries and economies: Thailand, Vietnam, Taiwan, Cambodia, and Malaysia, with group-housing systems for sows implemented in Thailand, Vietnam, Taiwan, and Cambodia operations.
[5] Covers operations in the following countries: Vietnam and the Philippines.
[6] Covers operations in the following countries: Vietnam.

Livestock and Aquaculture Care

Charoen Pokphand Group strives to develop innovations to elevate animal farming throughout the supply chain by integrating animal welfare principles into breed development, rearing systems, and disease prevention to ensure animals are healthy, grow naturally, and rely less on antibiotics, while continuously enhancing production efficiency and standards. In nutrition and disease prevention, the Group develops innovative feed incorporated with probiotics to balance the gut, boost immunity, and naturally reduce illness. Concurrently, biosecurity systems within farms are upgraded through measures such as quarantine protocols prior to entering rearing areas, closed-house farming systems, raw material traceability, and strict entry-exit controls for personnel and vehicles via disinfection systems to prevent the introduction of external pathogens into the farms.

At the same time, Charoen Pokphand Group has transitioned from traditional farming practices to "Smart Farms" by applying the Internet of Things (IoT), Artificial Intelligence (AI), Big Data, and automated sensor systems to monitor animal health in real time, reduce stress, prevent diseases, and increase precision in farm management. Beyond elevating internal operations, the Group encourages suppliers and contract farming partners to strictly adhere to animal welfare standards, while fostering collaborations with the business sector, government agencies, civil society organizations, and research institutions to collectively drive the livestock industry toward sustainable growth.

WeChat Mini Program "Agro-pastoral"



System implementation in over **30** swine farms

CP Jingtai Pig Breeding Company Limited in China is committed to elevating animal welfare and swine production efficiency through digital technology application. The Company developed the "Agro-pastoral" WeChat Mini-Program to overcome traditional farming limitations and modernize farm management. This system integrates the Internet of Things (IoT) for real-time data collection; Artificial Intelligence (AI) for early animal health alerts and optimized feeding; and Blockchain to support traceability throughout the production cycle, enabling farmers to monitor livestock health and manage farm operations with precision and efficiency. The implementation of these systems significantly reduces costs and feed waste, while elevating animal welfare, increasing farm efficiency, and boosting profitability. Furthermore, this initiative strengthens consumer confidence in food safety and the pilot program that can be expanded to the development of modern farming.

Value Creation

- Manufacturing Capital
- Relationship Capital

Responsibility towards Consumer Safety

Communicating through Product Labeling

Charoen Pokphand Group prioritizes comprehensive, accurate, and easy-to-understand product disclosure as a fundamental principle to drive transparency and responsibility towards consumers. Accordingly, product labeling serves as the primary channel to communicate essential nutritional information and dietary guidance necessary for consumer decision-making. This includes ingredients, Guideline Daily Amounts (GDAs), preparation methods, storage instructions, and allergen warnings, allowing consumers to manage their consumption appropriately in line with contemporary health goals and lifestyles. Furthermore, this approach reduces risks associated with excessive intake of energy, sugar, fat, and sodium, which are key contributing factors to Noncommunicable Diseases (NCDs).

To ensure high-quality and credible disclosures, Charoen Pokphand Group establishes standards for label design and development to guarantee clarity, comprehensiveness, and traceability. Meanwhile, food laws and regulations across all countries of operation are continuously monitored to ensure that product label communications comply with relevant statutory requirements and international standards. Furthermore, the Group is expanding product disclosures into broader sustainability dimensions, such as incorporating Carbon Footprint data and animal welfare information on selected product types. This enables consumers to make well-rounded purchasing decisions in terms of health, environment, and social impact, thereby strengthening consumer trust and fostering sustainable long-term relationships.

Understanding Guideline Daily Amounts (GDA) Labels



Proportion of legally mandated and voluntary Front-of-Pack labeling providing clear and easily understandable nutritional information

33.6%

Guideline Daily Amounts (GDA) refers to nutrition labels displaying clear and easily understandable front-of-pack information on the amounts of energy, sugars, fat, and sodium per serving.

Key information includes*

1. **"Nutrition Facts per..."** indicates easily understandable packaging units, such as 1 bag, 1 pack, or 1 box.
2. **The amounts of energy (kcal), sugars (g), fat (g), and sodium (mg)** that the body will receive if the product is consumed entirely at once (representing the total nutritional value for the entire package).
3. **The percentage for energy, sugars, fat, and sodium** relative to the maximum recommended daily intake thresholds:
   - Energy: Calculated as a percentage of a 2,000 kcal daily limit
   - Sugars: Calculated as a percentage of a 65 g daily limit
   - Fat: Calculated as a percentage of a 65 g daily limit
   - Sodium: Calculated as a percentage of a 2,400 mg daily limit

* Notification of the Ministry of Public Health (No. 347) B.E. 2557 (2014), Food Bureau, Food and Drug Administration.

Enhancing Health and Well-being for All

Elevating Health and Well-being

Charoen Pokphand Group continuously prioritizes elevating public health and well-being, striving to build a comprehensive wellness support system encompassing disease prevention, healthcare provision, and equitable access to medical services including mobile mammogram screenings for breast cancer, preliminary diabetes screenings, health education, guidance on breast self-examination, and awareness campaigns for Noncommunicable Diseases (NCDs) to encourage early-stage health management. Concurrently, the Group promotes behavioral health through physical activities and sports, such as health runs, youth football development, and support for the Sports Authority of Thailand in hosting the 2025 SEA Games and ASEAN Para Games. Furthermore, the Group is expanding access to medical services through digital health platforms, such as MorDee, and pharmaceutical services via eXta pharmacies, enabling the public to receive consultations and access healthcare services with greater convenience, speed, and inclusivity.

Additionally, Charoen Pokphand Group continuously drives the "C.P. Group Giving Back Through Blood Donations" project. Spearheaded by the Special Project Management Office under the leadership of Mr. Wallop Chiaravanont, Senior Vice Chairman of Charoen Pokphand Group, and in collaboration with the National Blood Centre of the Thai Red Cross Society, the initiative has garnered ongoing blood donations from personnel across all business groups. From 1991 to 2025, the project accumulated 661,169 units of blood, totaling 248,841,600 cc. Concurrently, the Group advances healthcare innovations to improve emergency response efficiency and bridge accessibility gaps. Key initiatives include the Mobile Stroke Unit, the 5G Smart Ambulance, contactless smart sensor devices, and the 5G Patient Digital Twin system, which enable hospitals and care centers to efficiently monitor, deliver targeted treatments, and personalize rehabilitation care with high safety standards. This ultimately elevates the quality of medical treatment, shortens the time to access healthcare, and enhances patient survival rates.

Supporting 2025 SEA Games and ASEAN Para Games: Empowering Thailand as a Regional Host



Number of Thai athletes supported during the Games

1,807 persons

Value Creation

Relationship Capital

Charoen Pokphand Group, alongside its subsidiaries, contributed a budget to the Sports Authority of Thailand to support the hosting of the 33rd SEA Games and 13th ASEAN Para Games. Reflecting the Group's long-standing commitment to sports promotion, this sponsorship covered food and nutrition, telecommunication systems, live broadcasting, and digital financial services. Furthermore, the Group actively drove the "Green SEA Games" and "Zero Waste" concepts through the mobilization of CP volunteers and sustainable food management practices, while engaging the younger generation to create memorable experiences and a welcoming atmosphere throughout the events. This collaboration not only underscores the success of this regional sporting event but also enhances Thailand's international image, boosts the morale of Thai athletes, and sustainably elevates the nation's Soft Power.



Social Impact and Economic Contribution

Charoen Pokphand Group integrates capabilities to enhance the economy, generate positive social impacts, foster equal opportunities and drive sustainable growth for all

Charoen Pokphand Group adheres to the “Three Benefits Principle” which prioritizes benefits for the country and the people before the Group’s own interest. This commitment is driven through the Platform of Opportunity, empowering farmers and SMEs to access markets, capital, and value-adding innovations for their yields. The Group also focuses on enhancing farmer capacity through sustainability standards to establish a supportive and fair supply chain. Furthermore, the Group conducts social impact assessments to measure concrete success in job creation, career development, and income distribution to local communities, thereby building a strong, inclusive economic foundation that aligns with the Group’s aspiration to shape a sustainable future for Thai society.

Key Performance in 2025

1.39 million persons
Farmers supported

1.62 million persons
SMEs supported

0.66 million persons
Vulnerable and other groups supported

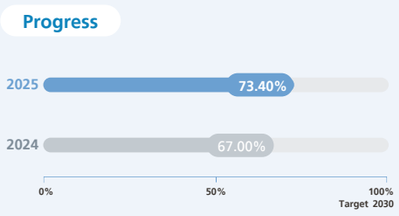
157.54 million THB
Total community and social contributions

Goals and Progress

Goals

5 million people
receive career development support to generate income for those in need, e.g., farmers, SMEs, and vulnerable groups across the value chain

Progress



Supporting the SDGs

1.2 1.4 · 2.3 · 4.4 · 5.b

8.3 8.6 · 9.3 · 10.1 10.2

More information available in

- Delivering on Our SDG Commitments 2025
- Sustainability Performance Supplement 2025

Social Value Creation

With a diverse portfolio of businesses Charoen Pokphand Group recognizes the importance of adapting operational processes to the unique economic, social, and cultural contexts of each locality. This poses a significant challenge to both maintaining operational standards and steering the organization toward sustainability. Moreover, increasing vulnerability of grassroots economies, and social inequalities continue to present major challenges for many countries. These issues not only affect the ability of businesses to achieve sustainable growth but are also directly linked to the attainment of the United Nations Sustainable Development Goals (SDGs). With this in mind, the Group is committed to conducting business in tandem with reducing inequalities. Believing that corporate success is built upon societal strength and human well-being, the Group focuses on driving positive impact across all dimensions, including expanding economic opportunities, improving access to essential resources, and fostering human capital through capacity development.

Social Value Creation Strategy



Impact Valuation of Social Value Creation Processes via Social & Human Capital Protocol

Charoen Pokphand Group adheres to the “Three Benefits Principle”. Consequently, the Group’s social value creation strategy extends beyond philanthropy to focus on Creating Shared Value (CSV) to uplift the quality of life and economic structures in every locality where business operations exist. The Group aims to leverage business capabilities and innovation as tools to address societal challenges, anchoring the core mission in job creation and income distribution. This is achieved by empowering farmers, SMEs, and vulnerable groups through integrated collaborations with government agencies, the private sector, academic institutions, civil society, and international networks.

In addition, Charoen Pokphand Group recognizes a strategic opportunity to leverage the Three Benefits Principle and the Platform of Opportunity as core pillars to elevate the capabilities of farmers and SMEs, fostering collective growth. This approach centers on job creation, and the transformation of suppliers into resilient partners, deployment of telecommunication capabilities to disseminate knowledge and technology to remote areas, building a comprehensive Digital Ecosystem that provides communities with and equal access to technology and financial services (Fintech).

Supporting and Improving Quality of Life

Supporting Farmers and Fishers

In today’s economic environment, farmers and fishers are faced with multifaceted risks, ranging from escalating production costs driven by rising energy, fertilizer, animal feed, and raw material prices, to commodity price volatility influenced by market mechanisms and weakened purchasing power. Additionally, they are increasingly affected by climate uncertainty, plant and aquatic disease outbreaks, alongside increasingly stringent environmental regulations and international trade standards. Collectively, these factors threaten income stability and heighten long-term economic vulnerability. Consequently, Charoen Pokphand Group focuses on farmers and fishers’ capabilities development, as primary supply chain partners, through the operations of subsidiary companies, including providing guidance and transferring knowledge, technology, and efficient, eco-friendly production innovations. Furthermore, the Group supports access to production inputs, cost management, financing resources, and transparent, collaborative production planning.

Within the fisheries and aquaculture sector, Charoen Pokphand Group promotes responsible fisheries and aquaculture practices, incorporating traceability systems alongside adherence to international labor and human rights standards to enhance capacity for sustainable global market access.

Empowering Farmers through Chia Tai Experience



Farmers accessing agricultural solution knowledge
5,700 farmers

Value Creation

- Manufacturing Capital
- Relationship Capital

Chia Tai Company Limited established “Chia Tai Experience” (Chia Tai Agricultural Center) as a hub for knowledge exchange and transfer of modern agricultural solutions. Guided by the concept of “Transforming Thai Rice Fields into Fields of Gold”, the center aims to enhance the capabilities of Thai farmers in improving production efficiency, managing production costs, and developing sustainable farming practices. Through the Crop Management Plan, Chia Tai collaborates with agricultural and technology partners from both the public and private sectors to develop and deliver Chia Tai’s signature agricultural solutions designed to sustainably upgrade the income and quality of life for Thai farmers, under the vision of “Better Fields, Better Income, Better Life”.

The center launched pilot operations in 2025 in Bang Nam Priao district, Chachoengsao province, and has since expanded to cover key agricultural zones across five provinces: Chachoengsao, Nakhon Nayok, Prachinburi, Pathum Thani, and Bangkok. Currently, the company has extended implementation to horticulture, beginning with durian cultivation in Chanthaburi province to support the development of farmers engaged in high-potential economic crops.

The New Four-Party Profit Model: A New Engine for Rural Revitalization



Guangxi CP has enhanced technical service standards and transitioned from traditional cooperation to the "New Four-Party Profit Model", which brings together CP Feed, pig breeders, pig farmers, and the financial sector to create an interconnected support system across the value chain. At the core of this model is the deployment of technology to strengthen farmer capabilities through the Doctor Pig platform, which allows farmers comprehensive access to essential services, including online trading, feed and veterinary supply procurement, livestock production data management, market forecasting, and online veterinary consultations based on the Nine Porcine Guarantees. Simultaneously, the Company integrates financial innovations with banks and insurance institutions to develop swine credits and insurance, unlocking capital constraints and fortifying farmers' security.

Total income generated for swine farmers
39.91 million yuan

Financial value created via Doctor Pig platform
75.84 million yuan

Driven by the enhancement of this support system, the model was honored with the "Surging Star" (CP Exponential Surge) award from Charoen Pokphand Group. The model delivered tangible outcomes, generating 209 jobs and commercializing over 163,663 pigs. This milestone underscores the potential of utilizing technology and cross-sector collaboration to elevate farmer incomes and build sustainable economic strength.

Value Creation

Financial Capital · Intellectual Capital · Relationship Capital

Expanding the "Aquatic Animal Bank" Initiative to Beting Lintang Community in Malaysia to Enhance the Quality of Life for Coastal Fishers



Nuber of local fishers participated
400 fishers

Number of fish aggregating device
300 devices

Charoen Pokphand Group's Public Sector Sustainability and Public Affairs team visited Beting Lintang, a coastal community in Terengganu, Malaysia, to follow up on the progress of a pilot project implementing innovative aquatic animal banks at the community level. Following a Memorandum of Understanding (MoU) between Universiti Malaysia Terengganu (UMT) and Charoen Pokphand Group, the initiative is aiming to sustainably enhance community well-being through key operations include installing aquatic animal bank innovation in Beting Lintang to serve as nurseries for juvenile marine life and restore marine resources, hosting focus groups between Group representatives, UMT, and fisher leaders using fishing gear appropriatly, and installing Fish Aggregating Devices, deploying of Remotely Operated Vehicles (ROVs) for ecological impact monitoring, and the application of Echo Sounder technology for scientific assessments of marine resource biodiversity.

Value Creation

Relationship Capital · Natural Capital

FLEC Songkhla Phase 2: Combatting Human Trafficking and Promoting Sustainable Food Systems

Charoen Pokphand Foods PLC. in collaboration with partner organizations, continues to drive Phase 2 (2021-2025) of the "Fishermen Life Enhancement Center" (FLEC). This initiative focuses on continuously elevating the quality of life for fishing migrant families, while safeguarding the rights of women and children, promoting equal access to education, and developing life skills to sustainably prevent human trafficking and child labor within the seafood industry. FLEC Center's operations focus on the establishment of foundation for lifelong learning through the Learning Quarter for Neighboring Migrant Children and Family. This facility provides age-appropriate learning programs covering foundational skills, including mathematics, Thai, English, and Cambodian. Concurrently, the initiative fosters life skills by creating food sources to enhance food security within the center and residential areas, such as home gardening for daily consumption, alongside waste segregation for recycling or resale in accordance with circular economy principles.



FLEC Center beneficiaries
Over 20,000 individuals

Migrant children accessing education
Over 300 children

Value Creation

Human Capital · Relationship Capital

Supporting SMEs

In today's volatile economic context driven by inflation pressures, surging raw material costs, interest rates, and rapidly shifting consumer behaviors, SMEs confront risks in capital access, competition from large-scale enterprises, and increasingly stringent safety and sustainability standards. Consequently, Charoen Pokphand Group implements dedicated frameworks to support SMEs across the value chain. The Group focuses on capacity building through the transfer of knowledge, technology, and innovation, while expanding market channels across both offline and digital platforms. Furthermore, the Group facilitates access to financial resources and modern management systems in tandem with upgrading quality and safety standards through collaborations with robust partners, ensuring that entrepreneurs can compete sustainably, generate stable income, and drive resilient growth together with grassroots economies over the long-term.



"CP ALL (7-Eleven) leverages a nationwide network of over 15,000 stores to mitigate economic inequality and drive sustainable development for Thai entrepreneurs and farmers. through 'Three Gives' Strategy: giving commercial distribution channels, giving knowledge to elevate standards, and giving business network connectivity, thereby empowering small businesses to thrive, secure stable incomes, and contribute to building a fair economic ecosystem."

Ms. Malee U-Thaikittisup
Vice President
CP ALL PLC.

CP Seeding x Amaze Launch Online Marketplace for Entrepreneurs



Entrepreneurs trained
over 100 individuals

Digital storefront applicants
62 applicants

Amaze Super App and CP Seeding Social Impact Company Limited jointly developed "Grow Together" project to create a Platform of Opportunity that enables Thai Amaze Super App aspiers to be a commercial partner, as well as offering retail spaces, tools and knowledge that equip entrepreneurs to manage the stores professionally,

The initiative organized 2 online trainines, including "Online Introduction: Opening the Doors to E-commerce with Amaze Super App," to establish a foundational understanding for online retailing provide update on current e-commerce trends, and explain the functionalities of the platform; and "Seller Training", focused on deep-dive skills regarding back-end operations, and sale optimization technique to prepare participants for efficient offical storefront launches.

Value Creation
Human Capital Relationship Capital

Supporting Vulnerable Groups

While vulnerable groups play a vital role in grassroots economies and community resilience, many individuals continue to face barriers to equitably accessing the opportunities, resources, and support systems necessary to improve their quality of life and economic security. Recognizing the importance of creating opportunities and reducing social inequalities, Charoen Pokphand Group collaborates with the public sector, education sector, civil society, and business partners to systematically empower vulnerable individuals. Through the transfer of knowledge, technology, and innovation, alongside professional skills development, market integration, and the facilitation of access to stable revenue streams, this framework strengthens community-level economies and fosters inclusive, sustainable growth for society as a whole.

CPF Recognized as an Outstanding Employer of Persons with Disabilities 2025



Persons with disabilities employed
728 persons

Charoen Pokphand Foods PLC. received the Outstanding Organization for Promoting Employment of Persons with Disabilities Award for 2025, at the excellence level for ninth consecutive year. This reflects CPF's continuous and concrete commitment to creating career opportunities for persons with disabilities. Driven by the belief that stable employment and income are essential factors enabling individuals to become self-reliant, support families, and participate in society with dignity, happiness, and pride. Under the concept of creating a meaningful employment, the Company aims to use employment as a vital mechanism to reduce inequalities, create opportunities, and foster inclusive Thai society. At present, the Company has expanded disability employment across three models: employment within CPF facilities, supported by appropriate workplace adaptations and support systems; community-based employment; and alternative employment arrangements designed to increase access to suitable jobs and sustainable income opportunities.

Value Creation
Relationship Capital

True Corporation and TrueMoney Support the Autism Digital Learning Center for the Second Consecutive Year

The Autistic Thai Foundation received financial contributions from True Group customers and the general public via the TrueMoney Wallet application under the "Fundraising for Digital Learning Center for Individuals and Families" project, driven by True Corporation PLC. and TrueMoney Company Limited. The funds are utilized to procure digital equipment and learning media to build spaces that enhance the capabilities of autistic individuals and families. Operating under a child-centric approach combined with modern technology, the center delivers tailored learning and developmental programs suited to each individual. Simultaneously, the center serves as a training ground for parents to utilize the Screening Tool for Persons with Special Needs (STS), a platform co-developed by True and the Autistic Thai Foundation to screen and bridge autistic individuals and groups with special needs into public welfare systems. Furthermore, the center supports digital skills development, job creation, and sustainable quality-of-life enhancements. To date, this initiative now spans over 20 provinces nationwide.



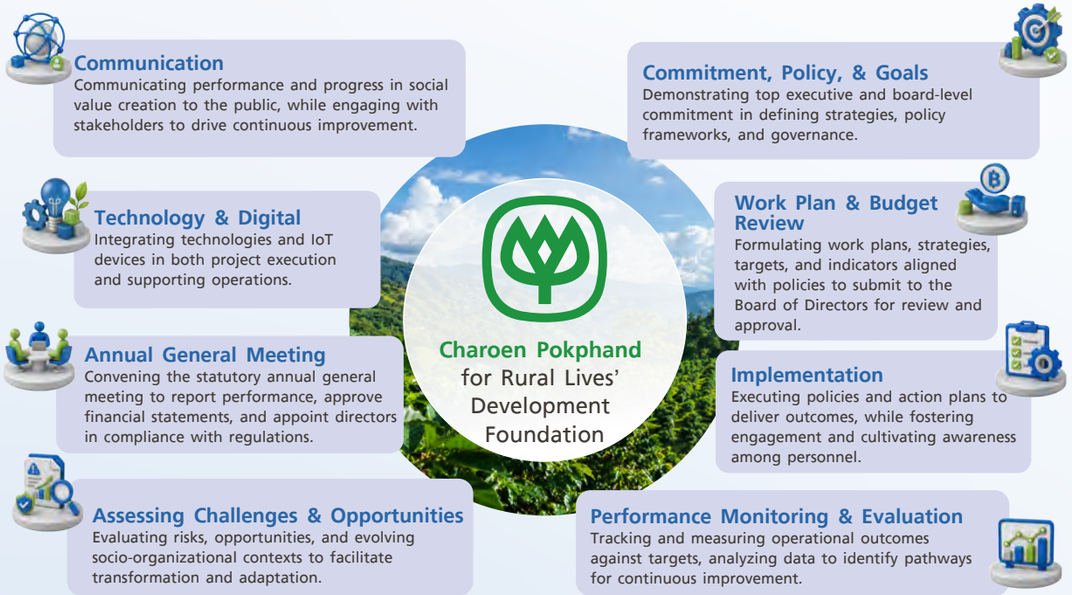
Total donation
355,923 THB

Value Creation
Human Capital

Charoen Pokphand for Rural Lives' Development Foundation

Over the course of 36 years, the Charoen Pokphand for Rural Lives' Development Foundation has been committed to minimizing inequalities and elevating the quality of life for youth and farmers in remote areas. This is driven by the belief that "true sustainability must begin with a strong foundation of life". The Foundation looks beyond mere giving, focusing instead on creating scalable learning models that transfer success from generation to generation, ensuring that when the organization steps back, communities continue to thrive in a resilient and sustainable manner. Nevertheless, key challenges persist, including the climate crisis, demographic shifts, community mindsets, and digital technology access. The Foundation has advanced sustainability by joining forces with network partners to bridge gaps arising from these challenges. This approach systematically brings together the strengths of all sectors, from coordinating policies with the government to create impacts at scale, to leveraging private-sector innovation and supply chains to create occupational opportunities, and transforming communities from recipients into development partners capable of achieving dignified and sustainable self-reliance, in accordance with Charoen Pokphand Group's Three Benefit Principle.

Management Process



"Charoen Pokphand Group firmly committed to the Three Benefits Principle. The Foundation embraces the First Royal Command of His Majesty King Maha Vajiralongkorn Phra Vajiraklaochaoyuhua, alongside the Sufficiency Economy Philosophy, as a guiding framework for community development and sustainable livelihood creation."

Mr. Krittayarat Paramee
Assistant Secretary-General
Charoen Pokphand for Rural Lives' Development Foundation



Performance in 2025

Performance towards 2030 Target

Supporting Royal Initiative Projects	Food Security & Good Nutrition	Reducing Inequality	Environment
Royal Initiative Projects	**Raising Layers for School Lunches**	**Education**	**Terrestrial Ecosystem Protection & Restoration**
100%	100%	53%	59%
Providing continuous support to 10 Royal Initiative Projects 2030 Target: 10 projects	**1,018 schools** participating since inception 2030 Target: 1,000 schools	**1,074 scholarships** granted to vulnerable children and youths, securing access to quality education and career entry support 2030 Target: 2,000 individuals	**589,857 trees** planted, protected, and maintained in collaboration with local communities, farmers, and network partners. 2030 Target: 1 million trees
Outcomes	**Access to Safe Nutrition**	**Farmer Livelihoods & Income**	**Marine Ecosystem Protection & Restoration**
100%	100%	43%	21%
Achieved targets and responded to stakeholder expectations 2030 Target: 10 projects	**223,000 children and youths** supported in accessing safe and nutritious food 2030 Target: 200,000 individuals	**1,293 farmers, fishers, and underprivileged individuals** empowered through career development to secure stable incomes 2030 Target: 3,000 individuals/year	**206.36 million marine animals** released in collaboration with local communities, fishers, and network partners. 2030 Target: 1,000 million marine animals
	Food Security & Essential Protein	**Social Value Creation**	
	93%	78%	
	28 million eggs/year produced and distributed to children and youths in remote rural areas for better health and well-being. 2030 Target: 30 million eggs/year	**78,358 vulnerable** individuals directly and indirectly benefitting in economic, social, and educational dimensions 2030 Target: 100,000 individuals/year	

Evaluating Project Performance

Charoen Pokphand Group strives to generate tangible positive social impact through sustainable development across all dimensions. This is to systematically uplifts grassroots economies and mitigates inequalities by leveraging innovation, technology, and business capabilities to empower communities toward self-reliance and dignified growth. The Group belivese that creating social value is fundamental to business sustainability, hence, the Group prioritizes transitioning from traditional corporate social responsibility (CSR) initiatives toward Creating Shared Value (CSV). The emphasis is placed on measuring actual outcomes and impacts experienced by stakeholders, thereby optimizing operational efficiency and transparency while ensuring tangible values to the communities.

To translate operations into social value and ensure a globally recognized evaluation process, the Charoen Pokphand Group has adopted the Social Return on Investment (SROI) framework to quantify the tangible returns of our strategic initiatives. These evaluation results are verified by independent third-party assurances, thereby reinforcing transparency, driving strategic decisions regarding resource allocation, scaling of high-performance projects and building stakeholder trust through empirical and verifiable disclosures.

Buffalo Modern Farm



The Buffalo Modern Farm (BMF) initiative, established by the Charoen Pokphand for Foundation, originated from a vision to elevate traditional Thai buffalo farming into a data-driven, high-quality farm business system. The project focuses on equipping farmers with essential knowledge and scientific tools to optimize livestock health, disease prevention, nutrition management, and the precise selection of high-potential economic breeds. A Social Return on Investment (SROI) assessment was conducted across all six generations of participating farmers, quantifying the concrete outcomes delivered to society throughout the project's timeline.

Economic

This project generated multiple positive economic outcomes, including increased revenue from buffalo calf sales, cost reductions through forage crop production and fertilizer manufacturing, and minimized veterinary expenses due to subsidized medical supplies, thus delivering a total economic value of **77,225,486 THB.**

Social

Key social outcomes include enhanced farmer knowledge in standardized husbandry and breed conservation, the establishment of collaborative buffalo production networks, the development of learning centers, and advanced research and development in native buffalo conservation, thus delivering a total social value of **68,775,395 THB.**

Environmental

Environmental outcomes encompass emissions from transportation logistics, manure drying processes, and livestock enteric fermentation. Collectively, these emissions resulted in a net environmental cost of **2,414,704 THB.**

Total Value
143,586,177 THB
SROI **1:3.26**

Foster Family in Cultural Communities



The Foster Family in Cultural Communities initiative was conceived from the vision of Senior Chairman Mr. Dhanin Chearavanont, who recognized the fundamental role of family in a child's development. While orphanage shelters provide essential care, children often lack the love, warmth, and security that only a family can offer to serve as the cornerstone of life development. This initiative launched in 2002 to afford orphaned children the opportunity to grow within nurturing foster families, embedded in resilient community cultures that foster virtuous, high-quality, and valuable citizens. A Social Return on Investment (SROI) assessment was initiated in 2022 to evaluate delivered outcomes and establish guidance for continuous operational improvement.

Economic

This project generated economic outcomes, including enhanced employment opportunities for foster children through access to education, while strengthening the financial stability of foster households to minimize caregiving cost burdens, thus delivering a total economic value of **2,465,460 THB.**

Social

This project delivered various social outcomes, including emotional and psychological security for foster children, enabling them to thrive within families and society, alongside capacity building for foster families to enhance their child-rearing skills, thus generating a total social value of **10,586,712 THB.**

Total Value
13,052,172 THB
SROI **1:4.16**

CP Scholarship



Recognizing the significance of education, Charoen Pokphand Group maintains a policy to support students who demonstrate academic excellence and exemplary conduct but face financial hardships, ensuring they receive sufficient funding to complete their education. Concurrently, the scholarship framework encompasses training programs, project-based learning initiatives, practical internships, and English language development, empowering scholars to excel academically while acquiring essential skills necessary to drive personal growth as well as social and national development in the future. To evaluate the value delivered to society, a Social Return on Investment (SROI) assessment was conducted on the 2020 cohort of scholarship recipients, marking the inaugural evaluation year.

Economic

This initiative generated economic outcomes, including enhanced employability for students, mitigated dropout risks for academic institutions, alleviated financial expenditure burdens for families, and reduced public fiscal welfare spending for the government, thus generating an economic value of **62,955,836 THB.**

Social

This initiative delivered various social outcomes, including bridging the digital divide, mitigating risks associated with unplanned pregnancies and juvenile crime, and expanding the highly skilled talent pool for the national workforce, thus generating a social value of **8,636,377 THB.**

Total Value
71,592,213 THB
SROI **1:2.88**



Food Security and Access to Nutrition

Charoen Pokphand Group integrates technology and innovation to elevate food security and promote accessible, safe and healthy nutrition for all stages of life

Charoen Pokphand Group recognizes that access to safe, nutritionally complete, and sufficient food is a fundamental human right and the cornerstone of optimal well-being. Accordingly, the Group is committed to systematically managing the entire value chain to ensure that all products meet international safety standards while providing nutritional value appropriate to each stage of life. This is achieved by integrating advanced technologies and innovations into production and quality control processes to maximize efficiency and enhance traceability. Concurrently, the Group supports suppliers and farmers in developing their capabilities to align with safety standards and sustainable agricultural practices in order to promote efficient resource utilization and preserve biodiversity. Furthermore, the Group prioritizes transparent nutritional disclosure and the advancement of food literacy, enabling consumers to achieve equitable and widespread access to proper nutrition.

Key Performance in 2025

19.37 million people

Number of children, community members, and vulnerable groups with access to safe and nutritious food (cumulative)

28.61%

Proportion of sales from new consumer products that promote health and well-being in 2025

1,770 products

Number of health food products

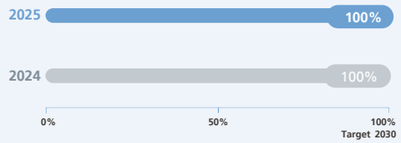
Goals and Progress

Goals

10 million

children, population, and underprivileged individuals receive access to safe and nutritious food

Progress



Supporting the SDGs

2.1
2.2

More information available in

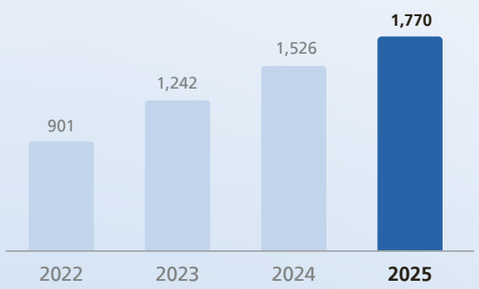
- Delivering on Our SDG Commitments 2025
- Sustainability Performance Supplement 2025

Food Security Management

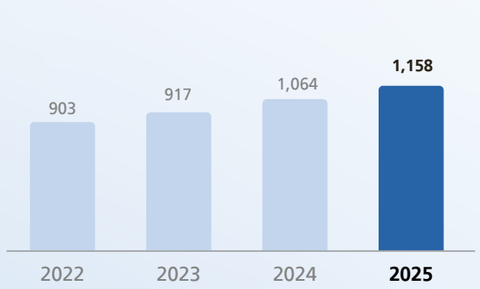
Charoen Pokphand Group recognizes that the global food system is facing volatility driven by multiple factors, including climate change, the emergence of new pandemics, and increasingly stringent international food safety regulations, all of which have a widespread impact on upstream raw material stability and food security. At the same time, growing expectations for transparency across the entire supply chain have become a critical factor that businesses must comprehensively manage to maintain stakeholder trust and secure global market access. Amid the escalating cost of living, ensuring that the public can access nutritionally complete food at affordable prices presents another significant challenge for the Group as the “Kitchen of the World”.

Under this context, Charoen Pokphand Group transforms these challenges into strategic opportunities by accelerating the development of future food innovations and personalized nutrition, such as plant-based food and health-enhancing products tailored for preventive wellness. Meanwhile, the Group integrates Artificial Intelligence (AI) into traceability and quality control systems to further elevate food safety standards. In tandem, the Group empowers farmers and smallholders to enhance their sustainable production capabilities while reinforcing transparency through accessible nutritional disclosure.

Number of Health Food Products
(products)



Number of Carbon Footprint-Labeled Products
(products (cumulative))





“Food security means more than just having an adequate food supply; it requires ensuring safe, accessible, and nutritious food that meets the needs of consumers across all life stages and health conditions, even in times of crisis. The Group is dedicated to developing knowledge, research, and food innovations in collaboration with all sectors to drive food security and sustainably broaden opportunities for widespread access to proper nutrition.”

Dr. Phatcharee Kittisuban
Assistant General Manager
CP Food Lab Company Limited

Reforming the Food System for Sustainable Production and Consumption

Amid a global consumer shift toward holistic health and sustainability, Charoen Pokphand Group develops products that address both nutritional needs and environmental impacts, while transforming the food system to accommodate the needs of a growing population and an aging society in a balanced manner. The Group integrates data analytics and nutritional science insights into product development to meet personalized requirements, particularly for the elderly and those at risk of Noncommunicable Diseases (NCDs). Concurrently, the Group continuously improves formulations to reduce unhealthy ingredients, such as sugar, sodium, and saturated fats, and enhances essential nutrients through fortification to support long-term preventive wellness.

At a strategic level, Charoen Pokphand Group incorporates the UN Sustainable Development Goal 2 (SDG 2: Zero Hunger) into business operations, aiming to alleviate malnutrition and expand access to nutritious food. This is achieved through the development of affordable products, coupled with strict maintenance of quality and safety standards, and the extension of distribution channels into remote areas. Simultaneously, the Group accelerates the development of alternative proteins and future foods that minimize greenhouse gas emissions and resource consumption, while actively promoting products certified with carbon footprint or low-carbon labels to provide environmentally responsible and accessible choices for all consumer segments.

Elevating Food Quality and Safety through Ready-to-Eat Salad Innovations



Annual sales revenue from salad products
628 million THB

CPRAM Company Limited aims to elevate food quality and safety throughout the supply chain through its raw material quality development project for vegetable-based salad products, addressing consumer demand for convenient, accessible, and affordable healthy food. The Company develops ready-to-eat salad products featuring a diverse selection of fresh vegetables, quality meats, and signature dressings. To achieve this, CPRAM optimizes its supply chain to process fresh vegetables within 12-24 hours post-harvest, ensuring peak freshness. Furthermore, the Company applies natural organic acids and calcium technologies to maintain crispness throughout the product’s shelf life without preservatives, extending quality retention up to six days. This innovation led to the launch of the first ready-to-eat fresh salad available in convenience stores across Thailand, significantly broadening public access to safe, high-quality nutrition.

Value Creation
Manufacturing Capital

Developing Products to Promote Health and Support Sustainable Consumption

Examples of Healthy and Safe Products for Consumers of All Ages

Charoen Pokphand Foods (China)
Pork and Shepherd's Purse Dumplings



- Antibiotic-free pork certified by national standards
- Soy-protein-free formulation
- Awarded 1 star at the 7th iSEE Global Taste Awards 2025

CP Axtra PLC. (Thailand)
Supreme 12-Grain Bread



- Contains natural prebiotic dietary fiber
- Enriched with calcium and iron

Charoen Pokphand Foods (Vietnam)
BIOBALANCE Probiotic



- Contains up to 2 billion beneficial Bacillus clausii bacteria
- Balances gut microbiota while alleviating bloating, flatulence, and diarrhea
- Manufactured under strict and safe GMP standards

Charoen Pokphand Foods PLC. (Thailand)
Innoweness Smart Soup: Low GI Chicken Breast Soup with Pumpkin, Egg, and Rice Bran Oil



- Contains 21 types of vitamins and minerals
- Low Glycemic Index (Low GI), serving as an alternative for diabetic patients
- Free from dairy and milk powder
- Co-researched with the Institute of Nutrition, Mahidol University
- Easy to consume and suitable for tube feeding

Examples of Products with Reduced Saturated Fat, Trans Fat, Sodium, or Sugar

CP ALL PLC. (Thailand)
Jasmine Red Cargo Rice with Stir-Fried Basil Chicken Breast



- Unpolished cargo rice packed with nutrients, carrots and broccoli
- Prepared with canola oil
- Low in saturated fat
- No added MSG and preservatives

Charoen Pokphand Foods (UK)
TASTE INC - Flame Grilled Chicken Breast



- High in protein
- Low in saturated fat
- Low in sugar

Example of Nutrient-enriched Products

Brink Bev S.A. (LipCo Foods, Charoen Pokphand Foods, Poland)
Brainer: The Brain Drink



- Caffeine-free and taurine-free functional drink that provides balanced energy without overstimulating the body
- Enriched with Vitamin B and essential amino acids (L-carnosine, Acetyl-L-carnitine, Beta-alanine, L-glutamine)
- Restores brain energy and enhances mental focus, enabling better concentration on critical tasks
- Ideal for activities requiring high cognitive function and deep focus

Charoen Pokphand Foods PLC. (Thailand)
Chicken Rolls with Wolffia



- Delicious taste packed with superfood benefits from Wolffia
- Rich in essential nutrients, including Vitamin A, Vitamin B1, and Vitamin B12
- Contains essential minerals, such as zinc, iron, and calcium
- High in protein, providing up to 12 g*

* Nutritional value per 100 g

Creating Food Security

Natural resource depletion, geopolitical volatility, and supply chain uncertainties are making the food security still be the global challenge. This is impacting access to food, particularly for vulnerable groups. Accordingly, Charoen Pokphand Group integrates these issues into business strategies to foster a resilient, transparent, and inclusive food system. Meanwhile, the Group empowers farmers and SME suppliers by providing access to technology and modern farm management knowledge to improve efficiency, reduce costs, and secure sustainable livelihoods. This is coupled with the integration of digital technologies, such as Artificial Intelligence (AI), Big Data, Blockchain, and digital traceability systems, to elevate safety, minimize waste, and ensure end-to-end transparency throughout the supply chain.

Over the years, Charoen Pokphand Group has prioritized regenerative agriculture and resource efficiency, collaborating with partners across all sectors to drive a sustainable food system. At the consumer level, the Group develops nutritious yet affordable products while promoting health literacy and expanding the distribution of safe food to remote areas through retail networks and digital platforms, thereby reducing inequality and alleviating malnutrition. Furthermore, the Group prepares food distribution mechanisms for crises, alongside school and community nutrition programs, including collaborative food donation initiatives for those in need to broaden access to quality nutrition. Through this approach, the Group aims to foster a resilient, inclusive, and adaptive food system to enhance nutritional security and create sustainable shared value for society.

Unlocking Learning Experiences and Empowering Youth in Food Safety



Number of youth participating in 2025
China **1,500** persons
Vietnam **1,975** persons

Charoen Pokphand Group strives to elevate the quality of life for children and youth by providing high-quality food and ingredients to underprivileged schools, while simultaneously embedding learning processes centered on nutrition, food safety, and product labeling literacy to promote appropriate dietary habits. Key initiatives include the Raising Layers for Student Lunches Project, the Good Food for Kids Project, and the CPRAM Junior Chef Project. This framework has been successfully scaled internationally, for instance, CP Food Enterprise (Chengdu) Company Limited in China and C.P. Vietnam Corporation have organized educational site visits for students to tour international-standard production facilities, where they learn about standardized manufacturing processes and enhance their knowledge of nutrition and food safety, thereby cultivating responsible and sustainable consumption habits among youth.

Value creation
Relationship Capital

Raising Layers for Student Lunches Project



1,018 schools

Produced **28** million eggs

229,500 students

17,447 teachers / staff

For over 37 years, Charoen Pokphand Group, Charoen Pokphand Foods PLC. and the Charoen Pokphand for Rural Lives' Development Foundation have honored the royal initiative on food security inspired by Her Royal Highness Princess Maha Chakri Sirindhorn through the "Raising Layers for Student Lunches Project". The initiative focuses on enhancing continuous access to nutritious, protein-rich eggs for children and youth in remote and underprivileged schools, which play a vital role in their physical growth and cognitive development. Beyond nutritional support, the project empowers students, teachers, and local communities with comprehensive skills in layer hen farming and small-scale farm management, allowing them to apply this practical knowledge to educational curricula and daily life. Meanwhile, the egg yields are sold to the community at affordable prices, granting local residents access to fresh, high-quality food while generating revolving income for schools. This model successfully transforms the schools into social enterprises that strengthen long-term self-reliance. Through this approach, educational institutions evolve past traditional schooling to become active learning bases and hubs for community vocational skills.

Value Creation

- Human Capital
- Relationship Capital

CPRAM Advances "Sustainable Blue Swimmer Crab for Thai Sea" into its 13th Year



1.6 million young crabs released into Thai sea to date

CPRAM Company Limited drives its food security strategy through the 'Sustainable Blue Swimmer Crab for Thai Sea' project for the 13th consecutive year in collaboration with government agencies, the private sector, local artisanal fishers, and communities in Surat Thani Province. The initiative releases blue swimmer crabs at the young crab stage back into the Thai sea to restore marine resource abundance, maintain ecological balance, and enhance food security, serving as a vital mechanism to strengthen a sustainable food supply chain and ensure food availability for Thai people. This project aligns with CPRAM's Food 3S framework, which encompasses Food Safety, Food Security, and Food Sustainability. It also aims to raise awareness of marine resource conservation, balance blue swimmer crab populations, and create shared social value across the supply chain, in alignment with Charoen Pokphand Group's Three Benefits Principle.

Value Creation

- Relationship Capital
- Natural Capital

C.P. Vietnam Contributes to Food Security through Collaborative Partnerships

As an integrated food industry leader operating under the 3F (Feed-Farm-Food) business model, C.P. Vietnam Corporation strives to elevate food security while minimizing food loss across the value chain. The company systematically manages safe, high-quality surplus food from its operations and products to distribute to low-income workers, patients, and students in underprivileged areas. In partnership with Foodbank Vietnam and various network alliances, it drives key initiatives, including the Food Bank Project, Hanoi Autumn Kitchen, the 2,000 Dong Restaurant, and Food for Change activities, to expand access to nutritious meals, raise awareness about the value of food, reduce food loss, and promote a food circular economy. These efforts not only alleviate community food insecurity but also reflect efficient resource management, mitigate environmental impacts, and strengthen stakeholder trust.



Total cumulative number of safe and nutritious meals donated (2018-2025)
2,396,240 meals

Value Creation

- Relationship Capital
- Natural Capital



Innovation

Charoen Pokphand Group advancing the organization with innovation and technology, boosting competitiveness, and creating equal opportunities for societytunities for society

Charoen Pokphand Group is committed to driving the organization with innovation and technology to develop solutions that address global challenges across all dimensions. The Group focuses on research and development to create products and services that uplift the quality of life, while integrating Artificial Intelligence (AI) and digital technologies to optimize operational efficiency throughout the value chain. Furthermore, the Group prioritizes fostering a learning ecosystem that empowers employees and partners to exchange knowledge to generate positive economic, social, and environmental impacts. Guided by responsible innovation management, the Group has established a foundation for AI ethics and stringent intellectual property protection, thereby ensuring trust and maintaining digital security for all stakeholder groups.

Key Performance in 2025

35,390 million THB
R&D spending in 2025

1.1%
Ratio of R&D expenditure to total revenue

2,033 million THB
Cost reductions achieved through innovation

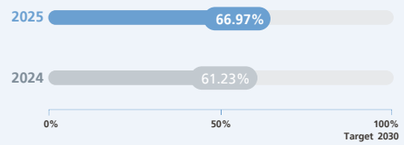
8,286 persons
Number of R&D personnel

Goals and Progress

Goals

7,500
patent and petty patents registered

Progress



Supporting the SDGs

8.2
9.5
9.b

More information available in

- Delivering on Our SDG Commitments 2025
- Sustainability Performance Supplement 2025

Innovation Management for a Sustainable Future

Innovation Ecosystem of Charoen Pokphand Group

Internal Resource Capabilities

Charoen Pokphand Group is committed to promoting innovation creation throughout the value chain through strategic investments in the development of research centers, internationally standardized laboratories, and the application of advanced technologies. This is undertaken alongside the enhancement of capabilities among personnel at all levels under the concept of "Innovation Empowerment," by providing employees with opportunities to gain hands-on experience. The Group has also established innovation teams within its business groups to serve as strategic advisors. In addition, the Group promotes recognition and incentive systems to sustainably drive an organizational culture of innovation.

CP Innovation Center of Excellence (CPIC)

CPIC serves as a "Connector" and an "Accelerator" to advance the development of future innovations across multiple dimensions, including data center and cloud technology, biotechnology, digital technology, artificial intelligence and robotics, as well as sustainability technology. These serve as key foundations for building international competitiveness.



Building a Startup Ecosystem

Charoen Pokphand Group aims to build an ecosystem that supports innovation development by providing spaces for experimentation and testing of new ideas, or sandboxes, such as True Digital Park (TDPK). It also integrates strategic collaboration with leading global partners, government agencies, and higher education institutions to jointly advance knowledge and translate research into practical innovations.

Creating Social Value

- **Smart Living & Smart Home:** Enhancing living standards through artificial intelligence (AI), the Internet of Things (IoT), home automation systems, and the promotion of clean energy use within homes.
- **Smart Health & Well-being:** Personalized nutrition, the food-as-medicine concept, digital health platforms, safe and traceable food, as well as food innovations that support physical health, brain health, and quality longevity.
- **Smart Mobility & Smart Retail:** Developing frictionless retail systems and intelligent logistics systems for maximum efficiency.
- **Smart City & Sustainable Community:** Promoting decentralized clean energy management and driving circular cities based on circular economy principles, with the goal of achieving zero waste to landfill.

Center of Excellence

Charoen Pokphand Group recognizes that amidst rapid global transformations, innovation serves as a critical key to addressing food security and climate change mitigation. Accordingly, the Group established the CP Innovation Center of Excellence (CPIC) as a strategic mechanism to integrate cutting-edge technologies into core business operations, while attracting top-tier global talent. Rather than operating as an isolated research entity, CPIC is designed to function through an interconnected framework comprising six key elements that collectively drive innovation into tangible outcomes.



"Innovation means pioneering better solutions. It constitutes one of Charoen Pokphand Group's core values. True innovation, however, does not arise from mere chance or fleeting inspiration; it is forged within a corporate culture that embraces trial and error, learns from failure, and never hesitates to rebuild. The Group invests in building an open innovation ecosystem that connects business groups and partners because we believe that co-creation will foster and drive sustainable changes for society."

Mr. Suphachai Chearavanont
Senior Vice Chairman
Charoen Pokphand Group

Center of Excellence 6 Core Elements



Data Center and Cloud



The Data Center and Cloud CPIC plays a vital role as a foundational backbone supporting Big Data, Artificial Intelligence (AI), and cybersecurity, connecting with both domestic and international partners. Key developments in 2025 include:

- **Infrastructure Research and Design:** Supporting advanced processing and enhancing designs to enable data and application transfer between Private Cloud and Public Cloud.
- **Security Standards Development:** Elevating cybersecurity frameworks to global standards and refining data storage processes to comply with personal data protection laws.

Digital, AI & Robotic Lab



The Digital, AI, and Robotics CPIC plays a pivotal role in integrating advanced technologies to enhance efficiency across the supply chain, ranging from Smart Farming to Smart Retail. Key developments in 2025 include:

- **Specialized AI Solution Development:** Focusing on building smart systems through Artificial Intelligence, smart robotics, and advanced data analytics to support precise forecasting and decision-making.
- **Pilot Projects:** Undertaking the development of cargo delivery drones, remote photoplethysmography (rPPG) AI devices, and home robots designed for the care of both children and the elderly.

Biotech Lab



The Biotech Lab CPIC focuses on applying advanced biotechnology, such as Nutriomics & Foodomics alongside Microbiome & DNA Sequencing, to enhance production efficiency from upstream to downstream. Key developments in 2025 include:

- **Infrastructure Establishment:** Setting up state-of-the-art laboratories and data analytics systems.
- **Strategic Collaboration:** Building collaborative networks with leading domestic and international research institutes and universities.
- **Pilot Projects:** Developing high-performance enzymes for the animal feed industry, utilizing industrial microorganisms for waste reduction, and developing alternative proteins.

Innovation Development

Charoen Pokphand Group prioritizes innovation development as a vital mechanism driving the organization toward sustainable growth. The Group integrates scientific knowledge, digital technologies, and applied research with the skills and experience of personnel in diverse business units across the Group. This approach aims to elevate competitive capabilities while simultaneously creating shared value for the economy, society, and the environment. The Group's innovation initiatives cover the development of new products and solutions that address the evolving needs of markets and stakeholders in a rapidly changing context. They also extend to the optimization of workflows and operational systems to enhance precision, agility, security, and efficiency through the application of data, Artificial Intelligence (AI), intelligent systems, and specialized technologies tailored to the unique characteristics of each business group.

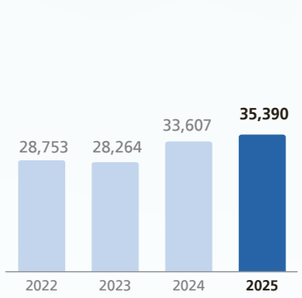
Open Innovation
874 projects

Participation in Innovation Projects
52,808 persons

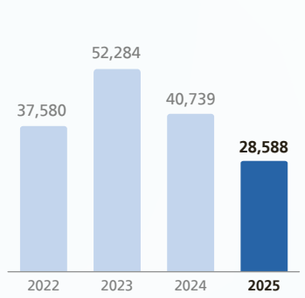
2.27%
Proportion of Revenue from New Products

Reduced Costs from Innovation
2,033 million THB

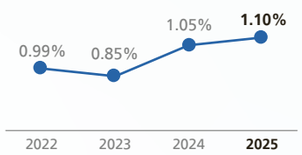
R&D Expenses
(million THB)



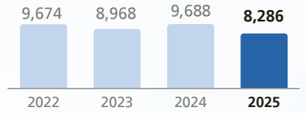
One Day Satisfaction Projects
(projects)



Percentage of R&D Spending per Revenue
(%)



R&D Personnel
(persons)



Patents and Petty Patents
5,023 patents

Research Centers
126 centers

Researchers
8,286 persons

Innovators
45,266 persons

DNA Tech: Revolutionizing Cucumber Breeding for Disease Resistance to Sustainably Address Global Boiling Crisis



Disease testing time reduced to **3** days

Global boiling directly impacts the agricultural sector, particularly through plant disease outbreaks threatening food security. A major challenge is the Tomato Yellow Leaf Curl New Delhi Virus (ToLCNDV), which complicates the development of disease-resistant crop varieties. The traditional breeding selection process takes 30 days, requiring the testing of up to 6,000 seedlings annually with costs reaching 180,000 THB per year, while also carrying a high risk of inaccuracies due to environmental volatility. Accordingly, Chia Tai Company Limited, through its Seed Business R&D Team, developed the "DNA Tech" innovation. This technology utilizes molecular markers at the genomic level to select disease-resistant traits right from the seedling stage, coupled with biological data analytics to precisely identify resistance gene locations without waiting for physical symptoms to appear. This innovation significantly reduces breeding duration, operational costs, and experimental land use.

Value Creation
Manufacturing Capital

Smart Fire Protection Platform



Personnel inspection time reduced by **99%**

CP Center Beijing, China, developed a smart fire safety management system by applying digital technologies and the Internet of Things (IoT) to elevate safety standards across its headquarters and commercial properties. Although most buildings are already equipped with standard firefighting apparatus and basic monitoring systems, fire hazards persist due to unsafe human behaviors, such as disorganized material storage, improper use of electrical appliances, and equipment unreadiness. To mitigate these risks, the system interconnects data regarding personnel, equipment, and situations through the installation of over 30,000 IoT devices, which monitor environmental conditions and the real-time status of firefighting equipment, tracking water tank levels, pump status, valve positions, and pipeline water pressure every 5 seconds. Furthermore, the system incorporates an early warning mechanism for short-circuit risks by detecting thermal particles prior to actual ignition. By seamlessly integrating safety and firefighting infrastructure, the system immediately displays live CCTV footage of the exact location upon incident detection.

Value Creation
Manufacturing Capital

CP Innovation Exposition and CP Symposium 2025

82 projects

honored with the Chairman Award, reflecting the capabilities of Charoen Pokphand Group's personnel in research, development, and practical technological application.





117 academic presentations

Featuring ongoing research and developed projects scaled for practical application, this initiative provides a space for experts in relevant fields to engage, exchange insights, and co-create knowledge. The academic presentations are categorized into four key pillars, namely Biotech, Digital & IT, Engineering, and Sustainability



69 keynote speakers and panelists

Participated in primary forums on technology and innovation, covering eight domains, namely Biotechnology, Digital Technology, Artificial Intelligence (AI), Robotics, Automation, Green Technology, Nanotechnology, and Space Technology. These also featured on-stage showcases of innovative solutions already implemented in real-world operations.





3,044 projects

submitted by all business units across 15 countries and economies worldwide

216 projects

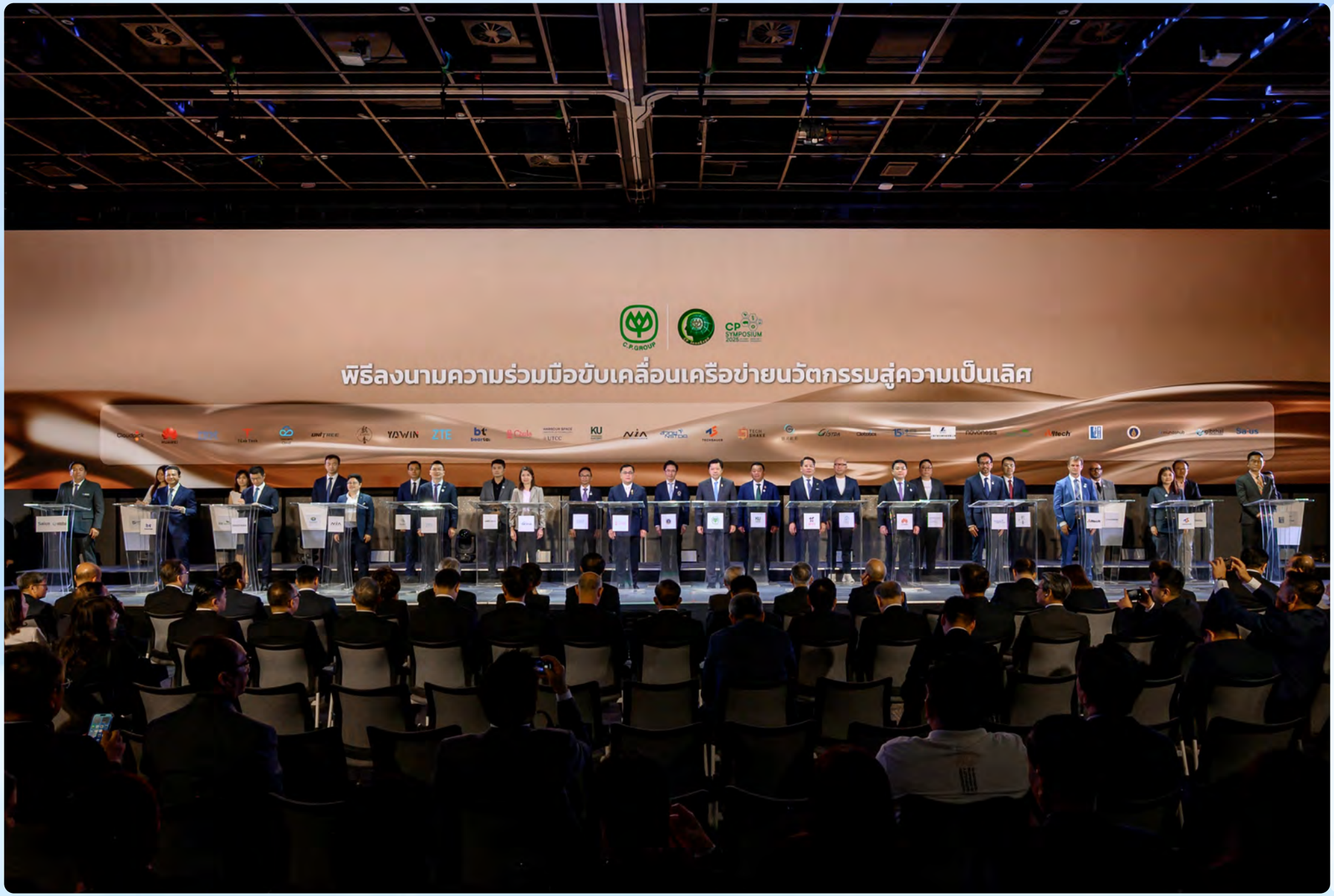
selected for the exhibition, allowing employees from all domestic and international business groups to explore the showcases, thereby fostering cross-functional technology and innovation exchange, while establishing a network of experts



More than 40,000

On-site event visitors

Building Partnerships for Innovation



Charoen Pokphand Group firmly believes that addressing global challenges, such as food security and climate change, cannot be achieved in isolation. Consequently, the Group places great emphasis on fostering an Open Innovation Ecosystem, serving as a bridge to connect knowledge, technology, and resources between the Group and diverse external partners to accelerate the development of solutions that generate tangible and sustainable positive impacts on society and the environment.

Charoen Pokphand Group has established a comprehensive collaborative structure spanning all sectors, leading to continuous technology transfer and the creation of innovation. This includes global business partnerships through strategic collaborations with leading enterprises, such as Microsoft, to lay the foundation for Cloud-AI infrastructure and elevate Thailand's digital capabilities, as well as alliances with partners in the biotechnology and clean energy industries to co-develop models of low-carbon businesses. Furthermore, collaborations with academic and research institutions, particularly leading domestic and international universities such as MIT, Oxford, and top-tier universities in Thailand, advance deep tech research ranging from genomics to synthetic biology, while cultivating specialized talent and promoting the commercialization of research into practical applications.

In addition, Charoen Pokphand Group collaborates with government agencies and regulatory bodies to support policies that foster innovation through sandbox frameworks and the co-definition of new sustainability standards, thereby elevating the nation's global competitiveness. The Group also empowers startups and next-generation entrepreneurs through accelerator and incubator programs hosted under various Centers of Excellence (COEs), providing capital, Proof of Concept, and business networks to collectively create technologies and solutions that effectively meet the needs of modern consumers.

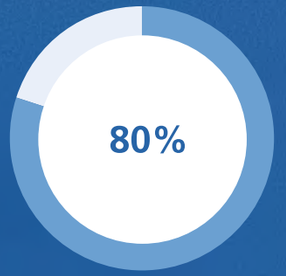


Stakeholder Engagement

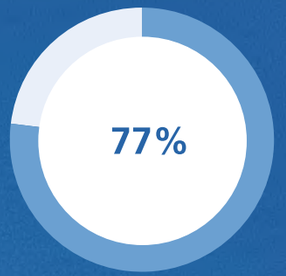
Charoen Pokphand Group prioritizes partnership development and trust-building through transparent processes to drive sustainable collaboration and create shared value for all

Charoen Pokphand Group manages stakeholder engagement as a critical mechanism for reinforcing institutional trust and corporate governance, emphasizing enhanced transparency and proactive consultation processes to systematically respond to actual needs. The Group aims to build and maintain positive relationships to mitigate potential negative impacts, while simultaneously strengthening corporate image and credibility to foster long-term mutual sustainability. To ensure operational efficiency and adapt to evolving contexts, the Group continuously reviews and refines engagement approaches for each stakeholder group. Furthermore, the Group proactively seeks strategic opportunities to forge alliances with external networks, initiating innovative sustainability projects that deliver positive impacts at local, national, and regional levels.

Key Performance in 2025



Stakeholder satisfaction score



Satisfaction score on the Group's communication, listening and response

72%

Satisfaction score on sustainability effectiveness

20,018 persons

Total stakeholder satisfaction survey respondents

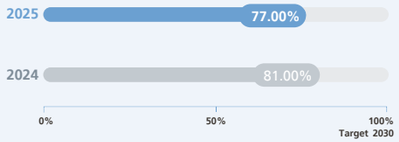
Goals and Progress

Goals

80%

Engagement score from multi-stakeholder survey

Progress



Supporting the SDGs

16.7

17.16
17.17

More information available in

- Delivering on Our SDG Commitments 2025
- Sustainability Performance Supplement 2025

Stakeholder Engagement

Amidst the volatility of the global landscape across economic, social, and environmental dimensions, Charoen Pokphand Group faces a critical challenge in managing the diverse and increasingly complex expectations of stakeholders throughout the value chain. Furthermore, shifting international regulations, such as the Corporate Sustainability Due Diligence Directive (CSDDD), alongside more stringent human rights standards, present significant imperatives for establishing transparent and verifiable engagement processes at every level, from local to regional scales. However, these circumstances serve as a pivotal driver propelling the Group to transform into a leader in strategic collaboration by turning stakeholder expectations into opportunities for shared social and business innovation. Integrating insights gained from proactive consultations enables the Group to precisely identify material sustainability issues, which serves as the core foundation for creating shared value and driving long-term sustainable development.



"Sustainability Strategy: Charoen Pokphand Group has established key strategies to achieve its "Net Zero" and "Zero Waste" goals. This process incorporates a Double Materiality Assessment, which requires engagement with stakeholders to understand their views, expectations, and recommendations. The insights obtained are used to inform strategy formulation, enhance operating approaches, and foster collaboration in response to significant economic, social, and environmental issues, thereby supporting the achievement of the Group's sustainability goals."

Mr. Paisan Youngsomboon
Chief Financial Officer
Charoen Pokphand Group, China Area

Stakeholder Engagement Survey

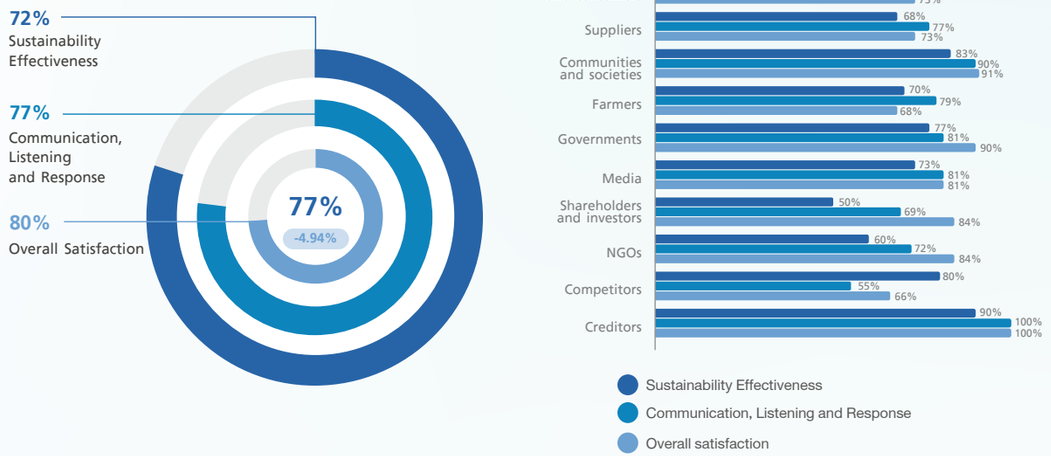
Given the nature of Charoen Pokphand Group's business operations, which encompass diverse supply chains and involve multiple sectors of stakeholders throughout the value chain, the Group prioritizes systematic stakeholder engagement. The AA1000 Stakeholder Engagement Standard (AA1000 SES) is utilized as the operational framework to reinforce transparent, meaningful, and sustainable relationships. The Group conducts stakeholder opinion surveys annually to analyze, assess, and comprehensively refine operational strategies, ensuring mutual benefits and giving equal importance to the voices of all stakeholder groups.

In 2025, Charoen Pokphand Group conductd an opinion and engagement survey across 11 stakeholder groups, reaching a total of 20,018 respondents, comprising 37% female, 52% male, and 11% undisclosed gender. The majority of respondents were aged between 30-39 years, reflecting the working-age individuals who are directly connected to the Group's business operations as employees, business partners, and consumers. The Group uses the opinions and concerns received to further develop its strategies and operating approaches, enabling it to respond to stakeholder needs and promote the delivery of sustainable value.

The 2025 stakeholder engagement survey results indicate that the effectiveness of sustainability performance was rated at 72%, a decrease of 15% from the previous year, due to several factors that posed challenges to operations during the past period. Communication effectiveness was rated at 77%, also decreasing from 2024, while overall satisfaction with the Group's performance stood at 80%. Despite the decline, the results continue to reflect stakeholder confidence and support.

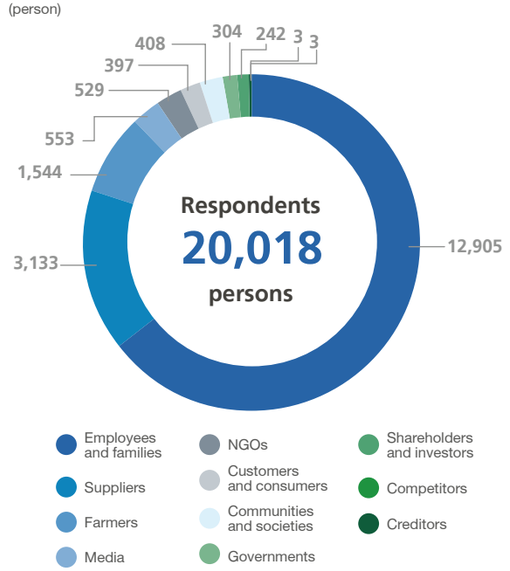
Stakeholder Engagement Survey 2025

Stakeholder Engagement Score



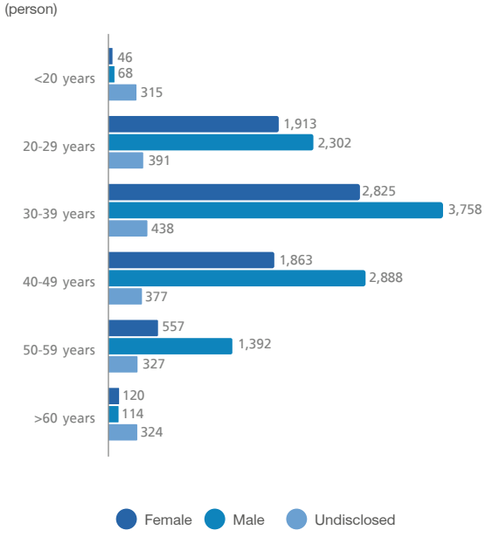
Proportion of Respondents

(person)



Diversity of Respondents

(person)



Collaborating with Partners to Drive Sustainability

Charoen Pokphand Group continuously prioritizes fostering collaborations with both domestic and international partners to drive sustainability initiatives in alignment with the Group's business growth trajectories and long-term objectives. Such partnerships enhance capabilities in managing critical environmental, social, and governance issues, while supporting the creation of shared value that responds to the expectations of stakeholders across all sectors. Moving forward, the Group aims to further extend and deepen these collaborations by integrating knowledge, technology, and innovation to elevate operational efficiency and scale positive environmental and social impacts on a broader scale.



Senior Chairman Outlines Vision at Asia Livestock Summit, Highlighting China as a High-Tech Agriculture Model and Steering Business into the AI Era

Mr. Dhanin Chearavanont, Senior Chairman of Charoen Pokphand Group, delivered a keynote address at the Asia Livestock Cooperation Summit 2025, highlighting China as a prime benchmark for high-tech innovation in the agricultural and manufacturing sectors, underpinned by high-quality human capital. He reaffirmed that the Group remains committed to deploying the finest technologies across all investment destinations, a core approach grounded in the 'Three-Benefit Principle' that prioritizes the country, the people, and the organization.

Senior Chairman Addresses 23rd International Teochew Convention: Innovation and AI Hold Keys to Future Economy

Mr. Dhanin Chearavanont, Senior Chairman of Charoen Pokphand Group, delivered a keynote address at the 23rd International Teochew Convention in Chaozhou, China, noting China's economic growth as a pivotal opportunity for Teochew entrepreneurs globally. He emphasized that industries must accelerate the integration of AI and automation to enhance competitive advantages.





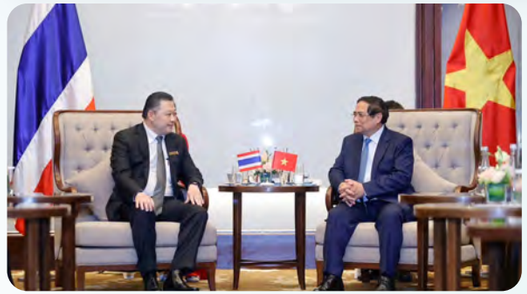
Senior Chairman at Nikkei Forum 2025: Envisioning High-Tech Agriculture as Asia's Future

Mr. Dhanin Chearavanont, Senior Chairman of Charoen Pokphand Group, attended the 30th Nikkei Forum: Future of Asia 2025 in Tokyo on May 29-30, 2025. He shared a vision that agriculture is an industry utilizing the highest integration of advanced technologies, ranging from animal husbandry and robotics to drones. Furthermore, he pointed out that organizations capable of faster adaptation will emerge as winners in this high-tech era, while Japan holds a significant opportunity to lead regional technology development.

C.P. Group and Mitsubishi Electric Signed MOU to Advance Carbon Neutrality and Circular Economy in Thailand and ASEAN

Charoen Pokphand Group and Mitsubishi Electric signed a Memorandum of Understanding (MOU) to drive collaboration on automation, robotics, AI, and plastic recycling solutions, advancing towards the Net Zero 2050 target. The Group aims to reduce electricity consumption in retail stores, including Makro and Lotus's, by more than 20% by utilizing SCADA systems, this also encompasses developing a plastic recycling system throughout the supply chain and upskilling technical talent to scale the impacts across ASEAN.





C.P. Group Drives Sustainable Agri-Business in tandem with Economic and Community Development

Mr. Soopakij Chearavanont, Chairman of Charoen Pokphand Group, met Vietnamese Prime Minister Pham Minh Chinh, during which the Prime Minister commended the Group's pivotal role in driving a green economy, smart agriculture, and local job creation.

CP and True Partner with Chulalongkorn University and MIT to Cultivate Global Leaders via Chula-LGO Program

Charoen Pokphand Group and True Corporation PLC. have partnered with Chulalongkorn University and MIT to launch the "Chula-LGO" program, marking a first-of-its-kind initiative in ASEAN designed to cultivate world-class leaders by integrating engineering and business administration. Mr. Suphachai Chearavanont, Vice Senior Chairman of Charoen Pokphand Group, attended the launch ceremony alongside prominent corporate executives to exchange perspectives on education and innovation to elevate Thailand's human capital to global standards.





C.P. Group and Thammasat University Extend 20-Year Partnership to Cultivate Next-Gen Entrepreneurs for the AI Era

Mr. Soopakij Chearavanont, Chairman of Charoen Pokphand Group, and Prof. Dr. Supasawad Chardchawarn, Rector of Thammasat University, held discussions on elevating human resource development collaborations, building upon a 20-year relationship to launch the “Tao Kae” (Young Entrepreneur) project, which enables students to engage in experiential learning to master entrepreneurship from conceptualization to actual execution, with the goal of nurturing future-ready graduates capable of driving sustainability in the AI era.

Vice Senior Chairman Pointed Thailand Must Accelerate Transition to Create Opportunities from Sustainable Economy Transition



Mr. Suphachai Chearavanont, Senior Vice Chairman of Charoen Pokphand Group, participated in the CEO Panel at the Sustainability Expo 2025, alongside top executives from Siam Cement Group (SCG), ThaiBev, and Thai Union Group, emphasizing that shifting global supply chains present a critical opportunity for Thailand to attract investments in clean energy and high-tech industries, while organizations must urgently and proactively integrate Artificial Intelligence (AI) to drive sustainable corporate growth at a regional scale.





C.P. Group Adopts Sufficiency Economy Philosophy to Achieve TIS 9999 Industrial Standards

Charoen Pokphand Group awarded TIS 9999 certificates to seven subsidiary companies at True Digital Park, with the ceremony featuring a special keynote address by Dr. Sumet Tantivejkul, Secretary-General of the Chaipattana Foundation, who commended the Group for the concrete implementation of this philosophy, while Mr. Suphachai Chearavanont, Senior Vice Chairman of Charoen Pokphand Group, stressed that the Sufficiency Economy Philosophy is not merely a standard, but a compass that steers the organization toward long-term sustainable growth on a stable foundation.



C.P. Group Urges Private Sector to Accelerate Sustainability to Address Global Crisis at GCNT EXPO 2025

Mr. Suphachai Chearavanont, Senior Vice Chairman of Charoen Pokphand Group and President of Global Compact Network Thailand (GCNT), stated on the GCNT EXPO 2025, stating that the private sector must progress beyond good governance toward actively building economic, social, and environmental sustainability, while proposing the 3D Framework, encompassing Digitalization, Deglobalization, and Decarbonization, as a strategic compass to navigate the vulnerabilities of the modern world.

CONNEXT ED Launches Training for 500 School Partners in 2025 Aiming to Drive Sustainable Education in Thailand

The CONNEXT ED Foundation organized the “School Partner Workshop 2025,” with the participation of 500 volunteers from the private sector. Mr. Suphachai Chearavanont, Senior Vice Chairman of Charoen Pokphand Group, as Chairperson of the Foundation, shared a vision emphasizing that educational reformation must be built upon nurturing love, stability, and future skills among children, highlighting that School Partners play an essential role in collaborating with schools to analyze strengths and weaknesses, while driving educational quality development projects nationwide on the basis of virtue, ethics, and experiential learning.

HOME
Living Together

Climate change, biodiversity loss, and water scarcity directly impact supply chains and operations that depend on natural resources. Effectively managing these issues has transcended corporate social responsibility to become a critical business risk management imperative for long-term growth. Charoen Pokphand Group has established clear, verifiable targets, including reducing greenhouse gas emissions in accordance with the Science Based Targets initiative (SBTi) 1.5°C pathway. Furthermore, we drive circular economy principles to minimize waste across the value chain, effectively manage water resources, conserve and restore biodiversity within operational areas, and ensure responsible supply chain management. All our initiatives are executed based on credible data and transparent processes.

Climate Resilience 180

Circular Economy 202

Water Stewardship 214

Ecosystem and Biodiversity Protection 226

Responsible Supply Chain Management 240







Value Creation Process

Input

Financial Capital

5,119 million THB
environmental investment

Manufacturing Capital

96.24%
of green manufacturing plants and buildings

100
facilities upgraded to optimize energy efficiency

Human Capital

100%
of employees received training on environmental policies and natural resource conservation awareness

100%
suppliers and farmers empowered with modern agricultural knowledge and skill

Relationship Capital

Building strong relationship
between the Group and all stakeholders

Building a Sustainable Society and Organization
through collaboration with all sectors

Natural Capital

58.56 million GJ
energy consumption

6.93 thousand tons
natural renewable resources (biomass) used

378 million cubic meters
water withdrawal

Value Creation Process through Charoen Pokphand Group's Business Operations



Activities

Living in balance with society and nature lies at the heart of C.P. Group's "Home: Living Together" approach. The Group seeks to reduce its environmental footprint and strengthen climate resilience by lowering greenhouse gas emissions, improving energy and resource efficiency, and applying circular economy principles to the management of raw materials, packaging, and waste throughout their life cycles. In 2025, C.P. Group also continued to advance responsible water stewardship, ecosystem restoration, and biodiversity protection, while strengthening traceability and environmental and social practices across its supply chains. Through collaboration with its business groups, suppliers, farmers, communities, and strategic partners, the Group aims to build more resilient food and business systems and help safeguard natural resources for present and future generations.

Output

Manufacturing Capital

- **597 suppliers** and business partners with operations in environmental protection

Natural Capital

- **0.52 million tCO_2e** reduction in GHG emissions (Scope 1 & 2)
- **18%** increase in renewable energy consumption
- **79 million cubic meters** water recycled/reused
- Impacts on soil, water, air, and the well-being of living organisms

Value for Stakeholders

Manufacturing Capital

- Deliver eco-friendly innovative products and goods that cater to market demands

Intellectual Capital

- Share knowledge, technology, and innovation to society

Human Capital

- Create opportunities to grow sustainably with the Group

Relationship Capital

- Increase sustainable growth opportunities for relevant stakeholders across the supply chain
- Engage stakeholders in environmental protection and comprehensively enhance sustainability management
- Become a reliable organization

Natural Capital

- Reduce impacts on soil, water, air, and the well-being of living organisms
- Reduce dependency on natural resources
- Support the achievement of international net zero emission goals

SDGs

2.4
4.4
5.b
6.1 6.3 6.4 6.5 6.6 6.b
7.1 7.2 7.3
8.3 8.4 8.8
9.2 9.4
11.6
12.2 12.3 12.4 12.5 12.7 12.a
13.2 13.3
14.1 14.2 14.4 14.b
15.1 15.2 15.4 15.5
16.2



Climate Resilience

Charoen Pokphand Group is committed to climate action, driving green innovation to foster a balanced and sustainable world for all

Charoen Pokphand Group manages climate change challenges through a proactive strategy focused on building resilience throughout the value chain. Climate considerations are integrated into the Group corporate strategy through a framework aligned with global standards to achieve Carbon Neutral Target 2030 and the Net Zero Target 2050, in line with the Science Based targets initiative (SBTi). Furthermore, to ensure an effective climate crisis response, the Group employs analytical systems to assess physical and transition risks. This enables the precision design of adaptation measures, spanning the promotion of renewable energy and green innovation within manufacturing processes, to empowering farmers and suppliers to enhance their readiness against climate volatility.

Key Performance in 2025

0.52 million tons CO_2e
GHG emissions reduction in 2025 compared to 2021

18%
Proportion of renewable energy consumption

1.81 million tons CO_2e
Energy efficiency improvement rate to reduce GHG emissions

5,119 million THB
Environmental investment

Goals and Progress

Goals

42%
Reduce operational GHG emissions (Scope 1 & 2) by 42% according to science-based targets

Progress

2025 19.32%
2024 11.44%
0% 50% 100% Target 2030

Supporting the SDGs

7 AFFORDABLE AND CLEAN ENERGY: 7.1, 7.2, 7.3
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE: 9.4
11 SUSTAINABLE CITIES AND COMMUNITIES: 11.6
12 RESPONSIBLE CONSUMPTION AND PRODUCTION: 12.a
13 CLIMATE ACTION: 13.2, 13.3

More information available in

- Delivering on Our SDG Commitments 2025
- Sustainability Performance Supplement 2025

A Fully Integrated C.P. Group Business Value Chain

From Upstream to Downstream, Every Stage is Designed to Operate Sustainably.

Key Objectives:

Reduce carbon emissions (Low Carbon), use clean energy, minimize waste and promote recycling, and apply technology to improve efficiency. This business model is designed to “generate revenue while protecting the environment throughout the entire value chain.”

1 Agricultural Inputs
- Smart Farming
- Climate Smart Agriculture
- Organic Fertilizer
- Traceability

2 Upstream Transportation
- Low Emission
- Transport
- Fuel Efficiency
- Route Optimization

3 Animal Feed Mill
- Sustainable Raw Material
- Food Innovation
- Quality and Safety (edited)

4 Livestock and Aquaculture Farms
- Animal Welfare
- Resource Efficiency
- Biosecurity
- Water Stewardship

5 Food Manufacturing Plant
- Food Safety
- Energy Efficiency
- Automation & Innovation

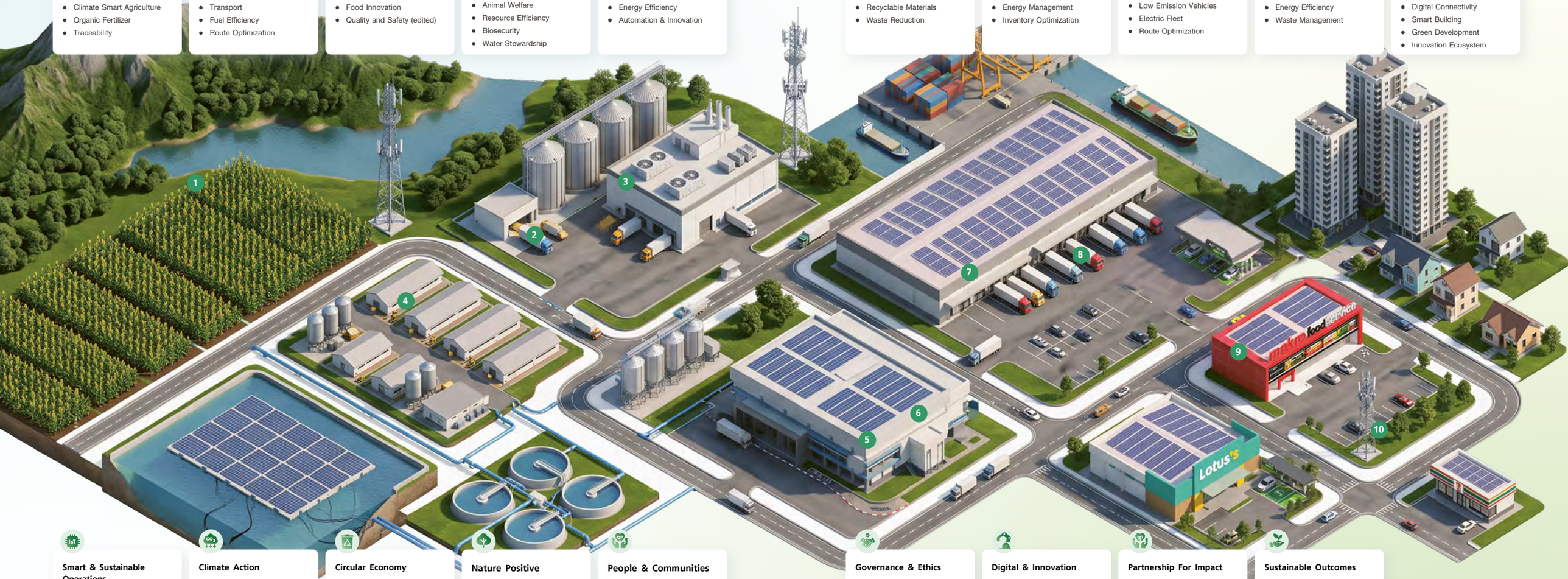
6 Packaging
- Sustainable Packaging
- Recyclable Materials
- Waste Reduction

7 Distribution Center
- Smart Warehouse
- Energy Management
- Inventory Optimization

8 Downstream Transportation
- Low Emission Vehicles
- Electric Fleet
- Route Optimization

9 Retail Stores
- Sustainable Store Operations
- Energy Efficiency
- Waste Management

10 Telecommunications and Real Estate
- Digital Connectivity
- Smart Building
- Green Development
- Innovation Ecosystem



Smart & Sustainable Operations
- Satellite Monitoring
- IoT Sensors
- AI & Data Analytics
- Precision Farming
- Soil Health Management

Climate Action
- Net Zero Roadmap
- Renewable Energy
- Carbon Management

Circular Economy
- Reduce
- Reuse
- Recycle
- Regenerate

Nature Positive
- Biodiversity Protection
- Water Stewardship
- Sustainable Sourcing

People & Communities
- Fair Labor
- Community Development
- Health & Safety

Governance & Ethics
- Good Governance
- Business Ethics
- Risk Management

Digital & Innovation
- AI & Analytics
- IoT & Automation
- Digital Platforms

Partnership For Impact
- Collaborate
- Co-create
- Shared Value

Sustainable Outcomes
- Resilient Value Chain
- Reduced Environmental Impact
- Sustainable Growth
- Better Life for All

Addressing Climate Change

Charoen Pokphand Group prioritizes environmental sustainability as a foundational pillar of business operations and long-term growth. The Group recognizes that climate change is not only a business risk and opportunity that can impact value chains, operational costs, raw material security, market access, and stakeholder confidence across the short-, medium-, and long-term. Under the governance of the Sustainability Committee, the Group aligns climate directives with a net zero carbon target by 2050 and the global 1.5°C warming limitation pathway set by the Paris Agreement, integrating climate considerations directly into corporate strategy, risk management, investment decisions, and business operations across all levels.

With operations spanning more than 23 countries and economies, and an integrated value chain extending from upstream to downstream activities, Charoen Pokphand Group is committed to advancing greenhouse gas reduction and systematic climate adaptation. Key initiatives include increasing the share of renewable energy, enhancing energy efficiency, developing biogas systems from agricultural and livestock waste, implementing a zero-deforestation policy, and deploying technologies. Furthermore, the Group prioritizes the concurrent management of physical and transitional risks, addressing regulations, technology, markets, water resources, agricultural yield fluctuations, and supply chain continuity. This includes preparing for environment-related regulations and trade measures in key markets, such as the European Union's Carbon Border Adjustment Mechanism (CBAM), which aims to reflect the carbon costs embedded in certain imported goods, and the EU Deforestation Regulation (EUDR).

Charoen Pokphand Group believes that the transition to a low-carbon economy cannot be achieved by any single organization alone. Therefore, the Group prioritizes continuous collaboration with government agencies, academic institutions, farmers, suppliers, raw material suppliers, investors, customers, and relevant stakeholders. These efforts aim to elevate environmental standards throughout the value chain and align operational practices with global market requirements and expectations.



"Amid a global landscape directly impacting energy security and cost volatility, clean energy is no longer just an environmental choice; it is a vital shield for stable business and national progress. Altervim is dedicated to developing infrastructure and smart energy innovations to mitigate risks from conventional energy reliance, while supporting Charoen Pokphand Group and our partners in achieving a secure and sustainable transition to clean energy to forge a strong economic foundation built to thrive sustainably through any crisis."

Ms. Pakawadee Korjaroenrattanakul
Head of Business Development
Altervim Company Limited

Climate Action Approaches

Clean Energy Transition



Charoen Pokphand Group has expanded the share of clean electricity by deploying solar power systems across all business groups. These installations include rooftop, ground-mounted, and floating solar systems, spanning from farms, feed mills, and food processing plants to distribution centers and 7-Eleven stores nationwide.

Alternative Energy Utilization



The Group has increased renewable energy share and promotes efficient resource utilization by encouraging the use of biomass fuel to replace coal in steam generation for feed mill operations, thereby reducing reliance on fossil fuels. Additionally, production waste is repurposed to maximize utility through biogas production from swine manure and processing plant wastewater to generate electricity and thermal energy within the facilities.

Supply Chain Management



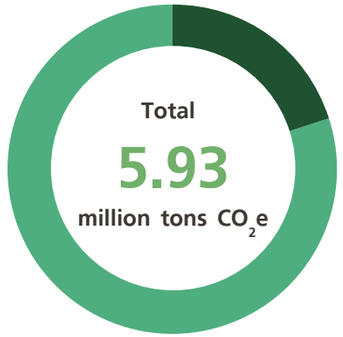
Driven by a commitment to sustainable supply chain management, the Group collaborates with business partners to enhance resource efficiency, promote sustainable procurement, and develop a low-carbon logistics system utilizing electric trucks. Furthermore, a strict sourcing policy ensures that 100% of key high-risk raw materials are deforestation-free. The Group leverages traceability systems and satellite imagery to verify plantation coordinates, while actively transferring sustainability knowledge to empower business partners.

Reforestation and Carbon Sequestration Technologies



Charoen Pokphand Group continuously implements reforestation projects especially in watershed forests to expand green spaces and restore biodiversity. Concurrently, the Group promotes regenerative agriculture, reduces chemical usage, and implements cropping to enhance soil carbon sequestration. These initiatives are registered under the Thailand Voluntary Emission Reduction Program (T-VER) for reforested and conserved forest areas.

GHG Emissions Management Scope 1 and 2

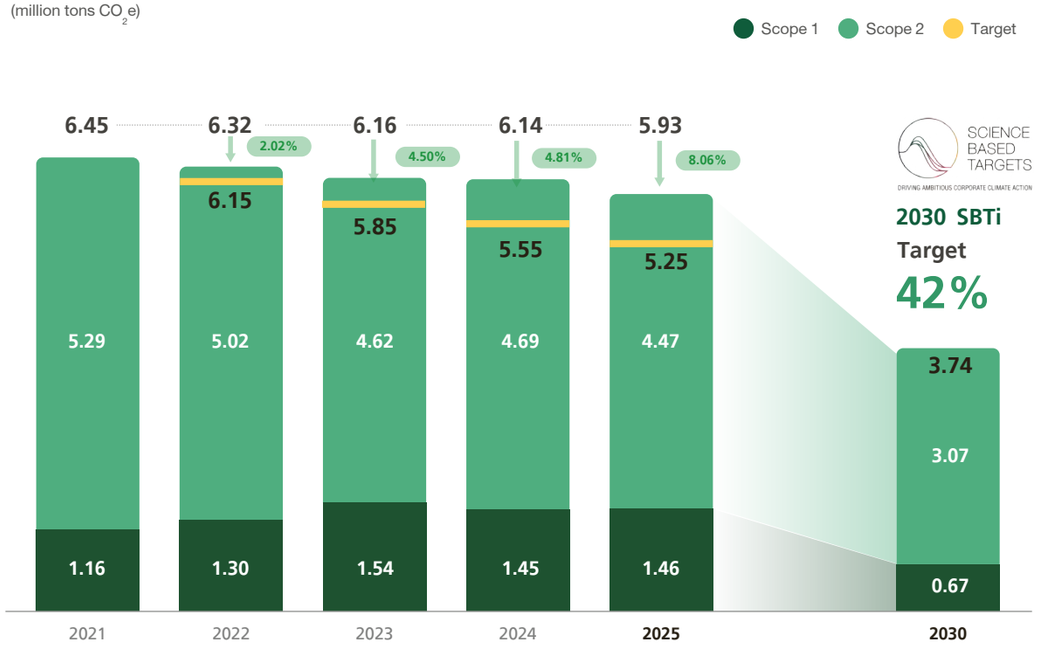


Scope 1: C.P. Group's direct GHG emissions	1.46	**24.62%**
Scope 2: Indirect GHG emissions from energy consumption	4.47	**75.38%**
Total GHG emissions	5.93	**100%**

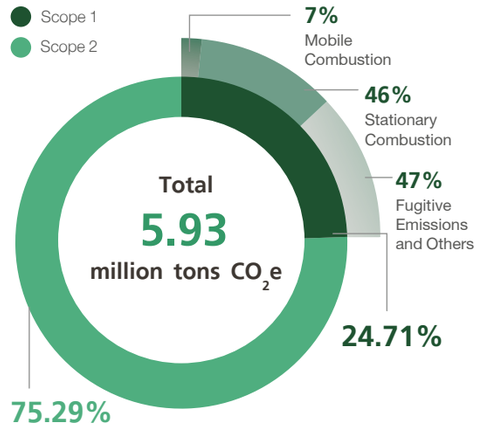
(million tons CO_2e)

GHG Emissions Scope 1 and 2

(million tons CO_2e)



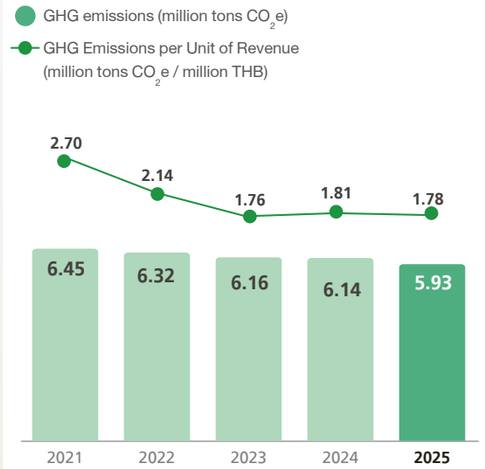
GHG Emissions by Energy Source



GHG Emissions by Business Group

Agro-industry and Food	48.08%	Property and Infrastructure Development	0.08%
Retail	39.33%	Pharmaceuticals	0.02%
Media and Telecommunications	10.08%	Others	1.36%
E-commerce and Digital	1.05%		

GHG Emissions per Unit of Revenue

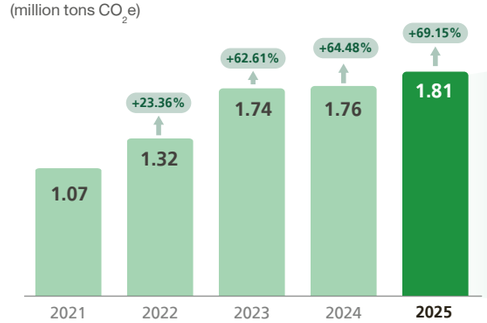


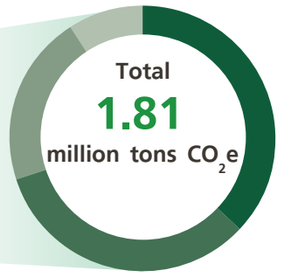
GHG Emissions by Country and Economy

Thailand	62.39%	India	1.43%
China	19.60%	Bangladesh	1.42%
Vietnam	5.43%	Taiwan	1.24%
Malaysia	4.55%	Other Countries	3.94%

GHG Emissions Reduction

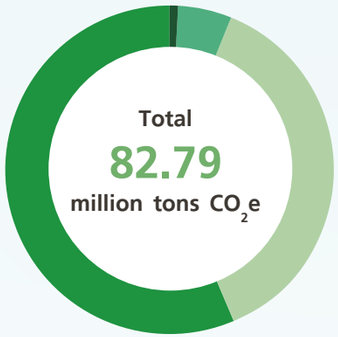
(million tons CO_2e)





- **37%** Energy Efficiency Improvement
- **33%** Renewable Energy Use
- **21%** Sustainable Waste and Packaging Management
- **9%** Renewable Energy Certificates

GHG Emissions Management Scope 1, 2 and 3

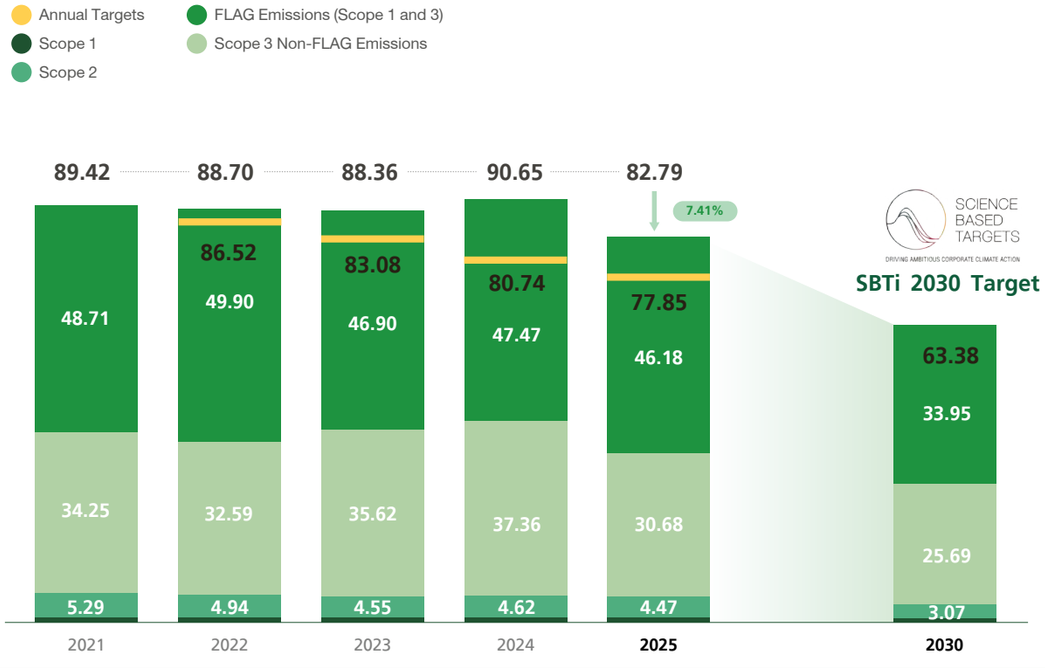


Scope 1: C.P. Group's direct GHG emissions		1.46	**1.77%**
Scope 2: Indirect GHG emissions from energy consumption		4.47	**5.39%**
Scope 3: Non-FLAG Emissions* Other Indirect GHG emissions		30.68	**37.05%**
FLAG Emissions (Scope 1 and 3) GHG emissions from Forestry, Land use, and Agriculture (direct and indirect)		46.18	**55.79%**
Total GHG emissions		82.79	**100%**

(million tons CO_2e)
* (FLAG) Forest, Land and Agriculture

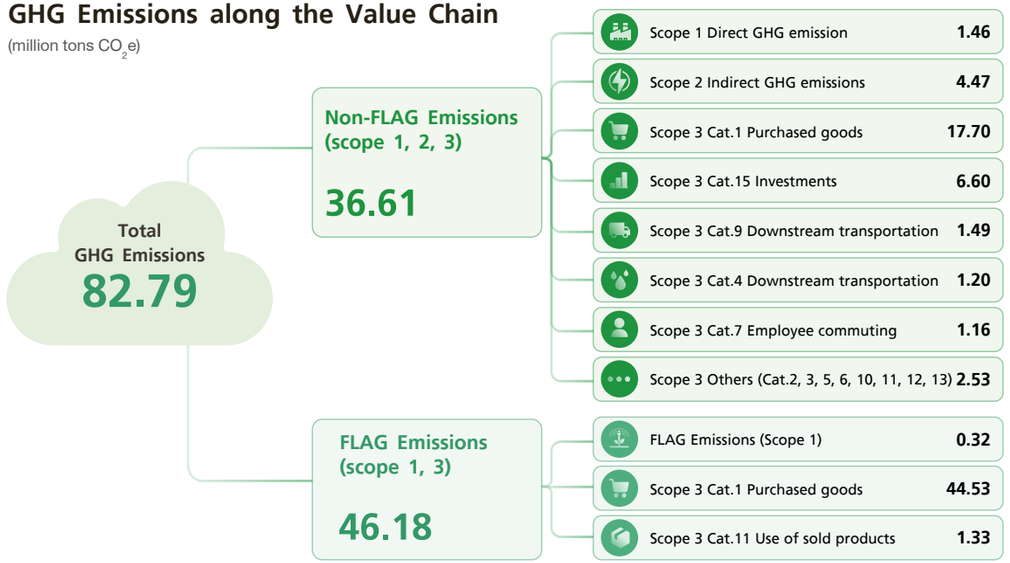
GHG Emissions Scope 1, 2 and 3

(million tons CO_2e)



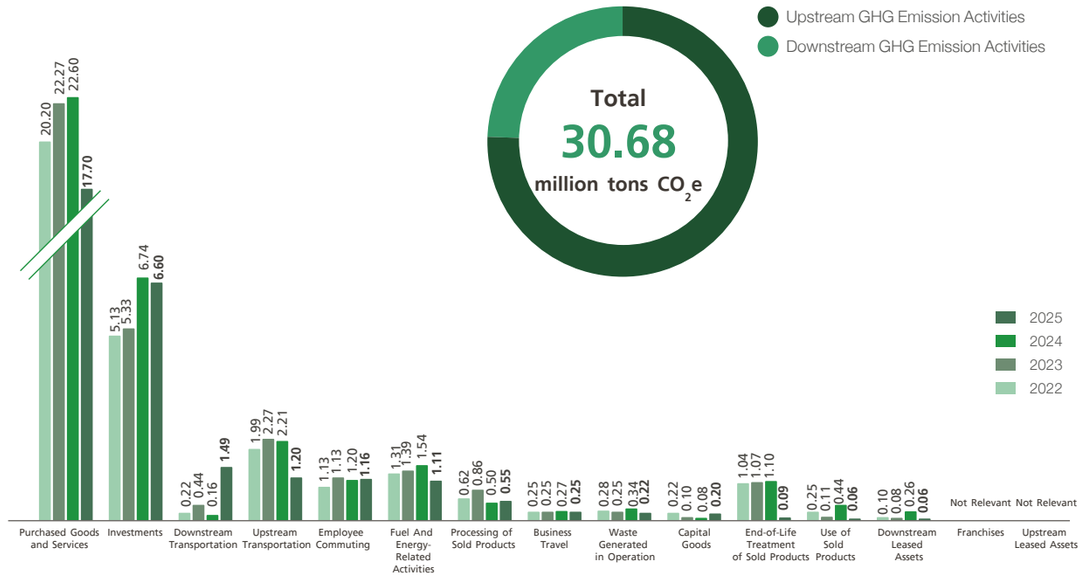
GHG Emissions along the Value Chain

(million tons CO_2e)



Trend in Scope 3 GHG Emissions (Non-FLAG)

(million tons CO_2e)

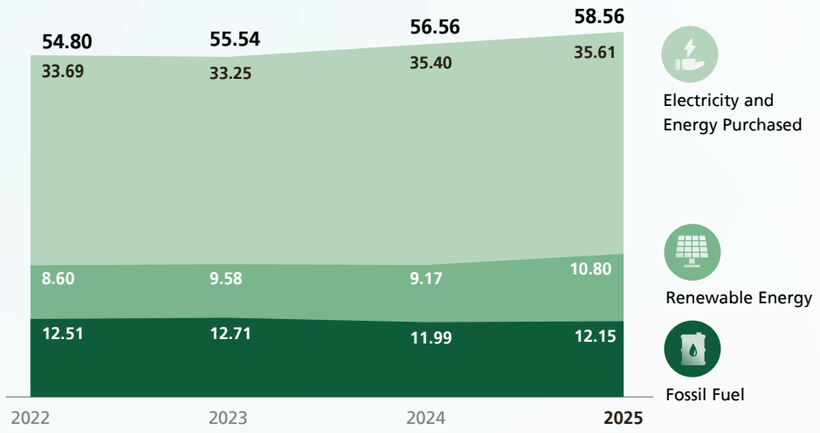


Energy Management Data

Total Energy Consumption

(million GJ)

Total Energy Consumption
58.56
million GJ
+3.55%
Increased from 2024



60.82% Electricity and Energy Purchased
20.74% Fossil Fuel
18.44% Renewable Energy

Electricity and Energy Purchased

Electricity	98%
Steam	2%
Heat	0%
Cooling	0%

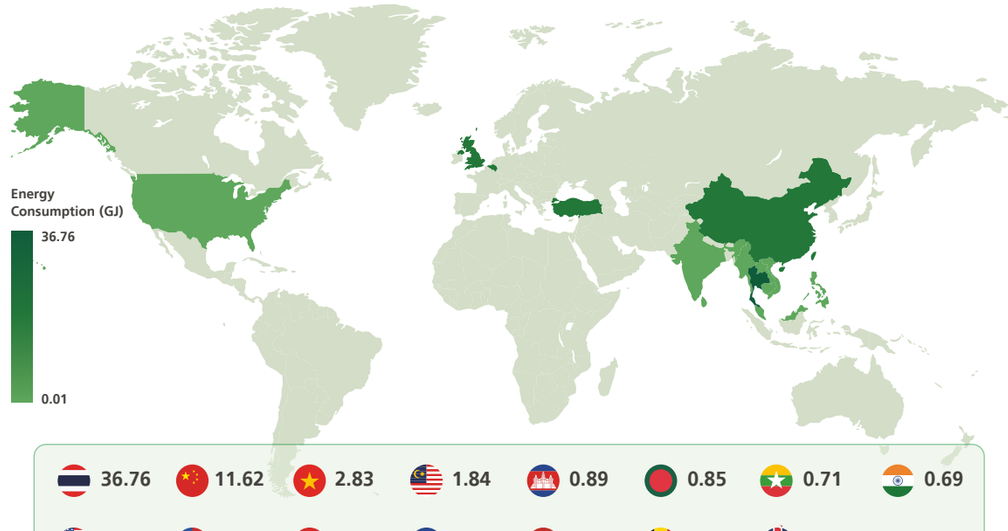
Fossil Fuel

Natural Gas	52%
Diesel	22%
LPG	13%
Fuel Oil	8%
Coal	3%
Gasoline	2%

Renewable Energy

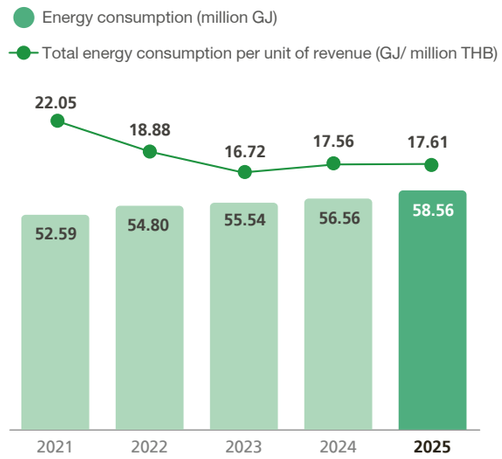
Biomass	51%
Biogas	14%
RECs	13%
PPA Electricity Purchased	12%
Solar Energy	10%
Combined Heat and Power	0%

Total Energy Consumption by Region



Total Energy Consumption per Unit of Revenue

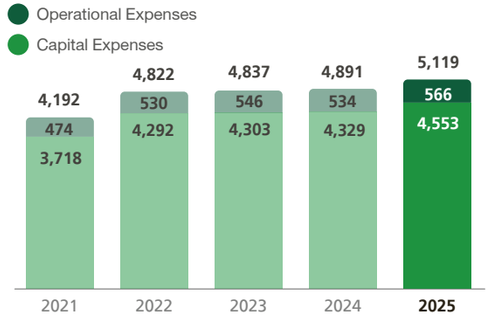
(GJ/ million THB)



Environmental Investment

(million THB)

The Group supports environmental investment as part of its commitment to conducting business sustainably. Key priorities include upgrading infrastructure and production processes, improving energy efficiency to reduce greenhouse gas emissions, and allocating resources to research and development and personnel training for the sustainable design and development of products and services.



Assessing Climate-related Risks and Opportunities

Climate change represents a systemic risk that impacts all dimensions of business operations. This manifests through physical risks, including natural disasters, floods, droughts, and heatwaves. Other transition risk include as carbon pricing mechanisms, stricter regulations, and shifting consumer preferences towards eco-friendly products and services. Organizations that fail to adapt in a timely manner face potential damages in terms of financial performance, reputation, and long-term competitiveness. Nevertheless, conducting systematic assessments of climate-related risks and opportunities enables businesses to formulate more effective strategic plans, thereby optimizing cost management, securing green finance, and boosting investor and stakeholder confidence. Furthermore, it unlocks opportunities for organizations to develop innovations, expand into sustainable product markets, and reinforce a competitive advantage in an era where sustainability has become a critical driver of global business operations.

Charoen Pokphand Group prioritizes effective risk management as a fundamental pillar of sustainable business operations. The Group establishes a systematic risk assessment and management approach aligned with global standards, guidelines, and reference frameworks. These include the Enterprise Risk Management framework of the Committee of Sponsoring Organizations of the Treadway Commission (COSO), the ISO 31000:2018 Risk Management standard, the IFRS Sustainability Disclosure Standards, the guidelines of the Taskforce on Nature-related Financial Disclosures (TNFD), and the guidance of the World Business Council for Sustainable Development (WBCSD). This alignment enhances the organization's capability to identify, assess, monitor, and mitigate risks across all dimensions, ultimately driving regulatory compliance and securing long-term sustainability.

Green Connectivity for Transparent and Deforestation-Free Food Chains





Traceable to legally documented cultivation area
100%

Charoen Pokphand Group does not purchase or import maize sourced from encroached forest areas or fields where burning has occurred, and also promotes applying technology that enables traceability back to the cultivation sources of feed corn. Blockchain technology has also been introduced to enhance transparency and connect data from cultivation areas through to animal feed mills. The initiative has been expanded to neighbouring countries, including Myanmar, Lao PDR, and Vietnam, to establish regional standards for supply chains free from forest encroachment and field burning.

Through collaboration between the public and private sectors in jointly planning the implementation of traceability systems, a workshop was held in 2025 to establish traceability systems for feed corn and other agricultural products. This was intended to ensure alignment with the European Union Deforestation Regulation (EUDR) and the target of achieving net-zero greenhouse gas emissions by 2050.

Value Creation

Human Capital Relationship Capital

Climate-Related Value Chain Impacts and Adaptation

Business Group	Risk	Opportunity	Impact on Businesses	Changes in Value Chain
Agro-industry and Food	▬		Increased energy costs driven by fossil fuel consumption	Transition supply chains toward regenerative agriculture
	▬		Expenditures from ESG compliance and carbon pricing	Use AI and IoT to reduce production waste
		▬	Market expansion into plant-based proteins and green products	Use biodegradable packaging
Retail	▬		Capital expenditure for green stores and logistics	Promote green packaging among suppliers
		▬	Sales growth driven by eco-friendly products	Use electric vehicles in logistics
		▬	Revenue from EV charging stations and green logistics solutions	Consumer behavior supporting circular economy
Media and Telecommunications	▬		Higher operational expenditures (OPEX) from energy consumption in network infrastructure and systems	Select suppliers using recycled materials
		▬	Revenue from cloud services and digital transformations	Reduce carbon from data centers
				Promote electronic waste recycling
E-Commerce and Digital	▬		Capital expenditure (CAPEX) for renewable energy infrastructure	Support suppliers to use green packaging
		▬	Sales growth driven by eco-friendly products	Increase renewable energy use
				Consumer behavior supporting clean energy
Property Development and Infrastructure	▬		Increased costs from eco-friendly construction materials and alternative energy systems	Use eco-friendly construction materials
		▬	Growth of Net-Zero buildings and Smart Cities market	Use AI to manage buildings and improve energy efficiency
				Develop smart grids for energy management
Automotive and Industrial Products	▬		Rising raw material costs, green factory CAPEX investments, and higher EV demand	Adapt supply chains to use recycled materials
		▬	Opportunities in battery and green manufacturing	Develop clean-energy factories
				Promote EV use in logistics and transportation
Pharmaceuticals	▬		Elevated energy and logistics costs, particularly for cold chain systems, and rising ESG-related expenditures	Use biodegradable packaging
		▬	Low-carbon pharmaceuticals and vaccines (Green Pharma)	Use AI to reduce waste in pharmaceutical production
				Promote public health services that are carbon neutral
Finance and Banking	▬		Portfolio restructuring aligned with ESG criteria	Select ESG-aligned investment projects
		▬	Opportunities in Green Bonds, ESG-linked loans, and sustainable investment products	Support clean energy use
				Provide loans to businesses with net-zero targets

Upstream Charoen Pokphand Group's Business Groups Downstream

Greenhouse Gas Emissions Reduction within Charoen Pokphand Group

Charoen Pokphand Group prioritizes an efficient natural resources management alongside with systematically reducing climate risks and impacts. The Group has established greenhouse gas emission reduction targets aligned with the Science Based Targets initiative (SBTi) guidelines, striving to achieve net-zero emissions by 2050. To drive concrete results, the Group continuously executes internal mitigation initiatives. These include scaling up the share of renewable energy through solar rooftop and solar farm installations, developing Energy Storage Systems (ESS) to enhance the stability and efficiency of clean energy consumption.

Furthermore, the Group aims to continuously upgrade energy efficiency across production processes and office buildings. This is driven by energy innovations such as smart energy management systems and machinery optimization, which minimize reliance on fossil fuels while delivering tangible greenhouse gas emission reductions. Concurrently, the Group promotes employee engagement in resource efficiency, waste reduction, and the application of circular economy principles, thereby supporting sustainable business growth alongside long-term environmental and social stewardship.

Driving a Low-Carbon Future through Group-wide Collaboration



GHG emissions reduction
12.4%
compared to 2021 base year

Value Creation
- Manufacturing Capital
- Relationship Capital
- Natural Capital

Charoen Pokphand Group organized the “Carbon Neutral Workshop” to foster synergy across all business groups, bringing together Thailand’s leading environmental experts and specialists to define guidelines and strategic plans toward achieving Net-Zero emissions by 2050. During this forum, representatives from each business group presented mitigation plans addressing both direct and indirect emissions, while exchanging knowledge and technical recommendations to develop actionable corporate measures. With attendance exceeding 100 executives and representatives from various business groups, this workshop reflected the Group’s commitment to systematically reducing greenhouse gas emissions and promoting eco-friendly operations, alongside forging partnerships with suppliers and business allies to mitigate emissions throughout the supply chain.

100% Coal Phase-Out: Driving Operations with Clean Energy



100% coal-free
across 9 countries

Charoen Pokphand Foods PLC. aims to increase clean energy utilization and continuously reduce reliance on fossil fuels. The Company has successfully achieved a 100% phase-out of coal in its production processes across nine countries, namely Thailand, Vietnam, Taiwan, the United States, Cambodia, Lao PDR, Malaysia, the United Kingdom, and Belgium. Through transitioning to biomass fuel and eco-friendly alternative energy.

Value Creation
- Manufacturing Capital
- Natural Capital

RE100: The 100% Renewable Energy Prototype Farm Project



Equivalent to GHG emissions reduction of
16,500 tons CO_2e per year

Driven by the ‘Sustainovation’ concept, Charoen Pokphand Foods PLC. has developed the ‘Chanthaburi Layer Complex’ in Chanthaburi province to serve as Thailand’s first prototype layer chicken farm powered 100% by renewable energy. Reflecting the “Waste to Value” idea, which focuses on maximizing the utility of waste resources. Biogas generated from chicken manure is converted into electricity to power both farm operations and egg-sorting processes. In tandem, the facility has installed solar rooftop systems and integrated an efficient smart energy management system, consequently generating over 3.6 million kilowatt-hours of clean electricity annually.

Value Creation
- Manufacturing Capital
- Natural Capital

Solar Energy Storage Systems, Elevating Energy Management toward Sustainability



Equivalent to GHG emissions reduction of
823 tons CO_2e per year

Charoen Pokphand Group Leadership Institute (CPLI), in collaboration with Altervim Company Limited, has advanced clean energy deployment by installing a solar power generation system coupled with battery energy storage to enhances CPLI’s energy management efficiency through a 1,536-kWp solar tracking farm operating in conjunction with a 2,236-kWh battery energy storage system. Serving as a sustainability prototype driven by action-oriented practices, the project aligns with the ‘CPLI Cares for the World’ mission while simultaneously driving leadership development and organizational learning. Furthermore, this initiative successfully reduces electricity costs by two million THB annually.

Value Creation
- Manufacturing Capital
- Natural Capital

Scope 3 Greenhouse Gas Emissions Reduction in Collaboration with Suppliers and Partners

Charoen Pokphand Group has integrated climate change issues into core corporate strategy and operations to enhance climate resilience and create long-term sustainable value. This involves assessing and managing climate-related risks, such as extreme weather events, regulatory changes, and supply chain volatility. Concurrently, the Group seeks new opportunities through investments in renewable energy, sustainable agriculture, and low-carbon technologies. These efforts are paired with initiatives to improve energy efficiency, water management, and waste reduction, thereby strengthening business continuity and supporting sustainable growth within the context of climate change.

At the same time, Charoen Pokphand Group recognizes that effective climate action requires collaboration from all stakeholders across the value chain. Consequently, the organization promotes joint efforts with business suppliers to reduce greenhouse gas emissions, particularly in Scope 3. This is driven by supporting responsible sourcing of raw materials, enhancing transparency in the supply chain, and promoting energy-efficient, eco-friendly operational practices. Furthermore, the Group facilitates knowledge exchange, the co-adoption of technology and innovation, and the development of collaborative projects with suppliers. These initiatives build adaptive capacity to handle climate change while creating shared value for the business sector, communities, and a sustainable environment.

Promoting Alternate Wetting and Drying (AWD) Rice Cultivation, Reducing Methane to Mitigate Global Warming

Charoen Pokphand Produce Company Limited is advancing its low-carbon rice production project in Rasi Salai District, Sisaket Province, expanding the target area to over 120,000 rai, covering the Northern and Northeastern regions. The initiative promotes Alternate Wetting and Drying (AWD) rice farming as a core practice, implemented alongside Good Agricultural Practices (GAP) standards and the Farm Sustainability Assessment (FSA) framework. This approach helps reduce methane emissions from rice paddies and reduce water consumption. The low-carbon Jasmine rice harvested from the project will be further developed into food products by Charoen Pokphand Foods PLC. which will be served to passengers on Vietjet Air and featured on Chef Cares menus. This initiative reflects the creation of an end-to-end low-carbon rice value chain, spanning from farmers' fields to final consumers, while opening future opportunities for farmers to generate additional income from carbon credits.



Methane emissions reduction
30%

Reduce water consumption
25-40%

Value Creation
- Relationship Capital
- Natural Capital



Farmers connected via FARMPRO
>30,000 farmers

Reduction in farmers' operational costs
20%

Value Creation
- Intellectual Capital
- Natural Capital
- Relationship Capital

FARMPRO: Empowering Sustainable Agriculture Through Technology

Charoen Pokphand Produce Company Limited supports the transition of the agricultural sector towards Smart Agriculture through the FARMPRO platform. Operating as a centralized system, it integrates agricultural knowledge, technology, and production data to maximize farming efficiency. By linking critical data, including soil, water, weather conditions, agricultural machinery, and crop management, the platform facilitates data-driven decisions, enhances yields, cuts costs, and mitigates risks stemming from climate and agricultural market volatility. Designed as an end-to-end agricultural ecosystem, FARMPRO connects stakeholders across the value chain, from input suppliers and agronomists to crop-purchasing systems, ensuring that farmers can gain convenient access to necessary knowledge, technology, and services on a single platform.

Partnering with SMEs for Digital Transformation, Meeting Consumer Demands and Advancing Environmental Stewardship

Charoen Pokphand Foods PLC. has implemented a supplier capability development program under the "SMEx Low-Cost, Envi-Caring" project, which is part of the "Partner to Grow: Sustainable Growth Together" initiative. This program aims to support SMEs within the supply chain in adapting to the digital era and elevating their operations toward sustainability. By focusing on the transfer of technological knowledge and efficient resource utilization, the project helps SMEs enhance production efficiency, reduce costs, and minimize environmental impacts. Currently in its fourth generation, the project has engaged a total of 225 SMEs. Its core focus is to empower suppliers to measure and manage their corporate carbon footprints while systematically defining strategies to reduce greenhouse gas emissions in production processes, resulting in supplier cost reductions. Furthermore, the Company collaborates with government agencies and academic institutions to support knowledge sharing in sustainability, greenhouse gas accounting, digital technology application, and access to funding sources for environmental and clean energy projects.



SMEx Cohorts 1 & 2: GHG emissions reduction
261,283 tons CO_2e per year

Value Creation
- Relationship Capital
- Natural Capital

Carbon Reduction and Sustainable Energy Initiatives Across the Value Chain

Highlights of Projects Implemented by Charoen Pokphand Group in 2025

Clean and Alternative Energy

Renewable energy share
18%

- Installed solar power generation capacity over 682 MWp
- Generated electricity from biogas technology 1.46 million GJ
- Achieved 100% coal-free operations across 9 countries, transitioning entirely to biomass fuel
- Piloted energy storage system integrated with solar power 1.5 MWp

Energy Efficiency

Enhanced efficiency and reduced energy consumption by 4.33 million MWh per year

- Enhanced efficiency through robotics and automation
- Reduced water usage in shrimp farms by 70% through Biofloc technology
- Reduced cooling system energy consumption by 20%
- Integrated IoT systems across smart swine farms
- Deployed automated building management systems across 130 locations
- Transitioned 12,355 freezers to low-carbon refrigerants

Green Logistics

Serving customers by promoting Clean Energy

- Deployed 201 electric vehicles for transportation and 867 electric forklifts
- Installed 124 ALTERVIM EV charging stations
- Promoted electric motorcycles for last-mile delivery



Value Chain Decarbonization

- Carbon Footprint Reduction, Carbon Neutral, and Net Zero labels certification 178 products
- Built collaboration with over 1,000 suppliers
- Fresh egg products achieving a carbon footprint 70% lower than the market average
- Promoted AWD rice farming, reducing methane emissions by 30%
- Expanded deforestation-free corn traceability system across Myanmar and Laos
- Installed Solar PPA systems for more than 100 suppliers and customers

Carbon Sequestration

GHG emissions reduction
1.81 million tons CO_2e

- Cumulative forest conservation and restoration totaling 13.4 million trees
- Agricultural carbon credit initiatives reaching 1 million tons CO_2e
- Integrated farming models boosting farmers' income by 30%
- Carbon credits from AWD rice paddies totaling 0.12 million tons CO_2e

Responsible Product Management

Charoen Pokphand Group prioritizes responsible product management, a key framework used by global leaders to mitigate environmental impacts and generate long-term business value. This approach evaluates impacts across the entire product life cycle, from raw material procurement, production, and logistics to product usage and end-of-life disposal. The goal is to optimize resource efficiency and systematically lower greenhouse gas emissions, thereby driving the transition toward a circular economy and industrial-scale sustainable resource use.

In 2025, more than 80 products of Charoen Pokphand Group received Carbon Footprint of Products (CFP) certifications, while over 54 products were awarded Carbon Footprint Reduction (CFR) labels.This emphasis on responsible product management goes beyond minimizing resource consumption and emissions; it serves as a catalyst for innovation and long-term corporate competitiveness.

Examples of Products Certified with Carbon Footprint of Products in 2025

By Thailand Greenhouse Gas Management Organization (TGO)

Fresh Food Products



404
gram CO_2e per pack
CP Selection chilled chicken drumstick, 250 g



4.28
Kilogram CO_2e per pack
Benja Chicken by U FARM, 2 kg



269
gram CO_2e per pack
MEAT ZERO plant-based minced meat, 220 g

Processed Egg Products



481
gram CO_2e per pack
CP Selection chilled chicken drumstick, 113 g



270
gram CO_2e per pack
CP onsen egg, 1 egg, 58 g



214
gram CO_2e per pack
CP herbal boiled egg, 1 egg, 40 g

Processed Food Products



633
gram CO_2e per pack
CP classic chicken nuggets, 200 g



316
gram CO_2e per pack
CP spicy chicken burger with mayo sauce, 115 g



453
gram CO_2e per pack
CP chili bologna, 135 g

Key Performance Highlights (Cumulative Figures)

1,158 products
Carbon Footprint of Products (CFP)

14 projects
Thailand Voluntary Emission Reduction Program (TVERs)

178 products
Carbon Footprint Reduction (CFR)

4 products
Carbon Neutral Products

43 organizations
Carbon Footprint of Organization (CFO)

4 products
Net Zero Products



Low Carbon Rice 100% New Jasmine Rice Royal Umbrella Brand

Thailand's first low-carbon rice product features an eco-friendly production process developed by promoting Alternate Wetting and Drying (AWD) rice farming. This methodology effectively reduces methane emissions from paddy fields, minimizes water consumption, and enhances resource management efficiency in the agricultural sector. Notably, the product utilizes 100% recyclable packaging to support circular economy principles, reflecting a commitment to developing agricultural products with environmental considerations integrated throughout the entire value chain, from cultivation to distribution.



extra Eco-Friendly Laundry Detergent

extra Laundry Detergent is the result of a collaboration between CP Axtra PLC. and Kao, designed with sustainability at its core. Formulated with over 85% naturally derived ingredients and utilizing natural enzymes for effective stain removal, it helps conserve water during rinses. Its formula enables a 50% reduction in detergent usage compared to conventional washing, resulting in less product consumption per load and mitigating chemical discharge into the environment. Moreover, Kao has become CP Axtra's first business partner to collaborate on advancing shared sustainability goals by adopting Charoen Pokphand Group's supplier greenhouse gas emissions data platform.



Circular Economy

Charoen Pokphand Group is committed to circular economy-based product design and collaboration throughout the value chain

Every business unit within Charoen Pokphand Group is dedicated to operating under the Circular Economy framework, prioritizing resource-efficient product design and manufacturing processes that reduce waste, and the reuse and/or recycling of materials across the entire value chain to support sustainable resource consumption and minimize environmental impacts. Under this approach, the Group focuses on driving collaboration, synergizing internal business units with expert partners, to continually develop, improve, and scale our circular economy initiatives.

Key Performance in 2025

94.44%

Reusable, recyclable, or compostable plastic packaging

87.90%

Waste recycled/reused

Goals and Progress

Goals

100%

Zero waste to landfill

Progress

2025 39.73%

2024 13.54%

0% 50% 100% Target 2030

Goals

100%

All plastic packaging is recyclable, reusable, or compostable

Progress

2025 94.44%

2024 93.61%

0% 50% 100% Target 2030

Supporting the SDGs

8.4 11.6 12.2 12.5 12.3 12.a 12.4

More information available in

- Delivering on Our SDG Commitments 2025
- Sustainability Performance Supplement 2025

Circular Economy Strategy

Charoen Pokphand Group commitments to maximizing resource efficiency and enhancing resource value throughout the entire product life cycle through circular economy approach. The Group integrates Life Cycle Thinking into strategic decision-making, efficient production, and waste management, and developing innovation to conserve natural resources and minimize environmental impacts. Furthermore, the Group has established clear targets, key performance indicators (KPIs), and governance mechanisms to foster collaboration with suppliers and stakeholders across the value chain. Coupled with investments in clean technology and resource tracking systems, these efforts ensure alignment with international sustainability standards, mitigate environmental risks, and strengthen long-term competitiveness.

Charoen Pokphand Group also recognizes that achieving tangible circular economy outcomes demands operational transformation across the entire value chain.The Group aims to create value by advancing research and development, leveraging technology, and developing innovations rooted in circular principles. Furthermore, the Group emphasizes strengthening management readiness and closely monitoring changing laws and relevant regulations. This includes preparing for the growing enforcement trends of Extended Producer Responsibility (EPR) legislation in various countries, thereby ensuring responsible and transparent business operations that align with global market sustainability expectations.



Sharing Economy

Promoting and supporting the responsible consumption of natural resources to achieve maximum resource efficiency

Alternative Solutions for Plastics, Energy & Natural Capital Utilization

Prioritizing alternative substitute materials and clean energy, alongside the conservation and protection of natural resources

Product Life Optimization and Extension

Emphasizing research, development and efficiency enhancements to recycle materials and products, as well as extending the overall product life cycle

Digital Technologies

Deploying digital technologies, including IoT (Internet of Things) and automation, to optimize operational efficiency

Waste Minimization and Resource Maximization

Focusing on reducing waste at the source, implementing recycling and reuse initiatives, and maximizing resource efficiency

Waste and Food Waste Management Data 2025

Waste Management Data

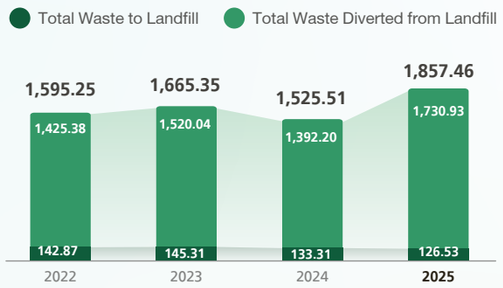


Total Volume of Waste
1,857
thousand tons

87.90%
Waste diverted from disposal

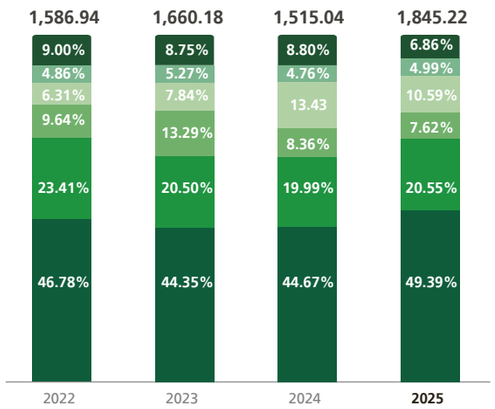
6.81%
Waste Disposed by Landfill

Total Waste Generated
(thousand tons)

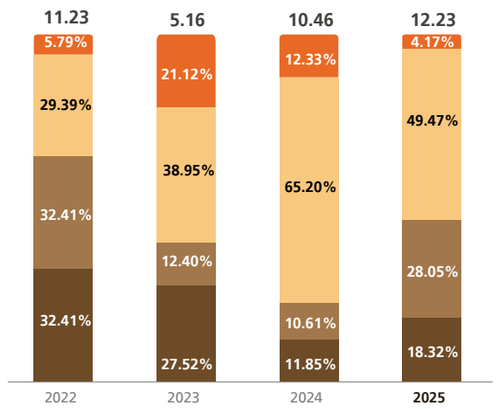


Waste by Disposal Method

Non-hazardous Waste
(thousand tons)



Hazardous Waste
(thousand tons)



Composting | Recycle | Reuse | Animal Food | Incineration W&W/O Energy | Landfill

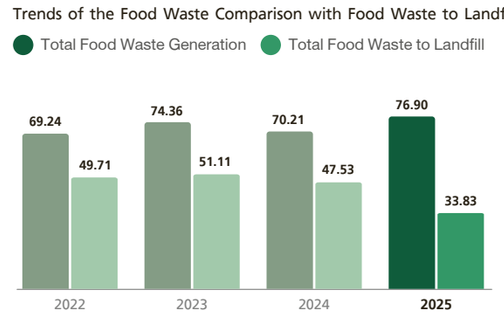
Recycle | Reuse | Incineration W&W/O Energy | Landfill

Food Loss and Food Waste Management in 2025

Volume of Food Loss and Food Waste



Trends of the Food Waste Comparison with Food Waste to Landfill

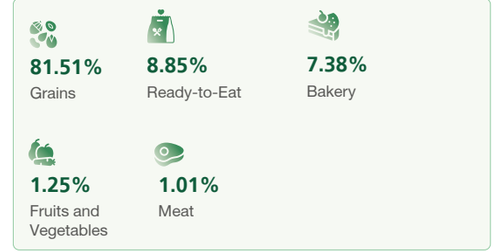


Volume of Food Loss

By Disposal Method

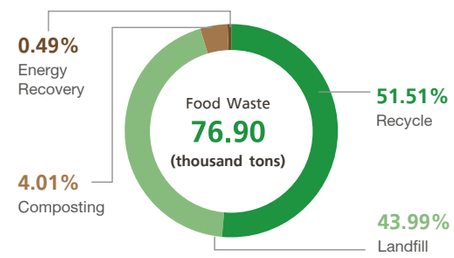


By Category

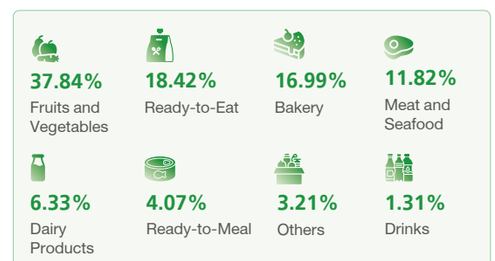


Volume of Food Waste

By Disposal Method



By Category



Pathway to Zero Waste to Landfill

Charoen Pokphand Group prioritizes achieving zero waste to landfill management by focusing on optimizing resource efficiency alongside tangibly minimizing environmental impacts. Under this policy framework, the Group promotes research, development, and the scaling of waste-to-value initiatives, aimed at elevating waste management efficiency across the entire value chain, from upstream generation and production processes to downstream disposal.

To drive this policy forward, Charoen Pokphand Group emphasizes integrating collaboration both internally and with external partners, leveraging the knowledge and expertise of the private sector and academic institutions. Together, these partnerships develop waste management approaches and measures that align with the specific context of each business. In 2025, Charoen Pokphand Group's business units consistently advanced their waste management initiatives by exploring new approaches, deploying technologies, and developing innovations designed to optimize resource efficiency and reduce operational waste.

A core strategy for Charoen Pokphand Group is maximizing waste valorization through source separation combined with material and waste property analysis to repurpose waste through, for example, reuse, recycling, and conversion into raw materials or alternative energy sources. These measures effectively reduce the volume of waste destined for landfills, mitigate environmental impacts, lower greenhouse gas emissions, and properly reintegrate waste value back into the economy.

Rice Bran By-Product Valorization: Rice Bran Pellet Production





C.P. Rice Company Limited (Buriram Rice Mill) and Perfect Companion Group Company Limited collaborated and strengthened synergies across businesses within the Group to enhance the value of Jasmine rice bran, a by-product of the rice milling process. The rice bran is processed through thermal extrusion and pelletization at the rice mill before being supplied to the pet food manufacturing plant for use as a production input, thereby streamlining its production process.

Pelletized jasmine rice bran sales in 2025
834 tons
worth **1.2** million THB

Value Creation
- Manufacturing Capital
- Natural Capital

Post-Consumer Plastic Cup and Tray Take-Back and Recycling Project



9 Chearavanont Uthit Schools,
11 BMA Schools, **600** crates
utilized at CPRAM bakery production facility

In 2025, CPPC PLC. partnered with Chearavanont Uthit Schools, Bangkok Metropolitan Administration (BMA) schools, and various Charoen Pokphand Group partners to implement a take-back and recycling initiative for used plastic cups and trays to produce plastic crates and pallets. This initiative minimizes plastic waste and lowers virgin material consumption in alignment with the closed-loop system framework.

Value Creation
- Manufacturing Capital
- Relationship Capital
- Natural Capital

Recycle Market: Enabling Customers to Sell Recyclable Waste

CP AXTRA PLC. continued to advance sustainability. Through its "AXTRA Green Together" campaign under the concept of "Small Actions for a Sustainable Planet" centered on waste segregation, the company launched the "Weekend Recycle Market: Save the Planet, Generate Income" initiative. The Recycle Market featured buy-back points for recyclable waste, such as plastic water bottles, cardboard boxes, cartons, glass bottles, and aluminum cans, allowing the public to have their items weighed and sold immediately. This service was operational every Saturday and Sunday throughout November and December 2025 at Makro and Lotus's locations.

Value Creation
- Relationship Capital
- Natural Capital



Number of participating Makro and Lotus's branches
10 stores in Bangkok

Waste and Food Waste Management

Waste and food waste management is a key priority for Charoen Pokphand Group as its operations span the entire value chain, from raw material sourcing, production, and processing to logistics and the delivery of products and services across diverse sectors, including agriculture, food, retail, and logistics. Accordingly, the Group recognizes that effective waste management does more than mitigate environmental impacts; it is also a critical factor in enhancing resource efficiency, creating added value from existing resources, and driving long-term sustainable growth.

Charoen Pokphand Group emphasizes minimizing waste and food waste from upstream to downstream by adopting circular economy principles to maximize resource utility and reduce the volume of waste sent to landfills. To achieve this, business units across the Group have implemented a range of measures tailored to their respective operational contexts, including reducing losses in production processes, reusing materials and by-products, converting waste into energy or alternative raw materials, and systematically managing food waste generated by retail and food service operations.

Furthermore, Charoen Pokphand Group collaborates with suppliers, employees, and communities to raise awareness about food waste reduction. This includes promoting the redistribution of high-quality, edible food surplus to maximize utility, alongside developing technologies and innovations that elevate overall waste management efficiency.

Surplus Food Donation Project for Wildlife

CP AXTRA PLC. signed a Memorandum of Understanding (MOU) with the Department of National Parks, Wildlife and Plant Conservation (DNP) to continue its initiative to donate high-quality surplus food from Makro and Lotus's to wildlife. The program supports over 20,000 animals under the Department's care nationwide, including breeding pairs, rehabilitating injured animals, and confiscated wildlife from illegal trade that cannot be released back into the wild.

This collaboration reflects the Company's commitment to optimizing surplus food management while simultaneously enhancing food security and animal welfare. The company has delivered consumable surplus food from Makro and Lotus's to conservation centers and zoos under the Department across the country. This approach not only addresses food waste and mitigates environmental impacts but also helps alleviate the Department's financial burden for animal feed, ultimately supporting the sustainable conservation of Thailand's natural resources.

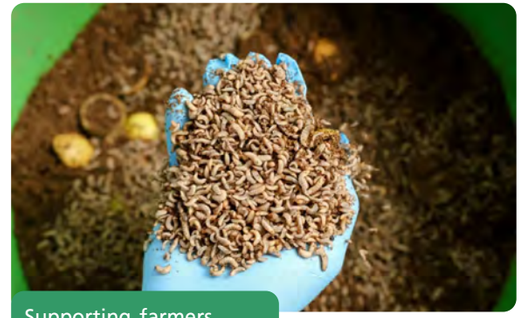


27
DNP zoos and conservation centers nationwide

Value Creation
- Relationship Capital
- Natural Capital

AXTRA Zero Waste - From Waste to Wealth

CP AXTRA PLC. has redirected its surplus food to support local Black Soldier Fly (BSF) protein farming. In collaboration with the Biodiversity-Based Economy Development Office (BEDO), Khon Kaen University, and various government agencies, the company has transferred BSF farming knowledge to farmers nationwide. This serves as a key strategy to achieve zero waste to landfill goals and drive the circular economy. The initiative has received positive feedback from participating farmers who reported reduced animal feed costs and improved livestock quality.



Supporting farmers
Over 300 farmers

Over 76 million THB
in generating economic value for communities and farmers

Value Creation
- Relationship Capital
- Natural Capital

> **"AXTRA Zero Waste" is more than just a concept; it represents real action across all Makro and Lotus's locations. Our objective is to realize Zero Waste Stores on a national scale while actively extending these practices to local communities. Through multi-sector partnerships, we are driving Thailand's transition into a zero-waste society built on shared, sustainable growth."**

Mrs. Siriporn Dechsingha
Chief Corporate Sustainability and Communication Officer
CP AXTRA PLC.



Sustainable Plastic Packaging Strategy

Charoen Pokphand Group prioritizes research and development to actively mitigate environmental impacts and driving the circular economy. The Group has set a target to ensure that 100% of its packaging used is reusable, recyclable, or compostable by 2030, while consistently increasing the proportion of post-consumer recycled (PCR) materials and reducing virgin plastic consumption.

To achieve this, Charoen Pokphand Group continues to implement key initiatives, particularly within retail and food business groups, focusing on minimizing single-use plastics, developing eco-friendly alternative packaging, and supporting collection and recycling systems across the supply chain. In tandem, packaging is designed to be lighter and require fewer materials to optimize resource efficiency. This approach directly aligns with the Group's climate targets to achieve carbon neutrality by 2030 and Net-Zero greenhouse gas emissions by 2050. It reflects the role of sustainable packaging as a key mechanism to maximize resource efficiency, reduce environmental impacts, and drive sustainable growth in accordance with circular economy principles.

CP AXTRA Reinforces Sustainability Commitment





CP AXTRA PLC. continues to reinforce its commitment to sustainability by promoting proper waste segregation under the "AXTRA Green Together" campaign. The company has set a target to collect over 2,200,000 plastic bottles by 2025 through its flagship "Take Back and Recycle" initiative, which encompasses three key approaches.

21 machines
Reverse Vending Machines (RVM) installed in Makro and Lotus's branches to collect PET bottles

138 drop points
Drop points at Makro and Lotus's locations nationwide, providing convenient access to encourage public waste segregation

11 branches
'Save the Planet, Generate Income' Weekend Recycle Market held every Saturday and Sunday at Makro and Lotus's to promote circular economy and create added value from recyclable materials

Value Creation
- Relationship Capital
- Natural Capital

Plastic Packaging Management Data

Sustainable Plastic Packaging in 2025

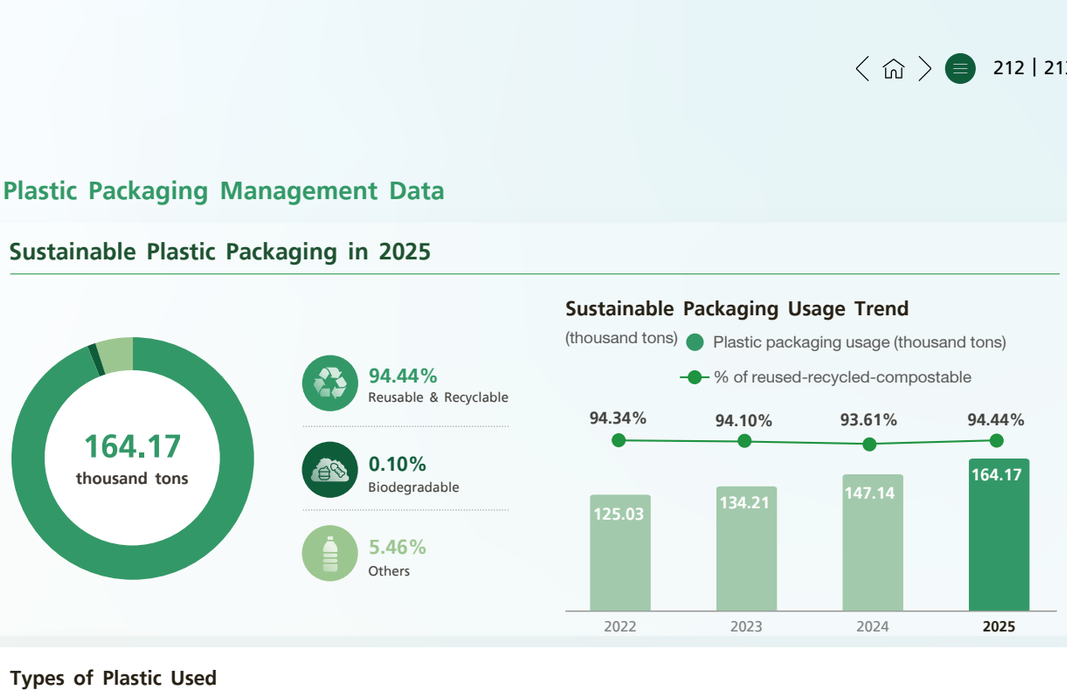
94.44% Reusable & Recyclable

0.10% Biodegradable

5.46% Others

Types of Plastic Used

(tons)



Recycled Material Usage for Packaging



Paper & Wood
Total 60,103 tons
Recycle Content 60.97%



Steel & Aluminum
Total 373 tons
Recycle Content 36%



Glass
Total 804 tons
Recycle Content 60%



Plastic
Total 164,169 tons
Recycle Content 2.51%



Water Stewardship

Charoen Pokphand Group prioritizes responsible water management and community collaboration to conserve upstream water resources and promote sustainable benefit-sharing

Charoen Pokphand Group manages water resources responsibly, focusing on enhancing water security across the entire value chain by prioritizing maximum water-use efficiency to mitigate environmental and social impacts. The Group implements proactive strategies by assessing water-related risks in water-stressed areas, utilizing world-class tools to analyze and prioritize operational sites. The Group's comprehensive management system spans from improving water-use efficiency in production processes and increasing water reuse and recycling rates, to international-standard wastewater treatment. Furthermore, the Group fosters collaboration with local communities and watershed partners to conserve and restore upstream forests and public water sources. This entire process is governed by clear policies and measurable targets, ensuring corporate growth progresses in harmony with the balance of aquatic ecosystems.

Key Performance in 2025

113.61
cubic meters/million THB
Water withdrawal per unit of revenue

42%
Reduction in water withdrawal intensity compared to base year 2020

21%
Water recycled/reused

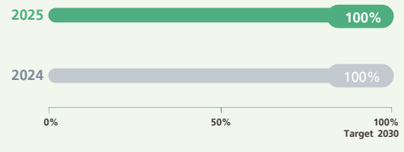
A-
CDP Water Security Assessment

Goals and Progress

Goals

20%
Reduction of water withdrawal per unit of revenue compared to base year 2020

Progress



Supporting the SDGs

6 CLEAN WATER AND SANITATION: 6.1 6.5 6.3 6.6 6.4 6.b

14 LIFE BELOW WATER: 14.1

More information available in

- Delivering on Our SDG Commitments 2025
- Sustainability Performance Supplement 2025

Sustainable Water Management Strategy

In recent years, intensifying climate volatility, marked by droughts and flash floods, has directly threatened the stability in volume and quality of upstream raw materials, particularly in high water-stressed areas. These conditions have not only pressured Charoen Pokphand Group to more transparently disclose the financial impacts of water-related risks in line with international standards but have also complicated shared water resource allocation alongside local communities and neighboring industries. Furthermore, increasingly stringent global regulations regarding wastewater management and supply chain contamination are accelerating the need for the Group to urgently elevate traceability and operational transparency among agricultural partners. Nevertheless, this crisis presents a strategic opportunity for the Group to assert its leadership in integrated water resource management. By implementing advanced technologies and intelligent water circularity systems across production processes, the Group can optimize cost efficiencies while continuously strengthening stakeholder trust.

Sustainable Water Management Across the Value Chain

	Commitment	Action
 **Organization and Suppliers**	To optimize water-use efficiency across the entire value chain while mitigating business risks associated with water scarcity.	• Conduct water risk assessments for business units and key suppliers. • Apply circular water management concepts based on the 5Rs framework. • Control wastewater discharge quality to strictly meet regulatory standards. • Promote technology adoption to enhance water-use efficiency among suppliers. • Provide regular employee training to build knowledge and understanding of efficient water utilization.
 **Communities**	To ensure all employees and communities surrounding operational areas have access to clean and safe drinking water and water sources, alongside adequate sanitation and hygiene (WASH) services in alignment with human rights principles.	• Collaborate with all stakeholders to improve community access to water resources • Establish water storage systems to support water availability • Enhance community sanitation systems to ensure hygienic standards and sufficiently meet local needs.
 **Watersheds**	To safeguard and restore watersheds in high water-risk areas	• Conduct risk assessments in watersheds where the Group operates. • Partner with all sectors to protect and restore upstream forests in high water-risk regions. • Drive awareness campaigns that empower employees to participate in watershed preservation.

> "At CPF, we believe that 'water' is at the heart to sustainable shrimp farming. Therefore, we strive to advance water resource management standards through closed-loop water recirculation systems and smart technologies to reduce reliance on natural water sources and support our goal of achieving zero water discharge. Beyond improving production efficiency, we are dedicated to preserving ecological balance and fostering harmonious coexistence with local communities to deliver high-quality shrimp products in a manner that is truly responsible to both people and the planet."

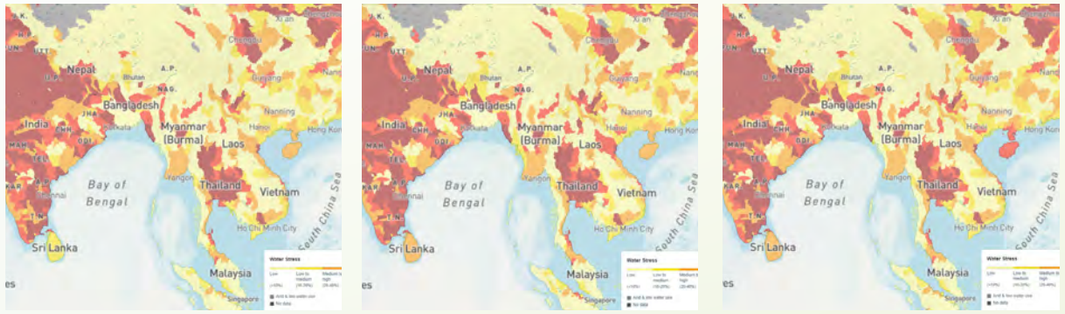


Mr. Thada Roongpiboonsopit
Senior Farm Manager, Roiphet Shrimp Farm (Phase 1)
Charoen Pokphand Foods PLC.

Water Risk Scenario Analysis

Charoen Pokphand Group has conducted water risk assessments across all business groups. These assessments evaluate risk factors based on each facility's water withdrawal volumes and baseline water stress levels, covering both water quantity and water quality dimensions. The results are classified into three risk levels to guide water management strategies moving forward and to strengthen strategic risk planning against varying degrees of water resource volatility, as well as to maintain corporate competitiveness and long-term sustainability. In this year, the Group conducted a Water Stress Scenario Analysis using the internationally recognised WRI Aqueduct 4.0 tool. The analysis covers three time horizons, which are 2030, 2050, and 2080, to assess both short- and long-term impacts. These projections are evaluated against three plausible global scenarios, benchmarked against current baseline conditions.

Optimistic Scenario | **Business-as-Usual Scenario** | **Pessimistic Scenario**



Scenario	Temperature Increase (by 2100)	Scenario Outlook	Change in Proportion of Water-Stressed Areas		
			2030	2050	2080
Optimistic (SSP1 RCP2.6)	1.3°C - 2.4°C	A positive scenario focused on sustainability and exponential leaps in water-use efficiency	0%	-1%	0%
Business as usual (SSP3 RCP7.0)	2.8°C - 4.6°C	A business-as-usual scenario that continues to face environmental management and innovation challenges	0%	+1%	0%
Pessimistic (SSP5 RCP8.5)	3.3°C - 5.7°C	A negative scenario characterized by high reliance on fossil fuels, a lack of environmental consideration, and high carbon emissions	-5%	+1%	+1%

Analysis reveals that under the Pessimistic Scenario, long-term water stress risk is projected to climb steadily from 2050 onward. Although the proportion of water-stressed areas will see a temporary -5% reduction in the short term (2030) due to projected increases in rainfall driven by global climate volatility, the situation will revert to a critical state and sustain a high level of severity. Consequently, the Group must urgently accelerate water efficiency measures and invest in water circularity technologies to minimize reliance on natural water sources to the greatest extent possible.

Water Resources Data in 2025

Water Withdrawal
378 million cubic meters



66% Freshwater — TDS ≤ 1,000 mg/L
34% Other Water — TDS > 1,000 mg/L

Water Discharge
236 million cubic meters



66% Freshwater — TDS ≤ 1,000 mg/L
34% Other Water — TDS > 1,000 mg/L

Water Recycled/ Reused
79 million cubic meters accounting for **21%**

TDS (Total Dissolved Solids) = Total amount of inorganic and organic substances dissolved in water

Water Consumption
142 million cubic meters



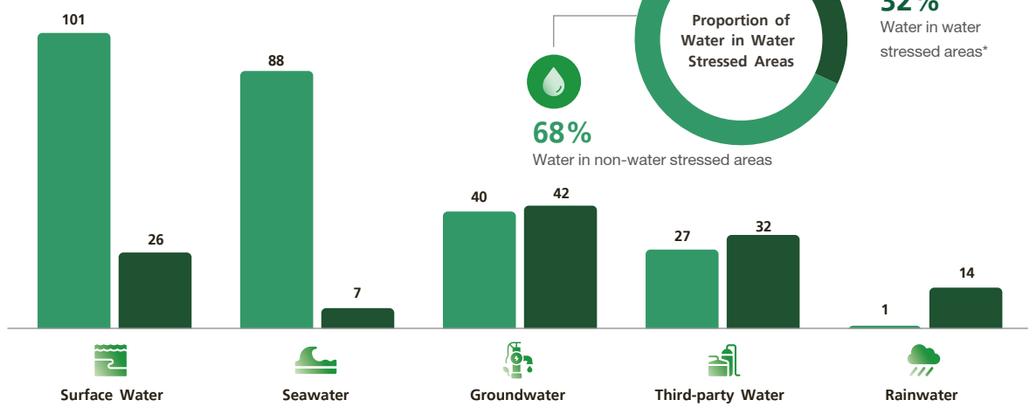
66% Freshwater — TDS ≤ 1,000 mg/L
34% Other Water — TDS > 1,000 mg/L

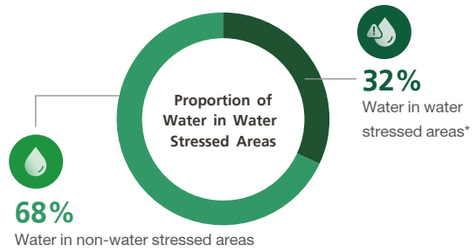
Wastewater Quality
BOD **17.90** mg/L
COD **58.38** mg/L

*CP Group's BOD and COD are calculated from the everage value of business units worldwind

TDS (Total Dissolved Solids) = Total amount of inorganic and organic substances dissolved in water

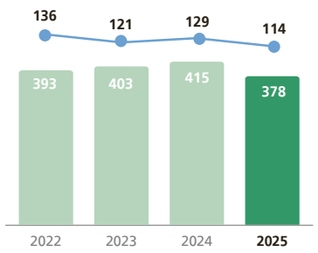
Water Withdrawal by Source
(million cubic meters)



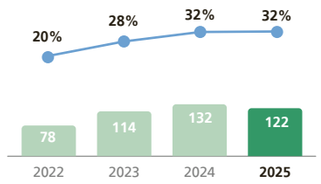


* Units located in high and extremely high baseline water stress areas based on Aqueduct Water Risk Atlas

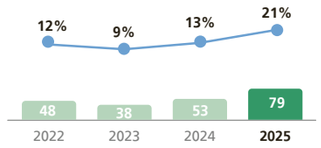
Total Water Withdrawal
Water Withdrawal (million cubic meters)
Total Water Withdrawal per unit of revenue (million cubic meters/million THB)



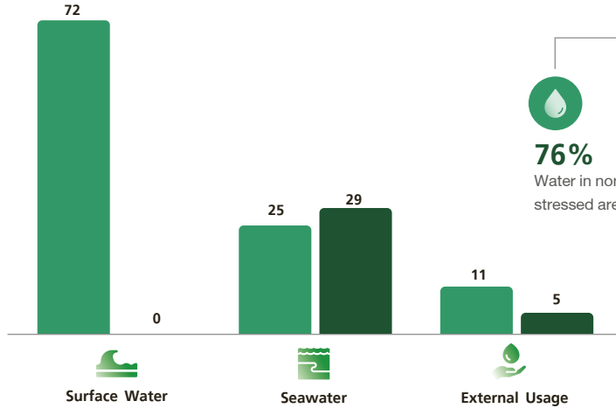
Water Withdrawal from Water Stressed Areas
(million cubic meters)

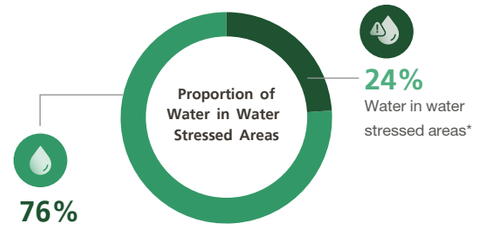


Water Recycled/ Reused
(million cubic meters)



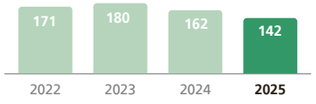
Water Discharge by Source
(million cubic meters)



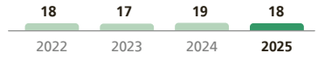


* Units located in high and extremely high baseline water stress areas based on Aqueduct Water Risk Atlas

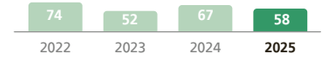
Water withdrawal from water stressed areas*
(million cubic meters)



Wastewater Quality – BOD (Biological Oxygen Demand)
(mg/L)

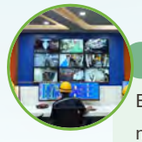


Wastewater Quality – COD (Chemical Oxygen Demand)
(mg/L)



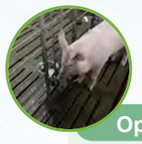
Internal Circular Water Management

Charoen Pokphand Group promotes sustainable water resource stewardship through the 5Rs strategy, comprising Reduce, Reuse, Recycle, Restore, and Recover. This strategy aligns with the CEO Water Mandate under the UN Global Compact and has been integrated across all business groups throughout the supply chain. Covering both upstream and downstream activities, this strategy encompasses feed production, livestock and aquaculture, agriculture, food production and processing, retail operations, and distribution center management, as well as businesses operating within buildings and office facilities. Through this integrated approach, the Group seeks to maximize water-use efficiency and strengthen long-term water security.



IoT Technology in Feed Production

Enhance water management efficiency using automated IoT monitoring and control systems to minimize surplus water loss and reduce wastewater generation.



Optimized Swine Drinking Water Systems

Upgrade drinking water dispensers to cup-style drinkers and install water-level sensors and automated supply piping to regulate water levels, thereby reducing drinking water consumption per pig by up to 47%.



Converting Wastewater to Biogas

Install biogas systems in swine and poultry farms to convert wastewater into renewable energy, while transforming residual sludge by-products into organic fertilizer.



Reverse Osmosis Filtration Technology

Improve water to meet potable water standards for reuse in manufacturing facilities.



Air Chill Systems

Replace water chilling systems to lower chicken meat temperature in poultry processing plants, resulting in a 15% reduction in water consumption.



Wastewater Treatment and Reclamation

Reuse treated wastewater from manufacturing plants that meets water quality standards.



Center Pivot Irrigation System

Install center pivot irrigation technology in large-scale agricultural plots, such as maize farms, to ensure uniform water distribution and improve water use efficiency.



Groundwater Bank

Store treated water for utilization during dry seasons and redirect surplus volumes to designated areas, thereby mitigating the impacts of water scarcity.



Save Water, Save Future

Install wastewater treatment systems at distribution and retail centers to reclaim treated effluent for landscape irrigation and facility cleaning, thus reducing municipal water consumption by 1 million cubic meters annually.



Promoting Water-Efficient Equipment

Upgrade sanitary fixtures, including washbasins and toilets, across retail and distribution centers to enhance water-use efficiency.



Optimizing Building Water Systems

Expand the installation of variable refrigerant volume (VRV) air conditioning systems across buildings in the telecommunications business group, operate water-cooled HVAC systems based on actual office occupancy, and install automated motion-sensor faucets.



Biofloc and Ultrafiltration Technologies

Apply beneficial microorganisms to break down waste in shrimp ponds, reducing the need for water exchange during farming. Combined with ultrafiltration technology, this approach reduced water consumption by 75%.

More information available in
Water Stewardship

CPF Smart Feed Mill: AI-Driven Feed Manufacturing Technology



15%
Reduction in water withdrawal volumes in feed production plants

Charoen Pokphand Foods PLC. has elevated its feed manufacturing standards by transitioning to a “Smart Feed Mill” model, which integrates Artificial Intelligence (AI), automation, and IoT monitoring systems to track and control production quality. A primary feature is the real-time monitoring of process water, reducing risks associated with excess water usage and prevents wastewater generation with high precision. Furthermore, the mill has deployed Smart Pellet Mill technology to optimize steam blending in feed manufacturing, alongside Intelligent Boilers that precisely modulate steam pressure, thereby minimizing raw water withdrawals and thermal energy consumption during feed production.

Value Creation

Manufacturing Capital Natural Capital

Wastewater Management Prior to Effluent Discharge

Charoen Pokphand Group is committed to managing wastewater prior to public discharge in strict accordance with international standards, demonstrating environmental stewardship and regulatory compliance, to prevent pollution from impacting the ecosystem and community health. Accordingly, the Group deploys advanced technologies for high-precision water quality monitoring and surveillance. This ensures that treated water meets applicable quality standards before being discharged back into natural water bodies. Furthermore, the Group prioritizes transforming wastewater into a circular resource through highly efficient treatment processes that facilitate water recycling within production loops and alternative applications. Determined to achieve Zero Wastewater Discharge, the Group has established a four-pillar wastewater management framework comprising 1. Establishment of effluent quality standards, 2. Wastewater treatment and disposal, 3. Water quality monitoring and measurement, and 4. Wastewater performance tracking and reporting.

More information available in
Water Stewardship



COD/BOD Online Monitoring in Ready-to-Eat Food Business

CPF’s ready-to-eat food manufacturing plant installed a real-time effluent quality monitoring system that continuously tracks key water quality indicators, including Chemical Oxygen Demand (COD), Biochemical Oxygen Demand (BOD), and pH levels. The system automatically alerts operators when abnormalities in water quality are detected, enabling timely corrective action. It also transmits water quality data to relevant government authorities, providing assurance to local communities and government bodies as they monitor the facility’s water quality prior to public release.

Managing Water with Suppliers

Charoen Pokphand Group drives water resource stewardship through a four-pillar operational framework, beginning with supply chain-wide water risk assessments for suppliers to collaboratively establish proactive water stewardship plans tailored to localized conditions. The Group consistently takes part in assessing and auditing supplier water management systems while actively promoting the integration of modern innovation and technology. By elevating supplier water management capabilities and efficiency, these initiatives simultaneously reduce environmental impacts and reinforce production process resilience. Integrating these advanced tools serves as a vital mechanism in propelling suppliers toward international water management standards.

Water Risk Assessment
Conduct water risk assessments for suppliers to categorize them based on water stress levels.

Water Management System
Collaborate with suppliers to develop water management action plans that optimize water-use efficiency and maximize utility.

Supplier Water Management Audit
Assess and audit suppliers’ water management systems, including wastewater treatment practices and compliance with effluent quality standards.

Water Conservation Initiatives
Promote initiatives that encourage efficient water use and raise awareness of the importance of water conservation.

More information available in
Supplier Water Management Initiatives

Promoting Alternate Wetting and Drying (AWD) Rice Cultivation



20-30%
Reduction in water consumption compared to conventional continuous flooding methods

C.P. Rice Company Limited conducted a training program on monitoring paddy water management utilizing the Alternate Wetting and Drying (AWD) technique. AWD is an innovative water management method that eliminates the need for continuous flooding, allowing the soil to systematically alternate between wet and dry conditions. This approach reduces resource consumption and improves production efficiency, while minimizing environmental impacts by conserving water and lowering greenhouse gas emissions associated with methane accumulation.

Value Creation

Manufacturing Capital
Natural Capital

Community Water Resource Management and Watershed Restoration for Ecosystem Integrity

Charoen Pokphand Group is committed to responsible water stewardship to ensure all employees and communities surrounding its operations have access to safe drinking water and sanitation in accordance with human rights principles. The Group supports access to clean water resources equipped with robust infrastructure and efficient water management systems to sustainably elevate hygiene standards and overall quality of life (Water, Sanitation, and Hygiene: WASH), alongside prioritizing the restoration of watersheds that serve as headwater sources. Through water risk assessments, the Group has identified 14 major river basins across six countries of operation that are located in areas of high water risk. These watersheds provide essential water resources for both agricultural activities and domestic consumption. Consequently, the Group seeks to foster multi-stakeholder collaboration to advance natural resource conservation, with the ultimate goal of maximising community benefits and improving local livelihoods over the long-term

CP-Meiji Donates Community Drinking Water Production Facility



More than **3,000** households gained equal and adequate access to clean drinking water.

Through the “CP-Meiji Refill Water, Refill Life” initiative, CP-Meiji donated a community drinking water production facility capable of producing drinking water that meets the standards of Thailand’s Food and Drug Administration (FDA). The facility leverages modern technologies, including advanced filtration systems and UV disinfection in accordance with Reverse Osmosis (RO) treatment standards. The facility provides students and staff of Hinkong (Pibul Anusorn) School in Saraburi Province, as well as surrounding communities, with access to clean and safe drinking water, helping improve quality of life.

Value Creation

Relationship Capital Natural Capital

Toilets for Students

CP ALL PLC. recognises the importance of good sanitation, particularly for schoolchildren, who represent the future of the nation. Through collaboration with the “7-Eleven Stamp Boon-Nithi” program, the Company uses donations from stamp contributions made by 7-Eleven customers nationwide to renovate old toilets to be clean, safe, and compliant with standards. The project also builds new toilets designed to meet users’ needs, equipped with new sanitary ware, ventilation, lighting, and adequate water systems for under-resourced schools.



Provided new toilets and upgraded existing facilities for students at **160** schools nationwide

Value Creation

Relationship Capital Natural Capital

Collaborating with Stakeholders to Promote Community Access to Water and Sanitation

Charoen Pokphand Group promotes community access to water resources through initiatives that begin with the restoration and conservation of watershed areas to strengthen water resources and maintain ecological balance. These efforts are further expanded through the development of infrastructure, such as water supply systems and water storage facilities, to ensure adequate water availability for communities. In tandem, the Group upgrades sanitation and clean drinking water for safe hygiene and a better quality of life. Implemented in collaboration with stakeholders across all sectors, these initiatives create sustainable benefits that extend from source watersheds to local communities.

More information available in
Community Water Management

Clean Water Access Projects



China

- Well and Pumping Station Construction Project, Bai Dian Village, Hubei Province
- Village Water Supply System Installation Project, Chang Shun Village, Sichuan Province
- Water Supply Installation Project, Ouhua Village, Sichuan Province

Bangladesh

- Groundwater Well Construction for Communities Project

Vietnam

- Ka Nau Village Water Pipeline Installation Project, Binh Dihn Province
- Home for Water Construction Project, Trang Bang District, Tây Ninh Province

Myanmar

- Water Sources for Sustainable Agriculture Projects in Bago and Naypyitaw

The Philippines

- Sharing Water Resources with Barangay Gugo Community Project

Thailand

- Water Resources for Agricultural Development Project, Ban Mae Wak Community, Chiang Mai Province
- Safe Nature Project, Mae Chaem District, Chiang Mai Province
- Restoration of Clear Water to Ban Samong Community, Prachinburi Province
- Swine Manure Liquid Fertilizer for Ban Huay Nam Dib Community, Chiang Mai Province
- Water Supply Delivery Project for Phunphin Community, Surat Thani Province
- Water Production System Support Project, Ler Tor Royal Project Development Center

Watershed Restoration and Conservation Projects

Thailand

- Nam Phang Model
- Living Weir Projects in 17 Northern Provinces
- Collaboration Project in Mueang Chang Subdistrict, Nan Province
- Check Dam Reparation Project, Khao Phraya Doen Tong
- Water Returns Life Project, Ban Sop Khun, Nan Province
- Water Returns Life Project, Ban Yot Doi Wattana, Nan Province
- CPRAM Unites to Restore Clean Water to Communities
- Groundwater Bank Project, Kamphaeng Phet Agricultural Village
- Good Deeds for the World CP 100th Anniversary: Planting for Sustainability, four Northern watersheds (Ping, Wang, Yom, and Nan)
- CPF Grow-Share-Protect Mangrove Forest Project in Eastern Seaboard Basin

Sanitation and Hygiene Projects

India

- Water For Life, Installation of RO Water Filtration Systems

Myanmar

- Clean Drinking Water for Schools in Aung Za Bu

Cambodia

- Clean Toilets for Students Project, Kampong Speu Province

Thailand

- Natural Drinking Water Project, Ban Thammachat Lang, Trat Province
- Clean Drinking Water Production Plant Project, Doi Mon Lan Highland Community, Chiang Mai Province
- CP-Meiji Refill Water, Refill Life Project: Drinking Water Production Plant for the Community
- Toilet Construction Project by CPF’s Fund for Elderly, Don Krabueng Subdistrict, Ratchaburi Province
- Happy Toilet Project (Toilets for Public Tourist Attractions)
- Toilets for Students, supported by the 7-Eleven Stamp Boon-Nithi Project



Ecosystem and Biodiversity Protection

Charoen Pokphand Group focuses on restoring the fertility of "Valued Forests", while striving to protect and promote biodiversity to maintain the balance of all life

Charoen Pokphand Group manages natural resources with due recognition of the vital role ecosystem services play as the foundation of agricultural and food supply chains. The Group's management system begins by assessing and mapping the locations of our own operations and suppliers' facilities to evaluate ecological risk levels using advanced geospatial tools, ensuring that business activities do not impact protected areas or critical habitats. Furthermore, a Nature Positive approach serves as the core framework driving conservation initiatives, ranging from the restoration of upstream watersheds and mangrove forests to the promotion of regenerative agriculture that replenishes soil vitality and biodiversity within adjacent landscapes.

Key Performance in 2025

13.4 million trees
Accumulated number of trees planted between 2020-2025

0.33%
Raw materials verified as deforestation-free

2,031 sites
Operational sites assessed for risks using IBAT

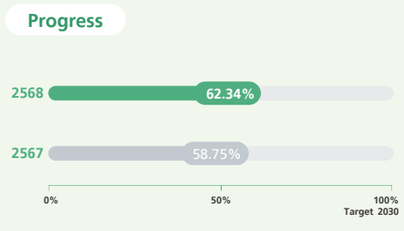
31 projects
Ecosystem and biodiversity protection projects in 2025

Goals and Progress

Goals

100%
of business groups conduct collaborative projects with international partners to manage and monitor biodiversity in business operations

Progress



Supporting the SDGs

2.4 6.6 14.2 14.b 14.4 14.5 15.1 15.5 15.2 15.4

More information available in

- Delivering on Our SDG Commitments 2025
- Sustainability Performance Supplement 2025

Precious Wildlife, Valued Forests

The “Precious Wildlife, Valued Forests” project stands as one of Charoen Pokphand Group’s flagship environmental initiatives, spanning over three decades since its inception in 1995. Organized in collaboration with the Department of National Parks, Wildlife and Plant Conservation, the initiative cultivates public awareness of nature conservation through the power of wildlife photography. This program reflects the Group’s commitment to supporting biodiversity conservation by fostering social engagement and utilizing art as a medium to communicate the value of nature to the public.



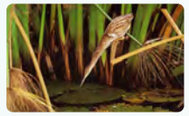
Precious Wildlife Photograph, 1995
“Little Tern”



Valued Forests Photograph, 1996



Valued Forests Photograph, 1997
“Field Trip”



Precious Wildlife Photograph, 1998
“Dusky Langur”



Valued Forests Photograph, 1999
“Alocasia Forest”



Precious Wildlife Photograph, 2000
“Wingtips”



Precious Wildlife Photograph, 2001
“Dholes at Work”



Valued Forests Photograph, 2002
“Winter Forest at Phu Kradueng”



Precious Wildlife Photograph, 2003
“The Trap”



Precious Wildlife Photograph, 2004
“Battle of Dignity”



Precious Wildlife Photograph, 2005
“Arching Neck”



Valued Forests Photograph, 2006
“Golden Light of the Forest”



Precious Wildlife Photograph, 2007
“Rare Wildlife Under Royal Protection”



Valued Forests Photograph, 2008
“Beautiful Rocks, Clear Water”



Precious Wildlife Photograph, 2009
“Encircled”



Precious Wildlife Photograph, 2010
“Thirsty”



Precious Wildlife Photograph, 2011
“Two Legs”



Precious Wildlife Photograph, 2012
“We Love Each Other”



Precious Wildlife Photograph, 2013
“Marbled Cat”



Precious Wildlife Photograph, 2014
“Family in the Forest”



Precious Wildlife Photograph, 2015
“Crested Serpent Eagle Catching a Green Snake”



Precious Wildlife Photograph, 2016
“Freedom”



Valued Forests Photograph, 2017
“The Beauty of Thi Lo Su Waterfall”



Valued Forests Photograph, 2018
“Nam Nao Canyon”



Precious Wildlife Photograph, 2019
“A Mirrored Pair”



Valued Forests Photograph, 2020
“The Beauty of the Southern Forest”



Precious Wildlife Photograph, 2021
“Interconnected Lives”



Precious Wildlife Photograph, 2022
“More than Dream”



Valued Forests Photograph, 2023
“Hoar Frost”



Precious Wildlife Photograph, 2024
“Sarus Crane Family in the Rain”



Precious Wildlife Photograph, 2025
“Running for Family”

Strengthening Biodiversity Alongside Business Operations



> "Sustainability is achieved when everyone contributes to creating value for our country, society, and organization together."

Mr. Narong Chearavanont
Senior Vice Chairman
Charoen Pokphand Group

Over the past decade, the world has confronted increasingly complex challenges, driven by economic uncertainties, geopolitical tensions, and international conflicts that disrupt global trade and supply chains. Concurrently, nature-related risks, such as biodiversity loss, deforestation, soil degradation, have emerged as critical threats to long-term economic and business security. Under this context, the business sector must shift its paradigm from defensive risk management toward building organizational and supply chain resilience, ensuring the capacity to effectively navigate external volatility. Central to this transition is the pursuit of scalable impact, moving beyond localized pilot initiatives toward systemic change across supply chains, industries, and global markets. By integrating technology into business models, organizations can establish new benchmarks for operational transparency, while fostering strategic partnerships with all stakeholders to transform environmental challenges into opportunities for sustainable shared value.



Given the diverse nature of Charoen Pokphand Group's businesses and the vast, complex scale of our supply chains across multiple countries worldwide, managing nature-related risks is therefore a critical strategic priority for our long-term business conduct. Accordingly, the Group focuses on enhancing supply chain transparency and collaborating closely with our suppliers to build resilience against nature-related risks. Furthermore, the Group is dedicated to scaling sustainability initiatives to drive widespread positive impacts across supply chains, local communities, and society. This includes raising awareness about the value of biodiversity while respecting the rights of local communities.

At the same time, Charoen Pokphand Group leverages advanced technologies to monitor, verify, and assess ecological risks, while promoting the adoption of Nature-based Solutions, such as regenerative agriculture, to restore soil fertility and ecosystem health. These efforts encompass land management, the protection of resource access rights, knowledge promotion, and the advancement of eco-friendly consumption. Collectively, these initiatives reflect the Group's commitment to a business model that goes beyond minimizing adverse impacts by contributing to the conservation, restoration, and enhancement of natural capital and biodiversity, thereby creating lasting value for future generations.

Nature Positive Strategy

Zero Deforestation	Biodiversity Awareness	Partnership	Ecosystem Conservation & Restoration	Respecting Rights in the Management and Use of Biological Resources
Sustainable Land Management	Promoting Sustainable Consumption	Supply Chain Partner Collaboration	Resource Efficiency	Community Participation in Natural Resource Management
Deforestation-free Supply Chain	Promoting Biodiversity Knowledge	External Stakeholder Engagement	Regenerative Agriculture	Respecting Natural Resource Access Rights
			Nature-Based Solution	

Biodiversity Risk Assessment

Recognizing the importance of natural resources, Charoen Pokphand Group conducted a rigorous site-based nature risk assessment across 2,031 operating sites within our eight core business lines. Adopting the LEAP Approach, which is the cornerstone framework of the Taskforce on Nature-related Financial Disclosures (TNFD), the assessment systematically evaluates our nature-related risks and opportunities. The LEAP Approach comprises four essential steps:

1 Locate	→	Locate nature-related operations
2 Evaluate	→	Evaluate dependencies and impacts
3 Assess	→	Analyze risks and opportunities
4 Prepare	→	Prepare to respond and report

To effectively locate nature-related operations, Charoen Pokphand Group utilizes the Integrated Biodiversity Assessment Tool (IBAT), a globally recognized platform for biodiversity data analysis. A five-kilometre radius around each operational site is applied as the assessment boundary to measure ecological integrity and identify Key Biodiversity Areas (KBAs). To ensure a comprehensive and accurate assessment, the Group applies the following key indicators:

Protected Areas under International Laws and Conventions

Verify whether operational sites overlap with or are adjacent to protected areas, World Heritage sites, or Ramsar Sites

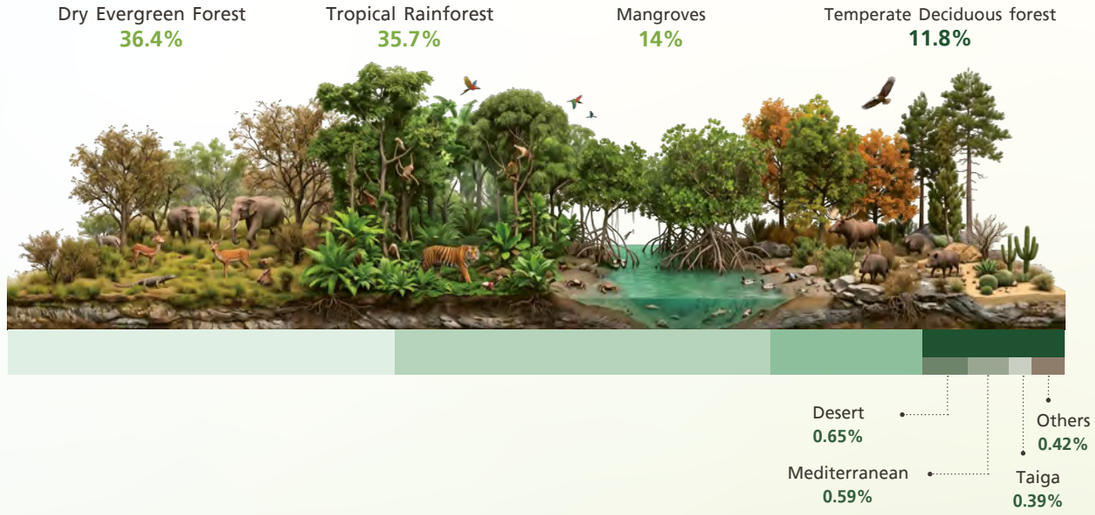
Areas of Local Ecological Significance

Assess areas functioning as critical wildlife habitats or migratory corridors, as well as areas serving as natural buffers for local communities

Areas with Threatened Species (IUCN Red List)

Monitor the presence of species classified as Critically Endangered or Endangered

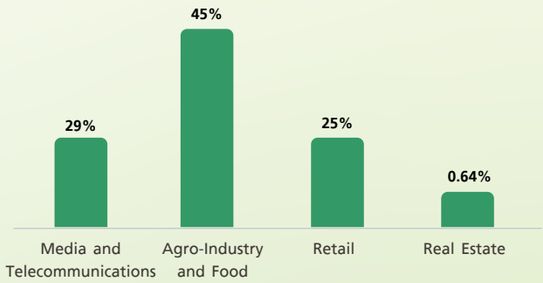
Biomes Identified Across Charoen Pokphand Group's Operational Sites



Results of the IBAT Assessment of Operational Sites Within a 5-km Radius of Biodiversity-Sensitive Areas



16% of operational areas located within a 5-km proximity to environmentally protected areas



Key Biodiversity Areas (KBA) within a 5-km radius, classified according to the IUCN Global Standard for KBA as follows



26% of operational areas located within a 5-km radius of Key Biodiversity Areas (KBA)

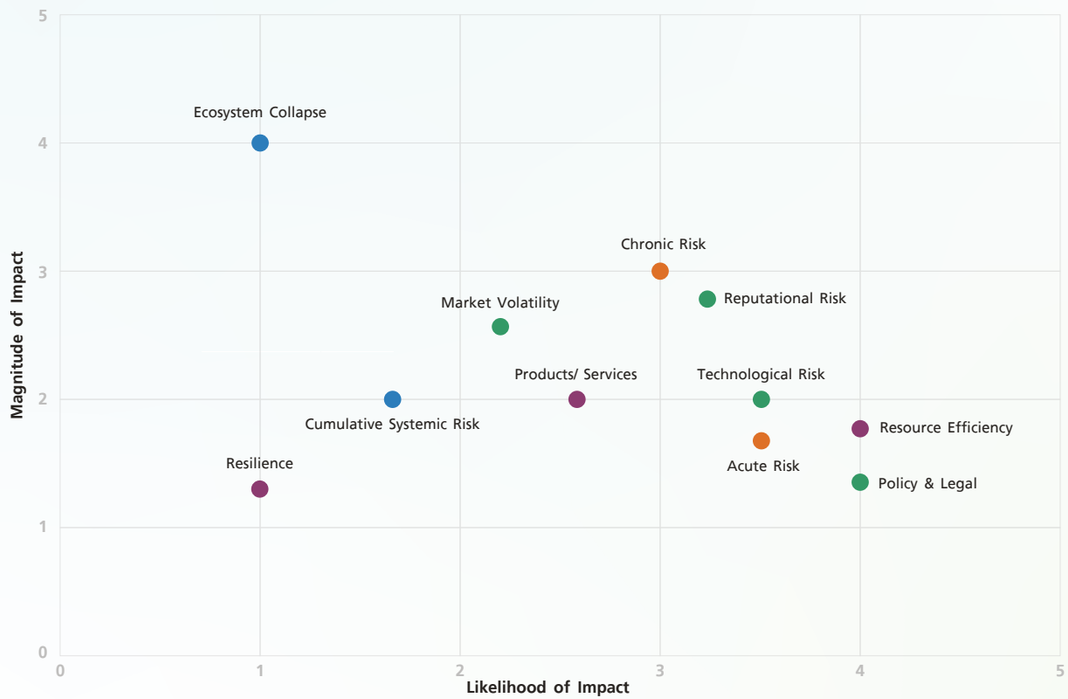
47.19%
classified by the presence of Critically Endangered (CR) fauna and critical migratory sites

12.98%
classified by the presence of Threatened Species

7.54%
classified by the presence of other threatened or significant species not listed on the IUCN Red List

Nature-Related Risks, Business Opportunities and Challenges

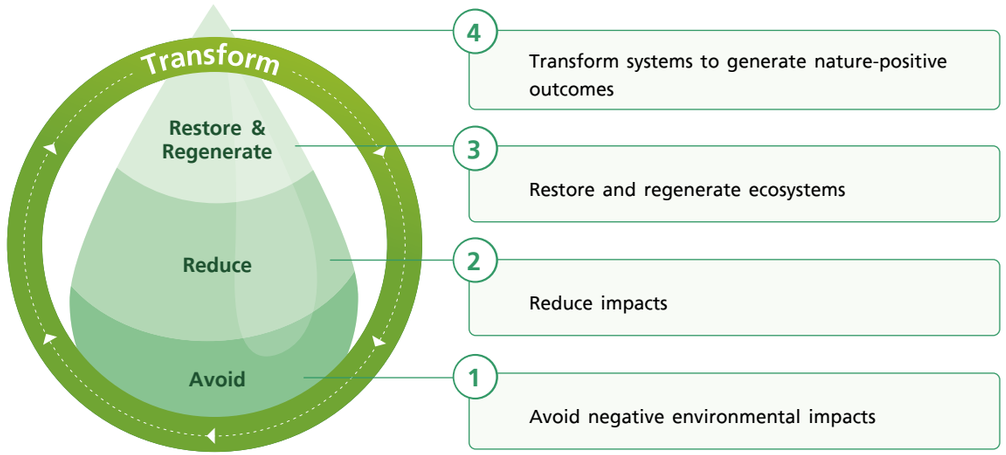
Charoen Pokphand Group integrates an assessment framework to evaluate business dependencies and impacts on nature across the value chain to identify material issues affecting both our business and stakeholders. The assessment outcomes are analyzed and prioritized using a Risk Assessment Matrix structured around two core dimensions, namely Likelihood and Magnitude of Impact. By utilizing a 5-level evaluation scale for each dimension, the Group is equipped to identify and prioritize critical issues requiring immediate management, including transition risks, physical risks, systemic risks, as well as opportunities linked to nature and biodiversity. These insights serve as information for defining long-term biodiversity strategies, targets, and action plans.



Transition Risks	Physical Risks	Systemic Risks	Opportunities
• Policy & Legal • Technological Risk • Market Volatility • Reputational Risk	• Acute Risk • Chronic Risk	• Ecosystem Collapse • Cumulative Systemic Risk	• Resource Efficiency • Products/ Services • Resilience

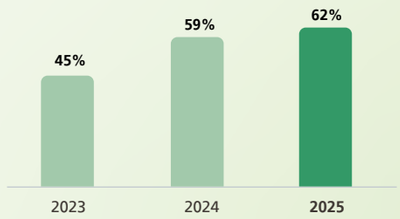
Nature-related Impact Management Strategy and Approach

The establishment of a systematic framework for managing biodiversity-related risks and impacts arising from the Group's business activities is structured around the Mitigation Hierarchy under the AR3T Framework, developed by the Science Based Targets Network (SBTN). This serves as the basis for developing appropriate management measures to minimize biodiversity-related risks and impacts across the value chain, while supporting business practices that align with long-term conservation and restoration of nature.



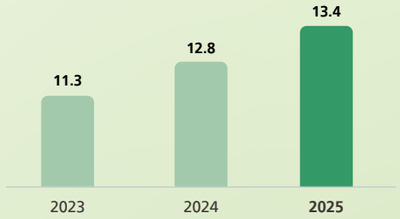
Monitoring Biodiversity Performance

Number of business groups with collaborative biodiversity management and monitoring partnerships



Progress toward planting 20 million trees

(million trees)



Biodiversity Conservation and Restoration

Building Homes for Fish, Building Careers for People



CP ALL PLC. partnered with the Ban Ta Nuek Local Artisanal Fishery Group in Khlong Yai District, Trat Province, to launch the "Building Homes for Fish, Building Jobs for People" initiative. The program creates fish aggregating devices (fish homes) utilizing sisal hemp rope, which is a natural, biodegradable material that eliminates microplastic pollution and preserves marine ecosystems. These fish homes function as eco-friendly artificial reefs, providing safe habitats for marine life.

This initiative was executed in collaboration with the Ban Ta Nuek Local Fishery Group, Khlong Yai Witthayakom School, Ban Nong Muang School, Ban Ta Nuek School, the Trat Special Education Center (Khlong Yai Service Unit), the Trat Children and Youth Council, and various network partners. This collective effort aims to generate livelihoods for local communities while expanding marine habitats that serve as shelter, spawning, and nursery grounds for aquatic species. Furthermore, the initiative fosters awareness of natural resource conservation, aiming to safeguard and restore ecosystems and biodiversity, including the conservation of Thailand's marine environment.

Value Creation

Relationship Capital Natural Capital

CPRAM Advances "Sustainable Blue Crab for Thai Seas"

CPRAM Company Limited has advanced its food security strategy through the continuous execution of the "Sustainable Blue Crab for Thai Seas" initiative, now in its 13rd consecutive year. The project is implemented in collaboration with Surat Thani Province, the Department of Fisheries through the Coastal Aquaculture Research and Development Regional Center 3 (Surat Thani), Viya Crab Products Company Limited, the Blue Swimmer Crab Conservation Group (Crab Bank), local artisanal fishers, and the Phum Riang Community in Chaiya District, Surat Thani Province. Through this joint effort, the network has released a cumulative total of over 1.6 million Young Crab stage blue swimmer crabs into Thai seas, contributing to the restoration of marine biodiversity and ecological balance while reinforcing food security.





Value Creation

Relationship Capital Natural Capital

Birds Survive, People Thrive, and Communities Flourish in Sustainable Harmony



Value Creation

Natural Capital

The successful reintroduction of the "Sarus Crane", first released into the wild in August 2011 around the Huai Chorakhe Mak Reservoir in Buri Ram Province, represents not only a major milestone in the conservation of an endangered species but also evidence of the restoration of a healthy ecosystem through sustainable agricultural practices. Notably, the Sarus Crane serves as a highly sensitive bio-indicator, as it can survive and reproduce exclusively in habitats with clean water and foraging grounds that are "free from chemical contamination". The steady growth of the crane population in this area is therefore no coincidence; rather, it is a direct result of the local community's commitment to transitioning toward "organic rice farming", creating a safe shared environment. Building on this success, the initiative has expanded into a proactive partnership among TruePlookpanya, Royal Umbrella Rice, and the Buri Ram Provincial Agriculture Office to promote "low-carbon rice" cultivation among farmers within the crane's foraging habitat.

This transition goes beyond maintaining the organic farming standards required for the Sarus Crane to thrive; it enhances production processes to simultaneously mitigate atmospheric impacts. In tandem, this partnership implements training programs centered on the Sustainable Rice Standard, ensuring that every grain produced meets the highest benchmarks for quality and environmental stewardship. The program also provides market incentives by purchasing participating farmers' yields for distribution through trade channels such as Lotus's, thereby empowering consumers to contribute to the conservation of the Sarus Crane while supporting the livelihoods of environmentally conscious farmers.

The success story at the Huai Chorakhe Mak Reservoir demonstrates that "organic and low-carbon rice" is far more than a health-conscious consumer alternative. It serves as a vital tool for transforming agricultural areas into safe havens for wildlife while establishing a foundation where humanity and nature can coexist in balanced, sustainable harmony.

Building Business Resilience and Creating Widespread Positive Impact

The enforcement of the European Union Deforestation Regulation (EUDR) marks a pivotal turning point for many industries, including Charoen Pokphand Group. Rather than being a mere "trade barrier", the EUDR serves as a "catalyst" for strengthening the Group's data management systems, traceability, and risk management toward greater transparency and accountability.

Guided by a commitment to deforestation-free sourcing, Charoen Pokphand Group has developed systems that can be scaled from local to supply chain and international market level, reinforcing trust among consumers and stakeholders worldwide. The Integrated Crop, Rice, Transportation and Service Business has embraced EUDR requirements by ensuring full traceability of its rubber products and prioritizing procurement from farmers and suppliers who have not encroached upon forested lands after the 2020 cut-off date. Through rigorous legal compliance, the Group supports sustainable exports to the European Union market.

The Loei Rubber Factory, operated by Charoen Pokphand Agricultural Company Limited (CPCRT), has undergone a compliance assessment against the EUDR requirements conducted by Preferred by Nature (PbN), an authorized certification body accredited to verify and issue official EUDR certifications. This assessment reflects CPCRT's commitment to aligning its business conduct with deforestation-free rubber practices, ensuring that raw materials are sourced from non-encroached lands and that production processes comply with relevant legal frameworks.

Concurrently, the facility has enhanced its raw material traceability systems to verify the origin of rubber supplier by partner farmers, ensuring transparency and traceability. This assessment validates the operational readiness of the factory's systems, reinforcing trust among domestic and international customers, particularly European tire manufacturers.

2026 Agricultural Burning Summary

Data from the maize supply chain traceability system (March-April 2026)

Cultivation Area under Traceability System

1,472,705 rai

Number of Cultivation Plots Recorded in the System

93,008 plots

Hotspots Detected and Procurement Stopped

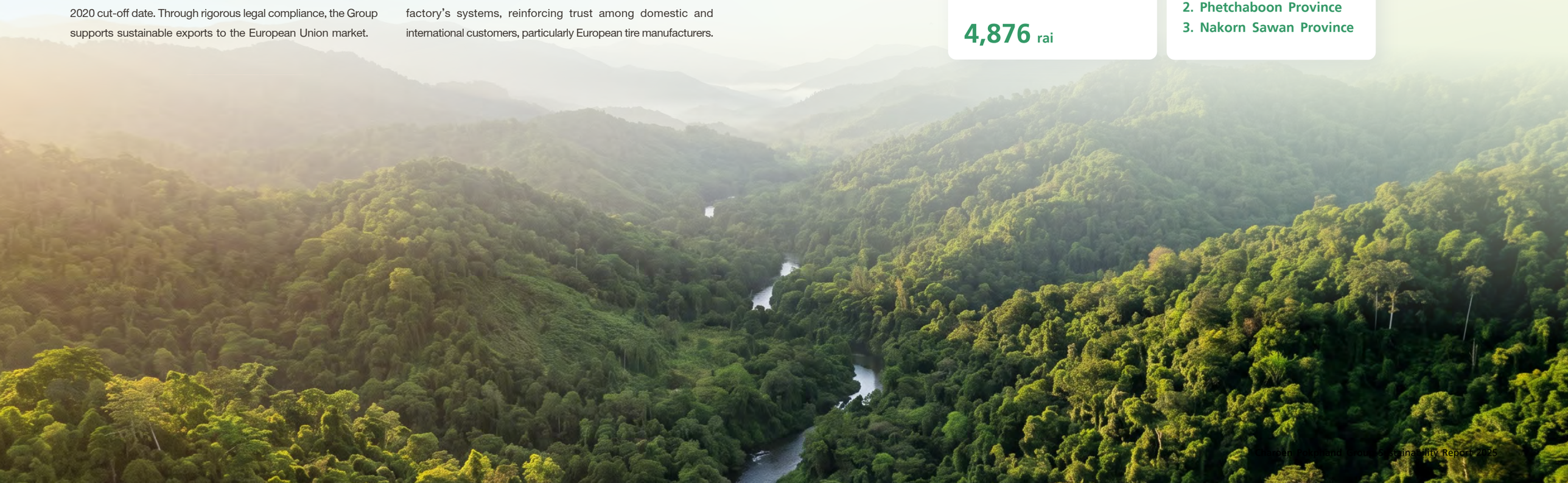
372 plots

Burn-Free Area

4,876 rai

3 Provinces with Highest Hotspot

1. Prae Province
2. Phetchaboon Province
3. Nakorn Sawan Province





Responsible Supply Chain Management

Charoen Pokphand Group enhances raw material traceability to international standards and drives sustainable growth among partners through fair trade

Charoen Pokphand Group manages the supply chain with a commitment to creating shared value and sustainable growth alongside business partners. The Group's Supplier Code of Conduct serves as the baseline for all supplier collaborations, covering critical areas such as human rights, labor standards, and environmental impacts. Besides the Supplier Code of Conduct, the Group has implemented a robust traceability system for high-risk raw materials to ensure that the supply chain remains free from rights violations and natural resource degradation. Furthermore, the Group has developed mechanisms to enhance supplier capabilities through training and technology transfer, supporting suppliers, especially SMEs, in adapting to and aligning with international standards.

Key Performance in 2025

95.92%

New suppliers selected based on environmental and social criteria

96.42%

Domastic Purchase Value

Goals and Progress

Goals	Progress
100% Significant suppliers audited on sustainability	2025: 95.37% 2024: 91.31% 0% 50% 100% Target 2030
100% of high-risk raw materials traceable by 2030	2568: 39.62% 2567: 38.23% 0% 50% 100% Target 2030

Supporting the SDGs

2.4 4.4 5.b 8.3 8.8

9.2 12.7 12a 13.3 16.2

More information available in

- Delivering on Our SDG Commitments 2025
- Sustainability Performance Supplement 2025

Highlight Performance 2025

Supplier Screening

24,042 suppliers
Tier 1 Suppliers

2,846 suppliers
Significant Tier 1 Suppliers

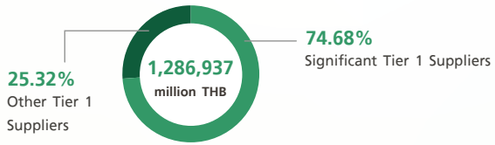
114 suppliers
Significant Non-tier 1 Suppliers

Significant suppliers are identified based on the following criteria:

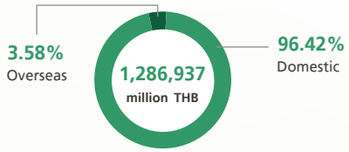
1. Suppliers with high purchasing value
2. Suppliers of critical components, goods and services
3. Supplier of irreplaceable or rare goods and service
4. Supplier that mainly depends on the Group

Purchase Value

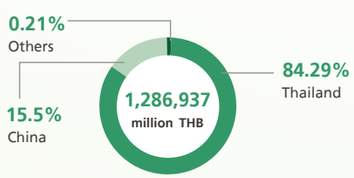
Purchase Value from Significant Tier 1 Suppliers



Domestic Purchase Value

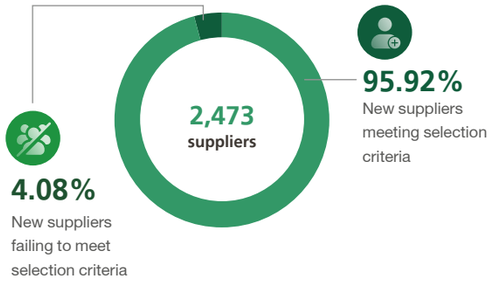


Purchase Value by Country



New Supplier Selection

New suppliers selected using sustainability criteria (%)



Raising Awareness

Supplier Code of Conduct for Significant Tier 1 Suppliers

100% Communication/ Training

100% Acknowledgement

Sustainable Procurement Policy

99.3%
Communication/Training for Procurement Employees

Supplier Assessment



Annual assessment of compliance with the Supplier Code of Conduct and sustainability requirements using appropriate methods including:

1. Questionnaires/ self-assessments
2. On-site audits by internal auditors
3. On-site audits by independent third-party auditors
4. Supplier performance data analysis by credible service providers

Number of Unique Significant Suppliers Received Sustainability Assessment



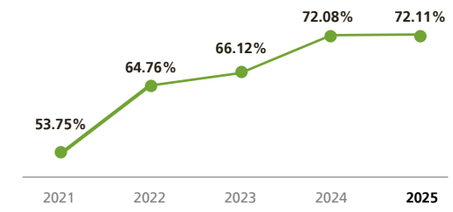
Number of Unique with Substantial Actual/ Potential Negative Impacts



Number of Unique Suppliers Supported in Corrective Action Plan Implementation



Percentage of Suppliers in Capacity Building Programs

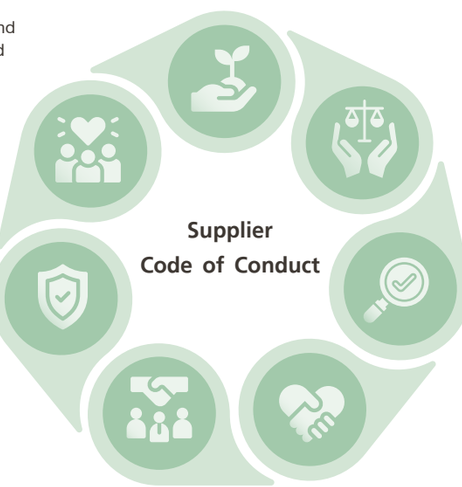


3 suppliers
Number of unique significant suppliers with substantial actual/ potential negative impacts that were terminated

23,526 suppliers
Local suppliers in countries of operation

Responsible Supply Chain Management

Sustainable Procurement Policy and Guidelines



1 Business Ethics

Conducting Business with Integrity and Honesty / Respecting Intellectual Property / Data Protection / Cybersecurity / Conflicts of Interest / Anti-corruption / Fair Competition / Financial Integrity and Disclosure

2 Quality and Standard of Products and Services

Production Quality Control / Responsible Sourcing / Traceability

3 Respecting Human Rights

Compliance with Human Rights Principles / Freedom of Association and Collective Bargaining / Land Rights

4 Fair Treatment of Labor

Non-Discrimination and Equity / Employment / Labor Protection / Forced Labor / Compensation and Benefits

5 Safety, Occupational Health and Workplace Environment

Providing safe workplace and complying with safety, occupational health and workplace environment legal and standard.

6 Community and Social Responsibility

Good Corporate Citizenship / Respect for Cultural Diversities and Local Traditions / Community and Social Development

7 Environmental Responsibility

Environmental Management and Efficient use of Resources / Pollution Control

Commitment and Governance

Charoen Pokphand Group has announced the Sustainable Procurement Policy and Guidelines, the Supplier Code of Conduct, strategies, goals, and indicators. Furthermore, the Group has established Group-level and business group-level units in charge of responsible supply chain management to oversee, control, monitor, and report performance directly to the Sustainability Committee, which is chaired by the Chief Executive Officer of Charoen Pokphand Group. The Committee subsequently reports all performance to the Board of Directors.

Policy Implementation

Charoen Pokphand Group provides communication and training on the Sustainable Procurement Policy and Guidelines to ESG Program stakeholders and suppliers via a diverse range of channels, such as online training, face-to-face sessions, supplier platforms, and on-site visits by extension teams to directly convey the Group's requirements and expectations to contract farmers. Furthermore, the Group requires suppliers to sign a formal commitment demonstrating their mutual alignment with the Supplier Code of Conduct.

ESG Integration

Charoen Pokphand Group has integrated ESG criteria into supplier selection and evaluation processes. Furthermore, the Supplier Code of Conduct is embedded within all contractual terms, with specific additional requirements mandated for high-risk suppliers. This framework also encompasses the identification of significant suppliers, determined by their business significance and overall risk profile.

Supplier Assessment

Charoen Pokphand Group conducts annual assessments of compliance with the Supplier Code of Conduct and sustainability requirements utilizing appropriate methodologies. These include questionnaires/self-assessments, on-site audits by internal auditors, on-site audits by independent third-party auditors, and supplier performance data analysis from credible service providers. Furthermore, the Group monitors progress on the implementation of corrective action plans and provides continuous guidance to enhance supplier operations in alignment with the Group's standards.

Supplier Capability Building

Charoen Pokphand Group provides a diverse range of supplier development programs, including training sessions, the distribution of instruction materials, consultations on resolving non-compliance issues identified during assessments, and collaborative projects to eliminate existing limitations. The Group also hosts award ceremonies to honor suppliers with outstanding performance. Conversely, in cases where suppliers refuse to participate in any form of the Supplier ESG Program, the Group will initiate a fair contract termination process.

More information available in
Responsible Supply Chain Management

Supplier ESG Audit

Charoen Pokphand Group recognizes that the economic, social, and environmental impacts arising from business operations do not occur solely within the organization. The Group therefore places importance on the systematic development of supplier assessment standards to enhance operational practices in alignment with the principles of responsible business conduct and sustainable development. To translate this approach into concrete action, the Group has established a comprehensive supplier assessment process comprising four key steps, as follows:

SUPPLIER ENGAGEMENT PROGRAM

1 RISK & STANDARDS FRAMEWORK

Integration of ESG-relevant standards and requirements to develop audit procedures and tools.

Alignment of audit criteria with applicable standards

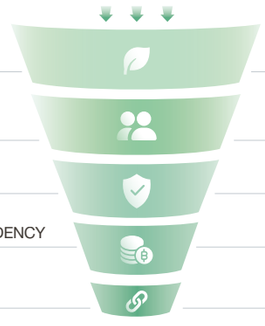
SCOC, ecovadis, SMETA, UNGP, ILO, OECD, ISO

Define risk-based supplier segmentation

20
SUPPLIER GROUPS

2 ESG RISK CLASSIFICATION

TOTAL SUPPLIERS

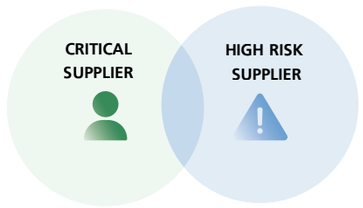


CRITICAL SUPPLIERS | HIGH RISK SUPPLIERS

SIGNIFICANT SUPPLIERS

3 ESG ASSESSMENT METHODOLOGY

SIGNIFICANT SUPPLIERS



ESG ISSUE / NON-CONFORMANCE CASE

- SCORE BELOW PASSING THRESHOLD
- CRITICAL CAPA REMAINS OPEN
- ADVERSE MEDIA / PUBLIC CONTROVERSY
- ESG INCIDENTS
- REGULATORY NON-COMPLIANCE

PRIORITY ON-SITE AUDIT

ON-SITE AUDIT EVERY YEAR

ON-SITE AUDIT EVERY 3 YEAR

SELF ASSESSMENT QUESTIONNAIRE

4 CAPACITY BUILDING

- INFORMATION / TRAINING ON ESG PROGRAM, PROCESS & REQUIREMENT
- BENCHMARKING AGAINST PEERS
- IN-DEPTH TECHNICAL SUPPORT
- SUPPLIER RECOGNITION AND AWARDS

MONITORING KEY RISKS

GENERAL MANAGEMENT | BUSINESS ETHICS & GOVERNANCE | ENVIRONMENTAL PERFORMANCE | LABOR & HUMAN RIGHTS | OCCUPATIONAL HEALTH & SAFETY | COMMUNITY IMPACT

Supplier Sustainability Assessment



"Suppliers are at the heart that help strengthen competitiveness, improve responsiveness to consumer needs, and reduce business risks. The Company has continuously supported and enhanced suppliers' operational capabilities to grow sustainably by integrating sustainability approaches covering governance, social, and environmental dimensions into supply chain management processes."

Mr. Yuthasak Poomsurakul
Chief Executive Officer
CP ALL PLC.

Charoen Pokphand Group has established a comprehensive supplier assessment process covering four key steps.

1) The Group begins by integrating its Supplier Code of Conduct with the sustainability standards available in its database to develop an assessment standard that addresses the expectations of leading global rating organizations. The Group has also classified suppliers into 20 industry groups and assigned four levels of inherent risk: High, Medium+, Medium, and Low, based on the nature of their operations.

2) Given the Group's diversified business context and large supplier base, suppliers are classified to ensure that each is managed with an approach appropriate to its context. Suppliers are classified into two categories. The first is strategic suppliers, which are suppliers of business significance, primarily assessed against economic criteria, including:
   1. Suppliers with high purchasing value
   2. Suppliers that deliver critical raw materials
   3. Suppliers that are among the limited sources capable of delivering the required work
   4. Suppliers that are primarily dependent on the Group

   The second category is high-risk suppliers, assessed based on risks at all levels, including country, industry, and product risks, as well as past ESG issue records. These two categories are collectively referred to as significant suppliers, which receive special attention from the Group.

3) The Group applies four levels of engagement with significant suppliers.
   - Level 1: Sustainability self-assessment with supporting evidence, applied to strategic suppliers.
   - Level 2: On-site supplier sustainability assessment every three years, applied to high-risk suppliers.
   - Level 3: On-site supplier sustainability assessment every year, applied to suppliers that are both strategic and high-risk suppliers.
   - Level 4: Urgent on-site supplier sustainability assessment when a supplier is found to have any of the following situations:
     - Self-assessment score below the specified threshold
     - Nonconformities identified in the previous assessment not yet addressed according to plan
     - Adverse news in public media
     - ESG-related incident
     - Non-compliance with relevant laws, rules, or regulations

   All forms of assessment cover the key risk areas: general management, ethical business conduct and governance, environmental operations, human rights and labor, occupational health and safety, and community impact.

4) This step represents the ultimate objective of the program: supplier capacity development to promote and support stronger sustainability performance. This is delivered through various approaches, including training, educational materials, benchmarking supplier performance within the same business sector, advisory support to address nonconformities identified through assessments, and collaborative projects to remove existing limitations.

Examples of Issues Identified through Sustainability Assessments

	Risk Issues	Risk Management Measures
Environmental Dimension	Segregation of industrial waste and general waste	Develop, communicate, and implement standards for the segregation of industrial waste and general waste.
	Pollution control	Assess significant environmental aspects, develop pollution control plans for relevant areas, and monitor progress at appropriate intervals.
Social Dimension	Safety for work in confined spaces	Provide confined-space safety training for relevant personnel, establish work permits for confined-space entry, and measure oxygen levels and toxic gases before work begins.
	Job advertisements specifying recruitment conditions that may constitute unfair discrimination against applicants	Develop, communicate, and implement the human rights policy and labor practice guidelines.
Governace Dimension	Establishment of the welfare committee and meetings	Establish the committee and hold meetings every three months.
	Grievance and whistleblowing system	Define accessible grievance and whistleblowing channels for stakeholders, together with practices for maintaining whistleblower confidentiality, non-retaliation against complainants, and clear investigation and remediation processes.



"Sustainability assessment must be carried out continuously as a cycle of improvement, leading to sustainable growth across the supply chain in all dimensions: economic, social, and environmental."

Mr. Sapphaphet Pojasan
Chief Executive Officer
IFS Facility Services Company Limited

Supplier Development

Charoen Pokphand Group firmly believes that sustainable growth cannot be achieved by the organization alone; rather, it requires the simultaneous advancement of supplier capacity throughout the value chain. Accordingly, the Group prioritizes systematic supplier development through knowledge sharing, the dissemination of best practices, support for technology and innovation adoption, and the enhancement of capabilities in operational efficiency, quality management, environmental performance, and sustainability. These efforts enable suppliers to adapt to changes, mitigate business risks, and contribute to the creation of shared sustainable economic, social, and environmental value.

Over the years, Charoen Pokphand Group has conducted annual communication and training on the Sustainable Procurement Policy and Guidelines and the Supplier Code of Conduct for all suppliers through diverse channels. These initiatives cover critical areas such as human rights, labor standards, occupational safety, and environmental stewardship. This framework operates under the direct oversight of dedicated units at both the Group and business group levels, with performance reported directly to the Sustainability Committee, which is chaired by the Group's Chief Executive Officer. Additionally, information technology has been leveraged to develop sustainability risk assessment tools, enhancing efficiency in identifying improvement opportunities and establishing proactive measures alongside suppliers. With a clear objective to continuously expand the scope of supplier sustainability audits to cover all significant suppliers, this reflects our unwavering commitment to elevating standards across the entire value chain.

CP Supplier Forum 2025: For Sustainable Growth



Number of participating suppliers
200 suppliers

Value Creation

Relationship Capital

Charoen Pokphand Group's corporate vision places a profound emphasis on fostering a "responsible supply chain" as a vital engine for sustainable growth. The Group firmly believes that true transformation can only be achieved through the systematic and continuous collaboration of all sectors across the value chain. The Group has established a clear decarbonization roadmap spanning upstream to downstream operations, where suppliers serve as key partners in advancing towards net zero by 2050. This includes implementing traceability to ensure feed corn sourcing is strictly free from forest burning. Concurrently, the Group promotes low-carbon footprint products, such as low-carbon rice.

Furthermore, the Group has launched a digital data collection platform designed to measure carbon emissions and generate accurate, transparent reports suitable for government submission. Accordingly, the Group provides training and mentorship to help suppliers develop green products, preparing them for global trade competition and shifting trends. The CP Supplier Forum 2025 also featured specialized experts from Charoen Pokphand Group who shared insights to elevate supplier business operations alongside sustainability. Topics included responsible supply chain management practices and frameworks for supporting low-carbon suppliers. Additionally, perspectives were shared on human rights management in the supply chain to integrate these principles into sustainable business standards.

Green Financing Program



Number of participating suppliers
100 suppliers

At the "True Supplier Forum 2025: Together for Net Zero", True Corporation announced the launch of its "Green Financing Program," a first-of-its-kind initiative in Asia. Developed in partnership with Pantavanij and TMBThanachart Bank, the program provides suppliers with systematic access to green funding sources, serving as a vital mechanism to accelerate environmental and clean energy initiatives across the supply chain. This collaborative effort drives the reduction of Scope 3 greenhouse gas emissions toward achieving Net Zero by 2050. Reflecting the philosophy that sustainable growth must encompass all dimensions, the program has concurrently established a "Zero Fatalities" target for workplace safety, ensuring that the transition toward a green business model is both stable and responsible in all aspects. Ultimately, the Green Financing Program not only empowers suppliers to adapt to green business trends and eco-conscious consumer demands, but also concretely addresses investor priorities on decarbonization, steering True's supply chain toward strong and sustainable growth together.

Four "Green Financing Program" Models: Building a Sustainable World with True's Partners

- **Long-term financing for renewable and clean energy projects** to improve energy efficiency, promote sustainable natural resource management, and promote green building development
- **Special financing linked to sustainability targets,** offering preferential interest rates based on a company's sustainability performance outcomes
- **Financing for end-to-end solar energy projects**, covering site survey, design, and installation to system testing and operational deployment
- **Financing for electric vehicles (EV),** including company cars, pool vehicles, employee welfare vehicles, and logistics fleets, aimed at reducing carbon emissions from the logistics sector

Value Creation

Relationship Capital

Traceability and Deforestation-Free Sourcing

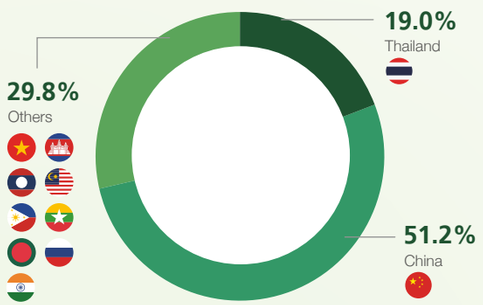
Sustainable procurement is the foundation of a responsible supply chain. To this end, Charoen Pokphand Group has enacted the Sustainable Procurement Policy and the Ecosystem and Biodiversity Protection Policy, while establishing targets for deforestation-free sourcing of key raw materials and full traceability to guarantee that all inputs originate from responsible production sites that are free of deforestation, forest encroachment, and any form of human rights violations or illegal labor. This commitment covers five core agricultural raw materials utilized in animal feed production, namely maize, soybeans, palm oil, cassava, and fishmeal.

Approach to Verifying the Procurement of Deforestation-Free Raw Materials

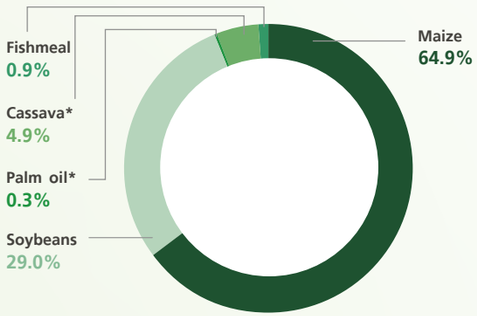
1. **Procurement of raw materials from cultivation areas located in countries with a low risk of deforestation**
   The Group sources raw materials from cultivation areas located in countries assessed as having a low risk of deforestation, based on credible and internationally recognized information sources, such as the ASC Feed Standard.
2. **Procurement of raw materials certified under international standards to verify that they are deforestation-free**
   The Group sources raw materials certified under international standards, such as the Roundtable on Sustainable Palm Oil (RSPO) for palm oil; the U.S. Soy Sustainability Assurance Protocol (SSAP) and the Round Table on Responsible Soy Association (RTRS) for soybeans and soybean meal; and MarinTrust for fishmeal.
3. **Procurement of raw materials traceable to their source to verify that they are deforestation-free**
   The Group sources raw materials cultivated on legally authorized land. Copies of valid land title documents or official documents confirming that the land has been authorized by the government for agricultural use are used as supporting evidence. The Group also uses cultivation plot location data, including GPS coordinates and polygon data, to verify that the areas are deforestation-free, monitor changes in land use, and track the burning of cultivation plots through satellite imagery. The Group also connects its databases with business partners that collect and distribute animal feed raw materials internationally and operate credible and recognized traceability systems.

Progress in Traceability of at Risk Raw Materials and Deforestation-free Sourcing

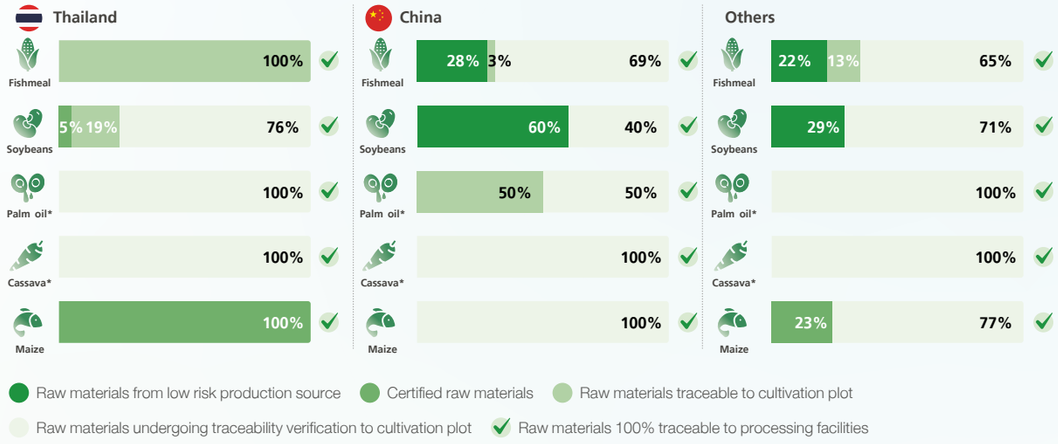
Purchase Volume of High Risk Raw Materials
(by country)



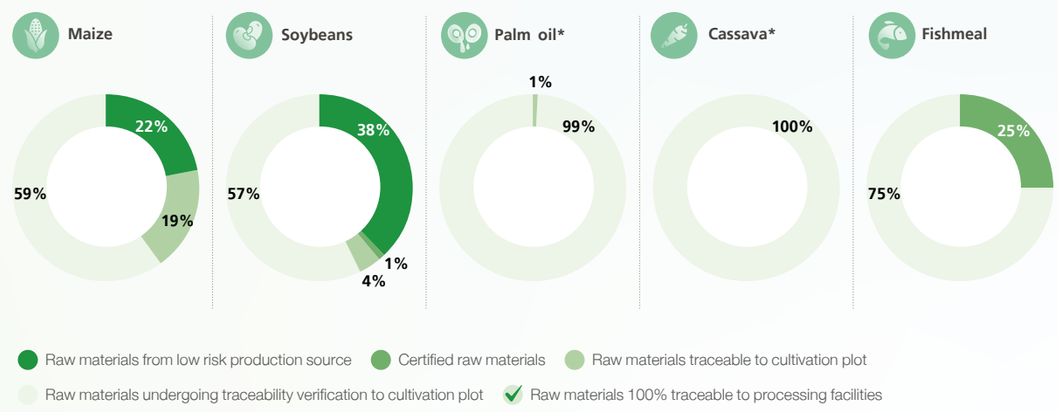
Purchase Volume of High Risk Raw Materials
(by raw materials)



Traceability of at Risk Raw Materials and Deforestation-free Sourcing
(by country)



Traceability of at Risk Raw Materials and Deforestation-free Sourcing
(all country)



Remark:
* In 2025, the Group initiated the development of traceability systems for palm oil and cassava.
The scope of traceability covers agricultural raw materials used in animal feed production across 11 countries: Thailand, Vietnam, India, Cambodia, Laos, Malaysia, the Philippines, Myanmar, Bangladesh, Russia, and China.

Six-Step Traceability System: Building Transparency and Enhancing Sustainability

The feed corn traceability system in Myanmar, developed by Charoen Pokphand Group in collaboration with multilateral partners, marks a significant milestone in Thailand-Myanmar cooperation. The initiative aims to reduce hotspots from agricultural plot burning within cultivation areas by leveraging satellite technology. Independent verification by Control Union ensures that every grain of corn complies with the "Non-burning, Deforestation-free" standard and remains transparently traceable. This aligns with the Thai government's "CLEAR Sky" Strategy, which systematically addresses transboundary haze, alongside the "Burn-Free Corn" measure taking effect on January 1, 2026.

Under this regulation, corn importers must provide clear verifiable evidence of origin, including cultivation area data, harvest timelines, and plot coordinates to support traceability. Strict penalties will be enforced if any falsified information is discovered. Elevating traceability standards serves as a critical tool to mitigate PM2.5 pollution and address global market sustainability regulations, effectively turning environmental challenges into a concrete opportunity to develop a dust-free and safe regional food supply chain.



01 **Farmer Registration and Farm Plot Mapping**
Identifying plot coordinates and details to enable accurate and precise data tracking

02 **Cultivation Area Verification via Satellite Imagery**
Preventing forest encroachment and supporting long-term environmental conservation

03 **Historical Forest Map Verification (Since 2020)**
Ensuring EUDR compliance to verify that cultivation plots are not located on deforested land

04 **Hotspot Monitoring Within Cultivation Areas**
Mitigating agricultural residue burning, which is a primary cause of PM2.5

05 **Burned Area Verification**
Calculating and deducting identified burned areas from the total cultivation area

06 **Procurement Volume Calculation**
Determining procurement volumes by excluding forest areas and burned areas from the registered cultivation area

Charoen Pokphand Group also prioritizes building farmer capacity by promoting correct agricultural techniques under sustainable agriculture standards. This spans from initial plot preparation to soil replenishment, alongside key parallel initiatives such as:

1. Continuous plot management by recommending the cultivation of beans and other cover crops after the corn harvest to replenish the soil and suppress weed growth, thereby eliminating the need for crop burning before the next planting cycle.
2. Tillage Practices: As Myanmar's Shan State shares a border with China's Yunnan Province, farmers can access and utilize cross-border machinery. However, tillage must be properly managed to prevent topsoil degradation.
3. Utilising corn residues and other agricultural by-products for beneficial purposes, such as converting them into firewood.

Furthermore, this traceability system has been certified by Control Union, a global organization specializing in sustainability standard verification. Charoen Pokphand Produce Company Limited and the Feed Ingredient Trading Business Group have obtained verification for their feed corn traceability system in Myanmar, demonstrating the transparency and credibility of the feed corn supply chain. This verification provides assurance that raw materials can be traced throughout every stage of the production process. The Group is prepared to expand the system implementation to other producers and suppliers.

Appendix

Charoen Pokphand Group is committed to fully disclosing our sustainability performance in accordance with globally recognized standards. This Appendix compiles the reporting scope and boundaries, the content index under the GRI Standards 2021, and disclosures aligned with the UN Global Compact, UN Sustainable Development Goals, and IFRS S1 & S2. It also includes third-party assurance statements to enable all stakeholders to systematically review and evaluate the Group's performance.

Reporting Boundary 2025 258
GRI Content Index 260
Assurance Statement 276







Reporting Boundary 2025

The content presented in the 2025 Sustainability Report highlights the sustainability performance of Charoen Pokphand Group and its eight core business lines. The economic data encompasses the Group's operations across 23 countries and economic zones worldwide. Environmental and social performance data (specifically related to safety and occupational health) covers the operations of the Group's companies and subsidiaries in Thailand, Vietnam, India, the Philippines, Malaysia, Cambodia, Türkiye, Laos, China, Myanmar, Indonesia, Bangladesh, and Taiwan. Meanwhile, the social performance data (specifically related to human resources) covers the companies listed in the table below.

Business Group / Company Name	Economic	Environmental				Social	
		Energy	Greenhouse Gas	Water	Waste	Safety	Human Resources
1 Charoen Pokphand Group Co., Ltd. and Subsidiaries	●	●	●	●	●	●	●
Agro-industry and Food Business Group							
1 Charoen Pokphand Food Public Company Limited and Subsidiaries	●	●	●	●	●	●	●
2 Agro-Industry And Food Business Group (China)	●	●	●	●	●	●	●
3 Chia Tai Enterprises International Limited	●	●	●	●	●	●	●
4 Myanmar C.P. Livestock Company Limited	●	●	●	●	●	●	○
5 C.P. Bangladesh Company Limited	●	●	●	●	●	●	○
6 Charoen Pokphand Pakistan (Pvt.) Ltd.	●	○	○	○	○	○	○
7 Chia Tai Feedmill Pte. Ltd.	●	○	○	○	○	○	○
8 Chia Tai Company Limited and subsidiaries	●	●	●	●	●	●	○
9 C.P. Intertrade Company Limited and subsidiaries	●	●	●	●	●	●	●
10 Charoen Pokphand Produce Company Limited and Subsidiaries	●	●	●	●	●	●	●
11 K.S.P Equipment Company Limited	●	●	●	●	●	●	○
12 Kasetphand Industry Company Limited	●	●	●	●	●	●	○
13 Charoen Pokphand Agriculture Company Limited	●	●	●	●	●	●	●
14 Charoen Pokphand Engineering Company Limited	●	●	●	●	●	●	●
15 Perfect Companion Group Company Limited	●	●	●	●	●	●	●
16 Advance Pharma Company Limited	●	●	●	●	●	●	○
Retail and Distribution Business Group							
1 CP All Public Company Limited and Subsidiaries	●	●	●	●	●	●	●
2 CP Axtra Public Company Limited and Subsidiaries	●	●	●	●	●	●	●
3 All Now Logistics Company Limited	●	●	●	●	●	●	●
4 CP Social Impact Company Limited	●	○	○	○	○	○	●
5 CP Seeding Social Impact Company Limited	●	○	○	○	○	○	●
6 C.P. Lotus Corporation	●	●	●	●	●	●	●
Media and Telecommunication Business Group							
1 True Corporation Public Company Limited and subsidiaries	●	●	●	●	●	●	●
2 Thana Telecom Company Limited and subsidiaries	●	●	●	●	●	●	●
E-commerce and Digital Business Group							
1 Ascend Group Company Limited and Subsidiaries	●	●	●	●	●	●	●
2 Freewill Solution Company Limited	●	●	●	●	●	●	●
3 Amaze Company Limited	●	○	○	○	○	○	●
Property Development and Infrastructure Business Group							
1 C.P. Land Public Company Limited and subsidiaries	●	●	●	●	●	●	●
2 C.P. Property Holding Company Limited	●	●	●	●	●	●	●
3 CP Future City Development Company Limited	●	○	○	○	○	○	●
4 Altervim Company Limited	●	●	●	○	○	●	○
5 Asia Era One Company Limited	●	○	○	○	○	○	●
6 Shanghai Kinghill Limited	○	●	●	●	●	●	●
7 Chia Tai Land Company Limited	○	●	●	●	○	○	●
8 Chia Tai Di Jing (Shanghai) Investment Management Ltd.							
Automotive and Industrial Products Business Group							
1 E.C.I Group Company Limited and Subsidiaries	●	○	○	○	○	○	●
2 CPPC Public Company Limited and Subsidiaries	●	●	●	●	●	●	●
Pharmaceutical Business Group							
1 CP BIO	●	●	●	●	●	●	●
2 Sino Biopharmaceutical Limited	●	●	●	●	●	●	●
Finance and Investment Business Group*							
1 Zheng Xin Bank Company Limited	○	●	●	●	●	●	○
2 Ping An Insurance (Group) Company of China Ltd.							
3 Itochu Corporation							
4 Citic Group Corporation Ltd.							

Remarks:
- ● Refers to the company's performances that are covered in this Report
- ○ Refers to the company's performances that are not covered in this Report
- * At present, the Finance and Investment Business Group is not currently under the management of Charoen Pokphand Group.

GRI Content Index

GRI Content Index (GRI Standards 2021)

Foundation 2021

Statement of Use	Charoen Pokphand Group has reported in accordance with the GRI Standards for the period between 1 January 2025 to 31 December 2025
GRI 1 Used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022

GRI Standard/ Other Source	Disclosure	Our Response/ Reference Location	Omission			GRI Sector Specific	UNGC CoP	IFRS S1 & S2	External Assurance
			Requirement Omitted	Reason	Explanation				
General Disclosure 2021									
The Organization and its Reporting Practices									
GRI 2	2-1 Organizational details	page 24-25 C.P. Group website: Our Business						S1 20	
GRI 2	2-2 Entities included in the organization's sustainability reporting	page 258-259						S1 20	
GRI 2	2-3 Reporting period, frequency and contact point	page 34-35						S1 64-69	
GRI 2	2-4 Restatement of information	Sustainability Performance Report 2025					G4	S1 70	
GRI 2	2-5 External assurance	page 276-277 (External Assurance)					G13	S1 72-73	
Activities and Workers									
GRI 2	2-6 Activities, value chain and other business relationships	page 26-29 C.P. Group website: Overview						S1 31-32	
GRI 2	2-7 Employees	page 88-89 Sustainability Performance Report 2025						S1 31-32	
GRI 2	2-8 Workers who are not employees	Sustainability Performance Report 2025	a, b, c	Information unavailable / incomplete	Data is not available due to the collection system is under development. This data will be reported in the next 1-2 years.			S1 31-32	
GRI 2	2-9 Governance structure and composition	page 38-39 C.P. Group website: Sustainability Governance					G5, G11	S1 25-28	
GRI 2	2-10 Nomination and selection of the highest governance body	page 66-67							
GRI 2	2-11 Chair of the highest governance body	page 38-39, 66-67 C.P. Group website: Sustainability Governance						S1 25-28	
GRI 2	2-12 Role of the highest governance body in overseeing the management of impacts	page 50-53					G1, G7	S1 25-28	
GRI 2	2-13 Delegation of responsibility for managing impacts	page 50-53					G5	S1 25-28	
GRI 2	2-14 Role of the highest governance body in sustainability reporting	page 34-35, 38-39, 50-53					G1	S1 25-28	
GRI 2	2-15 Conflicts of interest	page 78-79 C.P. Group website: Corporate Governance						S1 25-28	
GRI 2	2-16 Communication of critical concerns	page 78-79 C.P. Group website: Corporate Governance						S1 25-28	
GRI 2	2-17 Collective knowledge of the highest governance body	page 66-67 C.P. Group website: Corporate Governance						S1 25-28	
GRI 2	2-18 Evaluation of the performance of the highest governance body	page 66-67						S1 25-28	
GRI 2	2-19 Remuneration policies		a, b	Confidentiality constraints	The information is internally confidential information		G10	S1 25-28	
GRI 2	2-20 Process to determine remuneration		a, b	Confidentiality constraints	The information is internally confidential information			S1 25-28	
GRI 2	2-21 Annual total compensation ratio	Sustainability Performance Report 2025	a, b, c	Confidentiality constraints	The information is internally confidential information			S1 25-28	

GRI Standard/ Other Source	Disclosure	Our Response/ Reference Location	Omission			GRI Sector Specific	UNGC CoP	IFRS S1 & S2	External Assurance
			Requirement Omitted	Reason	Explanation				
General Disclosure 2021									
Strategies, Policies and Practices									
GRI 2	2-22 Statement on sustainable development strategy	page 54-55					G1	S1 27–28	
GRI 2	2-23 Policy commitments	Codes of Conduct Human Rights and Labor Practices Policy and Guidelines					G2, G3, G7, G7.1, HR2, L1.1, E1.1	S1 27–28	
GRI 2	2-24 Embedding policy commitments	C.P. Group has several policies in place to ensure strict compliance to our Codes, vision and strategy, as well as applicable laws and regulations. Each management level has responsibility in the policy development, implementation, and monitoring. Beside overseeing the adoption of policies, every level of employee is provided with trainings to confirm clear understanding of each policy, and ability to execute everyday activity in accordance with statement set forth within policies.						S1 27–28	☑
GRI 2	2-25 Processes to remediate negative impacts	page 84-85 C.P. Group website: Corporate Governance Human Rights and Labor Practices						S1 27–28	☑
GRI 2	2-26 Mechanisms for seeking advice and raising concerns	page 78-79 C.P. Group website: Report a Concern Whistleblowing Policy and Guidelines					G8, G8.1	S1 27–28	☑
GRI 2	2-27 Compliance with laws and regulations	page 76-77 C.P. Group website: Corporate Governance						S1 27–28	
GRI 2	2-28 Membership associations	page 48-49 C.P. Group website: Collaboration for Sustainable Development						S1 27–28	
Stakeholder Engagement									
GRI 2	2-29 Approach to stakeholder engagement	Stakeholder Engagement Report 2025						S1 27–28	
GRI 2	2-30 Collective bargaining agreements	Sustainability Performance Report 2025					L1.2	S1 27–28	

GRI Standard/ Other Source	Disclosure	Our Response/ Reference Location	Omission			GRI Sector Specific	UNGC CoP	IFRS S1 & S2	External Assurance
			Requirement Omitted	Reason	Explanation				
Materiality Topics 2021									
GRI 3	3-1 Process to determine material topic	page 50-53 Double and Dynamic Materiality Assessment Report 2025					G7, G7.1, HR3, L2, L3	S1 17-19	
GRI 3	3-2 List of material topics	page 52-53 Double and Dynamic Materiality Assessment Report 2025					HR1, E12	S1 17-19	
GRI 3	3-3 Management of material topics	page 50-53 Double and Dynamic Materiality Assessment Report 2025					G7, G9, HR2, HR2.1, HR3, HR4, HR5, HR6, HR7, HR8, L1, L2, L3, L4, L5, L11, L12, E1, E2, E3, E4, E4.1, E4.2, E5, AC1, AC4, AC6, AC7, AC8	S1 45-46	
Biodiversity 2024									
GRI 3	3-3 Management of material topics	page 226-239 Double and Dynamic Materiality Assessment Report 2025				13.3.1 13.4.1 13.23.1		S1 45–46	
GRI 101	101-1 Policies to halt and reverse biodiversity loss	Ecosystem Protection Policy							
GRI 101	101-2 Management of biodiversity impacts	page 232-235 Climate & Nature Resilience Report (IFRS S2 & TNFD Report 2025)				13.3.3	E1, E2, E3, E4, E4.1, E4.2, E5	S1 45–46	
GRI 101	101-3 Access and benefit-sharing	page 232-235 Climate & Nature Resilience Report (IFRS S2 & TNFD Report 2025)				13.3.3	E1, E2, E3, E4, E4.1, E4.2, E5	S1 45–46	
GRI 101	101-4 Identification of biodiversity impacts	page 232-235 Climate & Nature Resilience Report (IFRS S2 & TNFD Report 2025)				13.3.3	E1, E2, E3, E4, E4.1, E4.2, E5	S1 45–46	
GRI 101	101-5 Locations with biodiversity impacts	page 232-235 Climate & Nature Resilience Report (IFRS S2 & TNFD Report 2025)				13.3.3	E1, E2, E3, E4, E4.1, E4.2, E5	S1 45–46	

GRI Standard/ Other Source	Disclosure	Our Response/ Reference Location	Omission			GRI Sector Specific	UNGC CoP	IFRS S1 & S2	External Assurance
			Requirement Omitted	Reason	Explanation				
Biodiversity 2024									
GRI 101	101-6 Direct drivers of biodiversity loss	page 232-235 Climate & Nature Resilience Report (IFRS S2 & TNFD Report 2025)				13.3.3	E1, E2, E3, E4, E4.1, E4.2, E5	S1 45–46	
GRI 101	101-7 Changes to the state of biodiversity	page 232-235 Climate & Nature Resilience Report (IFRS S2 & TNFD Report 2025)				13.3.3	E1, E2, E3, E4, E4.1, E4.2, E5	S1 45–46	
GRI 101	101-8 Ecosystem services	page 230-239 Climate & Nature Resilience Report (IFRS S2 & TNFD Report 2025)				13.3.3	E1, E2, E3, E4, E4.1, E4.2, E5	S1 45–46	
Economic Performance 2016									
GRI 201	201-1 Direct economic value generated and distributed	page 24-25				13.2.1 13.22.1 13.22.2			
GRI 201	201-2 Financial implications and other risks and opportunities due to climate change	Climate & Nature Resilience Report (IFRS S2 & TNFD Report 2025)				13.2.2	E2, E3, E4, E4.1, E4.2, E5, E9	S2 14–15	
GRI 201	201-3 Defined benefit plan obligations and other retirement plan		a, b, c, d, e	Information unavailable / incomplete	This information is internally confidential				
GRI 201	201-4 Financial assistance received from government		a, b, c	Not applicable	C.P. Group does not receive any financial assistance from government				
Indirect Economic Impacts 2016									
GRI 3	3-3 Management of material topics	page 136-139 Double and Dynamic Materiality Assessment Report 2025				13.22.1		S1 45–46	
GRI 203	203-1 Infrastructure investments and service supported	page 136-145				13.22.3			
GRI 203	203-2 Significant indirect economic impacts	page 136-145				13.22.4		S1 45–46	
Procurement Practice 2016									
GRI 3	3-3 Management of material topics	page 240-241, 244-245 Double and Dynamic Materiality Assessment Report 2025						S1 45-46	
GRI 204	204-1 Proportion of spending on local supplier	page 242-243							

GRI Standard/ Other Source	Disclosure	Our Response/ Reference Location	Omission			GRI Sector Specific	UNGC CoP	IFRS S1 & S2	External Assurance
			Requirement Omitted	Reason	Explanation				
Anti-corruption 2016									
GRI 3	3-3 Management of material topics	page 64-73 Double and Dynamic Materiality Assessment Report 2025				13.26.1		S1 45-46	
GRI 205	205-1 Total number and percentage of operations assessed for risks related to corruption	page 70-71				13.26.2	G6, AC1, AC4, AC6, AC7, AC8	S1 45-46	
GRI 205	205-2 Communication and training about anti-corruption policies and procedures	page 70-71 Sustainability Performance Report 2025				13.26.3	AC1, AC3, AC4, AC6, AC7, AC8	S1 45-46	
GRI 205	205-3 Confirmed incidents of corruption and actions taken	page 78-79 C.P. Group website: Corporate Governance				13.26.4	AC1, AC4, AC5, AC6, AC7, AC8	S1 45-46	
Anti-competitive Behavior 2016									
GRI 206	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	page 78-79				13.25.1 13.25.2		S1 45-46	
Materials 2016									
GRI 3	3-3 Management of material topics	page 202-205 Double and Dynamic Materiality Assessment Report 2025						S1 45-46	
GRI 301	301-1 Materials used by weight or volume	page 212-213 Sustainability Performance Report 2025	Data on materials that are used to produce is excluded	Information Unavailable	See remark 1 on this page			S1 45-46	☑ Packaging
GRI 301	301-2 Recycled input materials used	page 212-213 Sustainability Performance Report 2025	Data on the used of recycled materials is excluded	Information Unavailable	See remark 1 on this page			S1 45-46	
GRI 301	301-3 Reclaimed products and their packaging materials	page 212-213 Sustainability Performance Report 2025	a, b	Information Unavailable	See remark 1 on this page			S1 45-46	
Energy 2016									
GRI 3	3-3 Management of material topics	page 180-185 Double and Dynamic Materiality Assessment Report 2025						S1 45-46	

Remark:

1 C.P. Group reports only data on materials used for packaging. Data for other materials are excluded due to the collection system is under development. This data will be reported in the next 3-5 years.

GRI Standard/ Other Source	Disclosure	Our Response/ Reference Location	Omission			GRI Sector Specific	UNGC CoP	IFRS S1 & S2	External Assurance
			Requirement Omitted	Reason	Explanation				
Energy 2016									
GRI 302	302-1 Energy consumption within the organization	page 190-191 Sustainability Performance Report 2025					E1, E2, E3, E4, E4.1, E4.2, E5, E10, E11	S2 29	☑
GRI 302	302-2 Energy consumption outside the organization	page 190-191 Sustainability Performance Report 2025	a, b, c	Information unavailable/ incomplete	See remark 2 on this page		E1, E2, E3, E4, E4.1, E4.2, E5	S2 29	
GRI 302	302-3 Energy intensity	page 190-191 Sustainability Performance Report 2025					E1, E2, E3, E4, E4.1, E4.2, E5	S2 29	
GRI 302	302-4 Reduction of energy consumption	page 190-191 Sustainability Performance Report 2025					E1, E2, E3, E4, E4.1, E4.2, E5	S2 29	
GRI 302	302-5 Reductions in energy requirement of products and services	page 190-191 Sustainability Performance Report 2025	a, b, c	Information unavailable/ incomplete	See remark 3 on this page		E1, E2, E3, E4, E4.1, E4.2, E5	S2 29	
Water and Effluents 2018									
GRI 3	3-3 Management of material topics	page 214-217 Double and Dynamic Materiality Assessment Report 2025				13.7.1		S1 45-46	
GRI 303	303-1 Interactions with water as a shared resource	page 216-217, 220-225				13.7.2	E1, E2, E3, E4, E4.1, E4.2, E5	S1 45-46	
GRI 303	303-2 Management of water discharge-related impacts	page 216-217, 220-225				13.7.3	E1, E2, E3, E4, E4.1, E4.2, E5	S1 45-46	
GRI 303	303-3 Water withdrawal	page 218-219 Sustainability Performance Report 2025				13.7.4	E1, E2, E3, E4, E4.1, E4.2, E5, E13	S1 45-46	☑
GRI 303	303-4 Water discharge	page 218-219 Sustainability Performance Report 2025	303-4-d-iii	Information unavailable	See remark 4 on this page	13.7.5	E1, E2, E3, E4, E4.1, E4.2, E5	S1 45-46	☑
GRI 303	303-5 Water consumption	page 218-219 Sustainability Performance Report 2025				13.7.6	E1, E2, E3, E4, E4.1, E4.2, E5, E13	S1 45-46	☑

Remark:
2 Information on energy consumption outside the organization is currently unavailable, due to the data collection system is under development. This data will be reported in the next 3-5 years.
3 Data is not available due to the collection system is under development. This data will be reported in the next 3-5 years.
4 The data on the number of incidents of non-compliance with discharge limits is currently unavailable. The data collection system is under development. This data will be reported in the next 1-2 years.

GRI Standard/ Other Source	Disclosure	Our Response/ Reference Location	Omission			GRI Sector Specific	UNGC CoP	IFRS S1 & S2	External Assurance
			Requirement Omitted	Reason	Explanation				
Emissions 2016									
GRI 3	3-3 Management of material topics	page 180-185 Double and Dynamic Materiality Assessment Report 2025				13.1.1		S1 45-46	
GRI 305	305-1 Direct (Scope 1) GHG emissions	page 186-187 Sustainability Performance Report 2025	b	Information Unavailable	See remark 5 on this page	13.1.2	E1, E2, E3, E4, E4.1, E4.2, E5, E6	S2 29-31	☑
GRI 305	305-2 Energy indirect (Scope 2) GHG emissions	page 186-187 Sustainability Performance Report 2025				13.1.3	E1, E2, E3, E4, E4.1, E4.2, E5, E6	S2 29-31	☑
GRI 305	305-3 Other indirect (Scope 3) GHG emissions	page 188-189 Sustainability Performance Report 2025				13.1.4	E1, E2, E3, E4, E4.1, E4.2, E5, E7, E7.1	S2 29-31	☑
GRI 305	305-4 GHG emissions intensity	page 186-187 Sustainability Performance Report 2025				13.1.5	E1, E2, E3, E4, E4.1, E4.2, E5	S2 29-31	
GRI 305	305-5 Reduction of GHG emissions	page 186-189 Sustainability Performance Report 2025				13.1.6	E1, E2, E3, E4, E4.1, E4.2, E5	S2 29-31	
GRI 305	305-6 Emissions of ozone-depleting substances (ODS)		a, b, c, d	Information Unavailable	See remark 6 on this page	13.1.7	E1, E2, E3, E4, E4.1, E4.2, E5	S1 45-46	
GRI 305	305-7 Nitrogen oxides (NOx), Sulfur oxides (SOx), and other significant air emissions	Sustainability Performance Report 2025	NOx, SOx, POP, HAP, and PM	Information Unavailable	See remark 7 on this page	13.1.8	E1, E2, E3, E4, E4.1, E4.2, E5, E18	S1 45-46	☑ (VOCs)
Waste 2020									
GRI 3	3-3 Management of material topics	page 202-205 Double and Dynamic Materiality Assessment Report 2025				13.8.1 13.9.1		S1 45-46	
GRI 306	306-1 Waste generation and significant waste-related impacts	page 206-207				13.8.2	E1, E2, E3, E4, E4.1, E4.2, E5	S1 45-46	

Remark:
5 C.P. Group's GHG emission data cover only CO_2, CH_4, SF_6, N_2O, refrigerant leak, flaring, fire extinguishing agents, CH_4 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. This calculation excludes all kinds of fugitives and leaks, as well as combustion at flare stacks originating from CPF. C.P. Group's will integrate this requirements into data collection system and will report the data in the next 3-5 years.
6 Data is not available due to the collection system is under development. This data will be reported in the next 3-5 years.
7 In 2024, C.P. Group reports only VOC data. For data of NOx and SOx will be included in the data collection, which will be reported in 2024. While, data of POP, HAP, and PM will also be integrated into the data collection system, and will be reported in the next 3-5 years.

GRI Standard/ Other Source	Disclosure	Our Response/ Reference Location	Omission			GRI Sector Specific	UNGC CoP	IFRS S1 & S2	External Assurance
			Requirement Omitted	Reason	Explanation				
Waste 2020									
GRI 306	306-2 Management of significant waste-related impacts	page 208-213				13.8.3	E1, E2, E3, E4, E4.1, E4.2, E5	S1 45-46	
GRI 306	306-3 Waste generated	page 206-207 Sustainability Performance Report 2025	Electronic waste from Ascend group Waste data from ALLNOW Group only included data from ALLNOW Complex	Information unavailable	See remark 8 on this page	13.8.4	E1, E2, E3, E4, E4.1, E4.2, E5, E19	S1 45-46	☑
GRI 306	306-4 Waste diverted from disposal	page 206-207, 212-213 Sustainability Performance Report 2025	d	Information Unavailable	See remark 9 on this page	13.8.5 13.9.2	E1, E2, E3, E4, E4.1, E4.2, E5, E20	S1 45-46	☑
GRI 306	306-5 Waste directed to disposal	page 206-207 Sustainability Performance Report 2025	d	Information Unavailable	See remark 10 on this page	13.8.6	E1, E2, E3, E4, E4.1, E4.2, E5, E20	S1 45-46	☑
Supplier Environmental Assessment 2016									
GRI 3	3-3 Management of material topics	page 240-241, 244-245 Double and Dynamic Materiality Assessment Report 2025						S1 45-46	
GRI 308	308-1 New suppliers that were screened using environmental criteria	page 242-243 Sustainability Performance Report 2025						S1 45-46	☑
GRI 308	308-2 Negative environmental impacts in the supply chain and actions taken	page 242-243 Sustainability Performance Report 2025						S1 45-46	
Employment 2016									
GRI 3	3-3 Management of material topics	page 80-81, 86-89 Double and Dynamic Materiality Assessment Report 2025				13.20.1		S1 45-46	
GRI 401	401-1 New employee hires and employee turnover	page 108-109 Sustainability Performance Report 2025	a, b	Information Unavailable	See remark 11 on this page			S1 45-46	

Remark:
8 Data is not available due to the collection system is under development. Data will be reported in the next 1-2 years.
9 Data is not categorized into onsite and offsite. The categorization will be integrated into the data collection system. Data will be reported in the next 1-2 years.
10 Data is not categorized into onsite and offsite. The categorization will be integrated into the data collection system. Data will be reported in the next 1-2 years.
11 Data is not available due to the collection system is under development. Data will be reported in the next 1-2 years.

GRI Standard/ Other Source	Disclosure	Our Response/ Reference Location	Omission			GRI Sector Specific	UNGC CoP	IFRS S1 & S2	External Assurance
			Requirement Omitted	Reason	Explanation				
Employment 2016									
GRI 401	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	page 86-89 C.P. Group website: Human Rights and Labor Practices						S1 45-46	
GRI 401	401-3 Parental leave	Sustainability Performance Report 2025						S1 45-46	
Labor/Management Relations 2016									
GRI 402	402-1 Minimum notice periods regarding operational changes	At C.P. Group, minimum notice periods regarding operational changes is 30 days in advance.				13.15.5		S1 43-44	
Occupational Health and Safety 2018									
GRI 3	3-3 Management of material topics	page 90-91 Double and Dynamic Materiality Assessment Report 2025				13.19.1		S1 45-46	
GRI 403	403-1 Occupational Health and Safety Management System	page 90-91				13.19.2	L1, L2, L3, L4, L5, L11, L13	S1 43-44	
GRI 403	403-2 Hazard identification, risk assessment, and incident investigation	page 90-91				13.19.3	L1, L2, L3, L4, L5, L11, L12	S1 43-44	
GRI 403	403-3 Occupational health services	page 90-91	a	Information Unavailable	See remark 12 on this page	13.19.4	L1, L2, L3, L4, L5, L11, L12	S1 43-44	
GRI 403	403-4 Worker participation, consultation, and communication on occupational health and safety	C.P. Group highly values workers engagement, even the amid of COVID-19 pandemic. C.P. Group communicates with worker regarding occupational health and safety on regular basis to ensure that highest occupational health and safety standards are uphold. In case of uncertainty, C.P. Group has consultation channels for workers to file questions.				13.19.5	L1, L2, L3, L4, L5, L11, L12	S1 43-44	
GRI 403	403-5 Worker training on occupational health and safety	page 90-95 C.P. Group website: Human Rights and Labor Practices				13.19.6	L1, L2, L3, L4, L5, L11, L12	S1 43-44	

Remark:
12 C.P. Group has the system in place to protect confidentiality data on employees' health, however, this data is not disclosed yet, we will report this data in the next 1-2 years.

GRI Standard/ Other Source	Disclosure	Our Response/ Reference Location	Omission			GRI Sector Specific	UNGC CoP	IFRS S1 & S2	External Assurance
			Requirement Omitted	Reason	Explanation				
Occupational Health and Safety 2018									
GRI 403	403-6 Promotion of worker health		a, b	Information Unavailable	See remark 13 on this page	13.19.7	L1, L2, L3, L4, L5, L11, L12	S1 43-44	
GRI 403	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	page 90-95				13.19.8	L1, L2, L3, L4, L5, L11, L12	S1 43-44	
GRI 403	403-8 Workers covered by an occupational health and safety management system		a, b, c	Not applicable	See remark 13 on this page	13.19.9	L1, L2, L3, L4, L5, L11, L12	S1 43-44	
GRI 403	403-9 Work-related injuries	page 92-93 Sustainability Performance Report 2025	The number and hour worked of small distributors are excluded	Information Unavailable	See remark 14 on this page	13.19.10	L1, L2, L3, L4, L5, L9, L10, L11, L12	S1 45-46	☑
GRI 403	403-10 Work-related ill health	Sustainability Performance Report 2025				13.19.11	L1, L2, L3, L4, L5, L11, L12	S1 45-46	☑
Training and Education 2016									
GRI 3	3-3 Management of material topics	page 104-107 Double and Dynamic Materiality Assessment Report 2025						S1 45-46	
GRI 404	404-1 Average hours of training per year per employee	page 104-105, 112-113 Sustainability Performance Report 2025						S1 45-46	
GRI 404	404-2 Program for upgrading employee skills and transition assistance	page 106-113 Sustainability Performance Report 2025						S1 45-46	
GRI 404	404-3 Percentage of employees receiving regulation performance and career development reviews	page 88-89 Sustainability Performance Report 2025						S1 45-46	
Diversity and Equal Opportunity 2016									
GRI 3	3-3 Management of material topics	page 86-89 Double and Dynamic Materiality Assessment Report 2025				13.15.1		S1 45-46	
Diversity and Equal Opportunity 2016									
GRI 405	405-1 Diversity of governance bodies and employees	C.P. Group's Board of Director consists of 11 members, of which 10 members are non-independent directors, and 1 is executive directors. A total of 100% of members are male. However, C.P. Group does not discriminate from having female director, and this has been stated in CG Policy, which is internal document.				13.15.2	G11	S1 25-28	
GRI 405	405-2 Ratio of basic salary and remuneration of women to men	Sustainability Performance Report 202	a, b	Confidentiality constraints	The information is internally confidential information	13.15.3	L8	S1 45-46	
Non-discrimination 2016									
GRI 406	406-1 Incidents of discrimination and corrective actions taken	C.P. Group website: Corporate Governance				13.15.4 13.18.1	L1, L2, L3, L4, L5, L11, L12		
Freedom of Association and Collective Bargaining 2016									
GRI 407	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	As stated in C.P. Group's Code of Conduct, human Rights and Labor Practices Policy and Guidelines, and Supplier Code of Conduct, employees, suppliers and contractors have the rights to freely exercise their rights and participate in any collective bargaining in accordance with legal procedures in the applicable jurisdiction.				13.18.2	L1, L2, L3, L4, L5, L12, L13		
Child Labor 2016									
GRI 3	3-3 Management of material topics	page 82-85 Double and Dynamic Materiality Assessment Report 2025				13.17.1		S1 45-46	
GRI 408	408-1 Operations and suppliers at significant risk for incident of child labor	page 84-85				13.17.2	L1, L2, L3, L4, L5, L11, L12		

Remark:
13 Data is not available due to the collection system is under development. Data will be reported in the next 1-2 years.
14 The scope of work-related injuries for workers excluded third's party consultants, delivery staff members and drivers of external agencies, student trainees or visitors because information was not available for CPF data. Also, the number and hour worked of small distributors are excluded.

GRI Standard/ Other Source	Disclosure	Our Response/ Reference Location	Omission			GRI Sector Specific	UNGC CoP	IFRS S1 & S2	External Assurance
			Requirement Omitted	Reason	Explanation				
Forces or Compulsory Labor 2016									
GRI 3	3-3 Management of material topics	page 82-85 Double and Dynamic Materiality Assessment Report 2025				13.16.1		S1 45-46	
GRI 409	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	page 84-85				13.16.2	L1, L2, L3, L4, L5, L11, L12		
Security Practices 2016									
GRI 410	410-1 Security personnel trained in human rights policies or procedures		a, b	Not applicable	See remark 15 on this page				
Rights of Indigenous Peoples 2016									
GRI 3	3-3 Management of material topics	page 82-85 Double and Dynamic Materiality Assessment Report 2025				13.14.1		S1 45-46	
GRI 411	411-1 Incidents of violations involving rights of indigenous people	page 84-85				13.14.2			
Local Communities 2016									
GRI 3	3-3 Management of material topics	page 136-145 Double and Dynamic Materiality Assessment Report 2025				13.12.1		S1 45-46	
GRI 413	413-1 Operations with local community engagement, impact assessments, and development programs	page 138-147				13.12.2		S1 45-46	
GRI 413	413-2 Operations with significant actual and potential negative impacts on local communities	page 138-147				13.12.3		S1 45-46	
Supplier Social Assessment 2016									
GRI 3	3-3 Management of material topics	page 240-241 Double and Dynamic Materiality Assessment Report 2025						S1 45-46	
GRI 414	414-1 New suppliers that were screened using social criteria	page 242-243 Sustainability Performance Report 2025							
GRI 414	414-2 Negative social impacts in the supply chain and actions taken	page 242-243 Sustainability Performance Report 2025							

Remark:

15 C.P. Group operates in industries where security functions are generally outsourced to third-party service providers. These third-party security service providers are responsible for the recruitment, training, and management of their personnel, including compliance with human rights policies and procedures. Whereas, C.P. Group includes requirements to uphold ESG principles in their activities within in the contract, e.g. human rights protection, safety standards, and environmental protection. Consequently, this indicator is not applicable to C.P. Group's business operations.

GRI Standard/ Other Source	Disclosure	Our Response/ Reference Location	Omission			GRI Sector Specific	UNGC CoP	IFRS S1 & S2	External Assurance
			Requirement Omitted	Reason	Explanation				
Public Policy 2016									
GRI 415	415-1 Political contributions	page 48-49 C.P. Group website: Stakeholder Engagement				13.24.1 13.24.2			
Customer Health and Safety 2016									
GRI 3	3-3 Management of material topics	page 126-135 Double and Dynamic Materiality Assessment Report 2025				13.10.1 13.11.1		S1 45-46	
GRI 416	416-1 Assessment of the health and safety impacts of product and service categories	page 126-135				13.10.2 13.10.4			
GRI 416	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	C.P. Group website: Health and Well-being				13.10.3 13.10.5			
Marketing and Labelling 2016									
GRI 3	3-3 Management of material topics	page 126-135 Double and Dynamic Materiality Assessment Report 2025						S1 45-46	
GRI 417	417-1 Requirements for product and service information and labeling	page 134-135							
GRI 417	417-2 Incidents of non-compliance concerning product and service information and labeling	page 78-79 C.P. Group website: Corporate Governance							
GRI 417	417-3 Incidents of non-compliance concerning marketing communications	page 78-79 C.P. Group website: Corporate Governance							
Customer Privacy 2016									
GRI 3	3-3 Management of material topics	page 116-119 Double and Dynamic Materiality Assessment Report 2025						S1 45-46	
GRI 418	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	page 116-117 C.P. Group website: Corporate Governance Cybersecurity and Data Protection							

Topics in the applicable GRI Sector Standards determined as not material

Topic	Explanation
GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022	
13.5 Soil Health	C.P. Group has determined that soil health is not a material issue for our operations. Our business model focuses on advanced technological farming methods and controlled environments, reducing reliance on traditional soil-based agriculture and minimizing soil health impacts. We comply with local and international agricultural regulations to ensure our practices do not adversely affect soil quality. Moreover, our commitment to sustainable farming practices, such as precision agriculture and hydroponics, further mitigates the impact on soil health. Given these factors, soil health has not been prioritized as a material issue. However, we remain vigilant and responsive to any emerging concerns or changes that may require reassessment.
13.6 Pesticides Use	C.P. Group has been actively working to minimize pesticide use and promote sustainable agricultural practices. Policies to eliminate pesticides use, both within the company and suppliers, have been announced and monitored the performance closely. Hence, the pesticides use is not C.P. Group material issues.
13.13 Land and Resource Rights	C.P. Group has determined that land and resources rights are not a material issue within the context of our operations and stakeholder engagement. Our business model primarily focuses on integrated agro-industrial and food conglomerate activities, involving advanced technological farming methods and controlled environments. As a result, our land use is primarily confined to areas specifically allocated for these purposes, minimizing potential conflicts over land and resource rights. We operate in strict adherence to local and international regulations concerning land use and resource rights, ensuring that all our land acquisitions and usages are legally compliant and ethically managed, reducing the risk of disputes or adverse impacts on local communities.
13.21 Living Income and Living Wage	C.P. Group's compensation and benefits packages are designed to exceed the legal minimum wage requirements in all regions where we operate, ensuring that our employees receive fair and competitive remuneration. We adhere to strict labor laws and international standards, providing wages that support a decent standard of living. Our commitment to employee development, health, and safety further ensures that our workforce is well-supported beyond just wages. Given these factors, living income and living wage have not been prioritized as material issues. Nevertheless, we remain committed to continuous improvement and regularly review our compensation practices to meet evolving standards and expectations.

Assurance Statement

ASSURANCE STATEMENT

SGS (THAILAND) LIMITED'S REPORT ON SUSTAINABILITY ACTIVITIES IN THE CHAROEN POKPHAND GROUP'S SUSTAINABILITY REPORT 2025

NATURE OF THE ASSURANCE/VERIFICATION

SGS (Thailand) Limited ("SGS") was commissioned by Charoen Pokphand Group ("CPG") to conduct an independent assurance engagement on the sustainability information disclosed in the Sustainability Report 2025 (the "Report"), for the year ended 31 December 2025.

INTENDED USERS OF THIS ASSURANCE STATEMENT

This Assurance Statement is provided to CPG and its stakeholders in connection with the sustainability information disclosed in the Report.

RESPONSIBILITIES

The information in the Report and its presentation are the responsibility of the directors, governing body, and management of CPG. SGS has not been involved in the preparation of any of the material included in the Report.

Our responsibility is to express an independent assurance conclusion on the specified sustainability information within the defined scope of this engagement, based on the procedures performed and the evidence obtained in accordance with the applicable assurance standards.

ASSURANCE STANDARDS, TYPE AND LEVEL OF ASSURANCE

This assurance engagement has been conducted in accordance with ISAE 3000 (Assurance Engagements Other than Audits or Reviews of Historical Financial Information) and ISAE 3410 (Assurance Engagements on Greenhouse Gas Statements). The assurance has been performed at a Limited level of assurance.

SCOPE OF ASSURANCE AND REPORTING CRITERIA

The scope of this assurance engagement included an evaluation of the reliability and completeness of the specified sustainability performance information within the defined scope, and an assessment of CPG's adherence to the reporting criteria disclosed in the Report, including the GRI Standards 2021 ("In Accordance with" option), relevant provisions of GRI Sector Standard 13 (Agriculture, Aquaculture and Fishing Sectors), and the GHG Protocol Corporate Accounting and Reporting Standard (for GHG emissions data reported under GRI 305-1, 305-2, and 305-3).

SPECIFIED PERFORMANCE INFORMATION AND DISCLOSURES INCLUDED IN SCOPE

The specified performance information subject to assurance relates to the reporting period ended 31 December 2025 and includes selected sustainability disclosures presented in the Report, prepared in accordance with the GRI Standards 2021. The specified sustainability performance indicators within the scope of assurance are presented below:

Reporting Category	GRI Standard / Disclosure Reference
Environmental Dimension	GRI 301-1 Materials used by weight or volume (plastic packaging)
	GRI 301-2 Recycled input materials used (plastic packaging)
	GRI 302-1 Energy consumption within the organization
	GRI 303-3 Water withdrawal
	GRI 303-4 Water discharge
	GRI 303-5 Water consumption
	GRI 305-1 Direct (Scope 1) GHG emissions
	GRI 305-2 Energy indirect (Scope 2) GHG emissions
	GRI 305-3 Other indirect (Scope 3) GHG emissions
	GRI 305-7 Significant air emissions (VOC only)
	GRI 306-3 Waste generated
	GRI 306-4 Waste diverted from disposal
	GRI 306-5 Waste directed to disposal
	GRI 308-1 New suppliers screened using environmental criteria
	GRI 308-2 Negative environmental impacts in the supply chain and actions taken
	Food loss and food waste (GRI Sector Standard 13.9)
Social Dimension	GRI 403-9 Work-related injuries
	GRI 403-10 Work-related ill health
	GRI 414-1 New suppliers screened using social criteria
	GRI 414-2 Negative social impacts in the supply chain and actions taken
	GRI Sector Standard 13.23 Supply chain traceability
	3 selected SROI (Social Return on Investment) projects
Governance and Economic Dimension	GRI 2-24 Embedding policy commitments
	GRI 2-25 Processes to remediate negative impacts
	GRI 2-26 Mechanisms for seeking advice and raising concerns
	Enterprise Risk Management (ERM)

ASSURANCE METHODOLOGY

This assurance engagement was conducted in accordance with ISAE 3000 and ISAE 3410, using a risk-based approach and professional judgement to obtain sufficient and appropriate evidence to support a Limited assurance conclusion. The nature and extent of the procedures performed were determined based on our assessment of the risks of material misstatement of the specified information. The procedures performed included:

- Evaluating the design and implementation of sustainability data governance, management systems, and internal controls relevant to the specified information;
- Selecting operational sites on a risk and materiality-based sample basis, covering all business groups, and conducting verification across 16 operational sites and 3 SROI projects spanning 8 business groups and 4 countries (Thailand, Bangladesh, Myanmar, and China). Site-level verification was conducted across the following 16 operational sites and 3 SROI projects (19 verification units in total):
  - C.P. Bangladesh Co., Ltd. (Dhaka Feed Mill)
  - Altervim Co., Ltd.
  - K.S.P. Equipment Co., Ltd. (Wangnoi)
  - True Internet Data Center Co., Ltd.
  - CTT SEED CO., LTD

- C.P. LAND Public Company Limited (CP Tower 1, Silom)
- Myanmar C.P. Livestock Co., Ltd. (Mandalay Feed Mill)
- Advance Pharma Co., Ltd.
- ALLNOW Group
- Ascend Money Co., Ltd.
- C.P. Packaging Industry Co., Ltd. (CPK Bang Phli)
- Charoen Pokphand Produce Co., Ltd. (Seed Processing Plant 19)
- Perfect Companion Group Co., Ltd. Dry Pet Food Manufacturing Bangsaothong
- C.P. Layer & Egg (Beijing) Co., Ltd.
- Beijing Zhengda Dihao Property Management Co., Ltd.
- Shanxi Chia Tai Food Co., Ltd.
- SROI Projects Verified: Buffalo Modern Farm project, CP Scholarship Program and Foster Family in Cultural Communities project;

- Conducting on-site verification in Thailand and China, and remote (online) verification of overseas operations in Bangladesh and Myanmar conducted directly by the SGS Thailand assurance team, with on-site verification of China operations conducted by SGS China local auditors to support accurate interpretation of local language and regulatory context;
- Performing risk-based analytical procedures and limited substantive testing, including sample-based verification, reconciliation to supporting documentation, and recalculation of selected performance indicators;
- Conducting interviews with management and responsible personnel across relevant functions and business groups to assess data collection processes, internal controls, and governance oversight;
- Reviewing supporting documentation and underlying source data on a sample basis to assess accuracy, completeness, and consistency of the reported information; and
- Evaluating the processes for determining material topics in alignment with CPG's reporting criteria.

In a limited assurance engagement, the procedures performed vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

LIMITATIONS AND MITIGATION

This assurance engagement was limited to the specified sustainability information identified within the agreed scope of work. Disclosures outside that scope, including non-material topics, were not subject to assurance procedures. Financial information derived from independently audited financial statements also falls outside the scope of this assurance engagement and has not been independently verified.

At one overseas reporting location, information regarding the final treatment and disposal methods for waste transferred to a local government authority was not available to the organization, as responsibility for the final management of such waste rests with the authority. Consequently, no assurance conclusion has been provided for this specific information, which is clearly identified in the Report.

STATEMENT OF INDEPENDENCE AND COMPETENCE

The SGS Group of companies is the world leader in inspection, testing and verification, operating in more than 140 countries and providing services including management systems and service certification; quality, environmental, social and ethical auditing and training; and environmental, social and sustainability report assurance. SGS affirms its independence from CPG, being free from bias and conflicts of interest with the organization, its subsidiaries, and stakeholders, and confirms that no relationships, interests, or circumstances have been identified that could reasonably be regarded as impairing our independence or compromising the objectivity of this assurance engagement.

The assurance team was assembled based on the competencies required for this engagement and collectively possesses the appropriate professional qualifications, technical expertise, and relevant experience in sustainability reporting and assurance, including demonstrated experience in the application of the GRI Standards and ISAE 3000 (Revised), as well as expertise in ESG performance measurement, internal control evaluation, and data verification.

ASSURANCE/VERIFICATION OPINION

Based on the procedures performed and evidence obtained, nothing has come to our attention that causes us to believe that the specified sustainability information included within the scope of assurance is not prepared, in all material respects, in accordance with the reporting criteria.

QUALITY AND RELIABILITY OF SPECIFIED PERFORMANCE INFORMATION

CPG demonstrates a well-established sustainability data management framework, supported by effective corporate governance and consistent policy deployment across its business groups and international operations. Operating sites generally maintain systematic data collection and documentation practices that support traceability to primary source records, and site personnel were responsive and cooperative throughout the assurance engagement.

Opportunities for improvement identified during the engagement primarily relate to:

- Strengthening internal controls over data consolidation from operating sites to corporate reporting;
- Enhancing consistency in waste classification and reporting boundary definitions across operating entities;
- Improving the completeness of reporting for selected GHG emission sources; and
- Strengthening underlying documentation and assumption-based methodologies supporting Social Return on Investment (SROI) evaluations.

These findings represent opportunities to further strengthen the robustness and consistency of sustainability reporting rather than indicating systemic weaknesses in the existing management framework.

Continued enhancement of data consolidation, review, and validation processes between operating sites and corporate reporting would further improve the reliability and consistency of future sustainability disclosures.

Signed:
For and on behalf of SGS (Thailand) Limited



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