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**Appendix:**

| Questionnaire                                   | 46 |
EXECUTIVE SUMMARY

Charoen Pokphand Group performed a stakeholder engagement survey in 2022 to assess the extent of engagement. The questionnaires included the effectiveness of sustainability development, business communication, and general satisfaction. A survey on material issues was also included in the 2022 survey. This is to comprehend stakeholders’ perspectives and concerns about the effects of the firm’s actions on society and the environment, as well as how the company plans to minimize the effects. Furthermore, C.P. Group conducted in-depth interviews with representatives from seven stakeholder groups in order to better understand their perspectives on C.P. Group operations. The study had 16,425 respondents in total, with the following significant findings:

Key Findings

Charoen Pokphand Group aspires to be a sustainable organization capable of providing equal value to all stakeholders, including both beneficiaries and those who may be adversely affected, and of maintaining stakeholders’ trust and confidence in the company. As a result, there is a continuous process of monitoring both beneficiaries’ and those who may be adversely affected’ perceptions to ensure their continued participation with the organization.
As a strategic strategy to create meaningful engagement and collaboration with our stakeholders across the value chain, Charoen Pokphand Group has implemented a stakeholder engagement framework in compliance with the AA1000 Stakeholder Engagement Standard. The framework’s three core concepts are inclusiveness, materiality, and responsiveness.

C.P. Group assessed the key stakeholders who are expected to be affected during this reporting period. There are 11 stakeholder groups, the same number as previous year. Furthermore, in order to stimulate meaningful engagement with stakeholders, the Group has created a stakeholder engagement guideline in accordance with the AA1000 standard, which applies to all of our Group’s operations.
MATERIALITY ASSESSMENT AND STAKEHOLDER ENGAGEMENT

The Charoen Pokphand Group is made up of diverse businesses that operate in 21 countries and economies. As a result, the materiality evaluation must be reviewed on a regular basis to assist in identifying current difficulties, adapting corporate strategy as needed, and effectively strengthening the group’s sustainability strategy. In the study, 23 identified sustainability issues were presented to stakeholders, covering three dimensions of sustainability: Environment, Social, and Economic, and we asked stakeholders to identify the top five issues that are of concern to them. Furthermore, stakeholders were asked to rate the severity of impact, and likelihood of the identified issues.

The results of the 2022 survey found that environmental management & protection, climate resilience and GHG emissions, waste management and circular economy, nature protection and restoration and education and life-long learning are the top five topics that stakeholders considered most important.

When considering the opinions of employee, it found that the survey results were in the same direction, while education and life-long learning were not among the top five for external stakeholders seen as the most important.

We can conclude that the materiality mapping exercise has helped us in making informed decisions and strengthened our stakeholder engagement strategy.
The stakeholder engagement process is one of the key processes in the Charoen Pokphand Group’s sustainable business operations, and the Group reviews its stakeholder group on a regular basis, taking into account the impact of the Group’s operations, both positive and negative, on each group of stakeholders, as well as the impact or interest of the stakeholders. Furthermore, mechanisms for increasing stakeholder participation have been devised and are being updated on a regular basis to ensure that the Group has a comprehensive set of tools and procedures that are suited for all groups of stakeholders.

Furthermore, C.P. Group makes the stakeholder engagement process public in order to encourage transparency and verifiability. The recommendations received from all stakeholders are integrated into the organization’s strategy risk factor analysis and assessing key sustainability issues to develop and create a better tomorrow.
# STAKEHOLDER ENGAGEMENT PLAN

<table>
<thead>
<tr>
<th>Group</th>
<th>Engagement Channels</th>
<th>Frequency</th>
<th>Key Concerns</th>
<th>Actions and Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Farmers</strong></td>
<td>Communication and discussion through meetings by representatives from relevant agencies.</td>
<td>At least once a year</td>
<td>Farmer Potential Promotion</td>
<td>Supporting sustainable agriculture to reduce environmental impact</td>
</tr>
<tr>
<td></td>
<td>Collaboration through various projects</td>
<td>Periodically</td>
<td>Access to resources adequately and quickly</td>
<td>Promote technology in order to develop quality products and adding a variety of distribution channels</td>
</tr>
<tr>
<td></td>
<td>Annual satisfaction survey</td>
<td>Annual</td>
<td>Income guarantee</td>
<td>Guaranteed source of income</td>
</tr>
<tr>
<td></td>
<td>Channels for receiving suggestions or complaints</td>
<td>Regularly</td>
<td>Fair business practices</td>
<td>Prepare contracts that are fair in accordance with laws and regulations.</td>
</tr>
<tr>
<td><strong>Business Partners</strong></td>
<td>Knowledge sharing and discussions through meetings</td>
<td>At least once a year</td>
<td>Promotion of business partners’ potential in conducting business efficiently and systematically</td>
<td>Formulate a strategy for responsible supply chain management.</td>
</tr>
<tr>
<td></td>
<td>Collaboration through various projects</td>
<td>Periodically</td>
<td>Human rights protection and environmental impact reduction at every stage of the supply chain</td>
<td>Communicate and assess suppliers according to the sustainable procurement policy.</td>
</tr>
<tr>
<td></td>
<td>Promotion and learning center</td>
<td>Regularly</td>
<td>Conducting business fairly and respecting the environment and society in making business decisions</td>
<td>Announcement of business ethics for business partners in order to treat all trading partners with equality and fairness</td>
</tr>
<tr>
<td></td>
<td>Annual satisfaction survey</td>
<td>Annual</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Channels for receiving suggestions or complaints</td>
<td>Regularly</td>
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<tr>
<td><strong>Communities and Societies</strong></td>
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<td></td>
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</tr>
<tr>
<td><strong>Governments</strong></td>
<td>Communication and discussion through meetings by representatives from relevant agencies.</td>
<td>At least once a year</td>
<td>Collaboration through various projects</td>
<td>Participation in promoting community quality of life</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Annual satisfaction survey</td>
<td>Periodically</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Channels for receiving suggestions or complaints</td>
<td>Regularly</td>
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</tbody>
</table>
### Stakeholder Engagement Report 2022

#### Executive Summary

**Stakeholder Engagement**

<table>
<thead>
<tr>
<th>Group</th>
<th>Engagement Channels</th>
<th>Frequency</th>
<th>Key Concerns</th>
<th>Actions and Responses</th>
</tr>
</thead>
</table>
| **Shareholders and Investors** | ● Communication and discussion through meetings by representatives from relevant agencies. | At least once a year | ● Corporate governance  
  ● Risk management  
  ● Proper disclosure of operating information  
  ● Transparent and up-to-date  
  ● Increasing the ability to compete in business and business direction | ● Conduct business according to good governance, company regulations including the resolutions of the shareholders' meeting  
  ● Announcement of policies and guidelines for risk management  
  ● Disclose operating results with transparency  
  ● Complies with international standards  
  ● Listen to feedback from shareholders and investors |
|                        | ● Accounting report  
  ● Collaboration through various projects  
  ● Annual satisfaction survey  
  ● Channels for receiving suggestions or complaints | Periodically     | ● The impact of business operations on society, communities and the environment  
  ● Business operations for social development  
  ● Complete, transparent and timely disclosure of information to the public | ● Listen to opinions and discuss ways to prevent impact together  
  ● Supporting projects that benefit the community  
  ● Communicate and disclose useful information to those involved, consistently and transparently |

#### Stakeholder Engagement Survey

**Engagement by Stakeholder Group**

<table>
<thead>
<tr>
<th>Stakeholder Group</th>
<th>Engagement Channels</th>
<th>Frequency</th>
<th>Key Concerns</th>
<th>Actions and Responses</th>
</tr>
</thead>
</table>
| **NGOs**          | ● Communication and discussion through meetings by representatives from relevant agencies. | At least once a year | ● The impact of business operations on society, communities and the environment  
  ● Collaboration through various projects  
  ● Annual satisfaction survey  
  ● Channels for receiving suggestions or complaints | ● Listen to opinions and discuss ways to prevent impact together  
  ● Supporting projects that benefit the community  
  ● Communicate and disclose useful information to those involved, consistently and transparently |
| **Competitors**    | ● Communication and discussion through meetings by representatives from relevant agencies. | At least once a year | ● Compliance with Competition Ethics, Laws and Trade Regulations | ● Follow the rules/ethics of good competition. Provide a supervision system to ensure that no action is taken to obtain trade secrets of competitors  
  ● Do not damage the reputation of competitors by slander without truth. |

---

**STAKEHOLDER ENGAGEMENT PLAN**
## Stakeholder Engagement Plan

<table>
<thead>
<tr>
<th>Group</th>
<th>Engagement Channels</th>
<th>Frequency</th>
<th>Key Concerns</th>
<th>Actions and Responses</th>
</tr>
</thead>
</table>
| Media | ● Communication and discussion through meetings by representatives from relevant agencies.  
     ● Operations through various projects  
     ● Annual satisfaction survey  
     ● Channels for receiving suggestions or complaint | At least once a year  
     Periodically  
     Annually  
     Regularly | ● Corporate governance  
     ● Complete, transparent and timely disclosure of operating information  
     ● The impact of business operations on society, communities and the environment  
     ● Implementation of social development projects | ● Treat the media with good relations.  
     ● Provide useful information based on facts and keep up with events  
     ● Follow information and news to be used as part of the determination.  
     ● Future operational guidelines |
| Creditors | ● Communication and discussion through meetings  
     ● Accounting report  
     ● Collaboration through various projects  
     ● Annual satisfaction survey  
     ● Channels for receiving suggestions or complaints | At least once a year  
     Annually  
     Periodically  
     Annually  
     Regularly | ● Corporate governance  
     ● Transparent disclosure of performance and efficient  
     ● Strengthening Business Competition | ● Conduct business according to the law  
     ● Good governance Objectives and Articles of Association  
     ● Strictly comply with creditors’ conditions.  
     ● Collaborate with relevant departments to improve operational efficiency. |
**STAKEHOLDER SUGGESTION**

### Business Partners
- Increase more cooperation with partners in environmental efforts.
- Focus on creating sustainability management guidelines or standards for contractors to cover a variety of businesses.

### Customers and Consumers
- Support the use of valuable natural resources, and reduce waste from production.
- Listen to the opinions of customers regularly.
- Generate profits to society in all economic, social, and environmental dimensions.

### Communities and Societies
- Always support and participate in activities with the community.
- Support nearby schools and communities through its CSR program and create more job opportunities to the local people.
- Assign responsible CSR team to assist the community and maintain communication.

### Farmers
- Promote more practical guidance.
- Follow up with the changing trends of consumers in order for the farmer to be able to produce the products according to the company’s needs and market changes.

### Employees and Families
- Improve on innovation, technology and stakeholder engagement.
- Develop communication channels in the organization to be easily accessible and inclusive for everyone within the company.
- Develop the promotion of skills and knowledge of people.
- Retain talented people in the organization.

### Governments
- Set up forum to listen and share knowledge with each stakeholder group.
- Provide budget support for social development.
- Maintain the sustainable operation to create long-term value.
STAKEHOLDER ENGAGEMENT SURVEY 2022
Charoen Pokphand Group recognized the importance to Act, Review, and Improve our engagement with stakeholders. Thus, the systematic stakeholder engagement survey is developed as a significant process to evaluate quality of our engagement on annual basis.

In 2022, we have conducted stakeholder engagement survey based on the following survey process. The process is designed based on international standards, the research of globally recognized practices, as well as the existing engagement surveys of our businesses. We have carried out the survey via an online platform through the collaboration of our business units’ management representatives. This is to ensure that it covered the appropriate number of participants and was conducted in a transparent manner. Once the result is analyzed, we reported to our management executives and the business units to form strategic directions that improves our engagement. Finally, the engagement mechanisms and the results are publicly reported to all stakeholders.
Charoen Pokphand Group surveyed 16,425 people in ten countries during March to April 2023, proportionate to the number of people from each stakeholder group. It is calculated to ensure that the survey covers the appropriate number of samples covering all C.P. Group’s businesses. The survey was conducted through an online platform and we also conducted in-depth interviews with representative of seven stakeholder groups and these interviews are quoted in this report.

The purpose of this survey was to evaluate Charoen Pokphand Group’s stakeholder engagement by measuring three specific criteria, which will be combined to calculate a stakeholder engagement score. These criteria are:

1. Sustainability Performance
   - 1.1 Effectiveness of Company’s Sustainability Development Topics under Sustainability Strategy.

2. Corporate Communication
   - Effective is the company’s process of:
     - 2.1 Communication
     - 2.2 Listening
     - 2.3 Responding

3. Overall Satisfaction
   - 3.1 Overall satisfaction with the company?

Remark: The stakeholder engagement score is the sum of the top two boxes: ‘moderately Engaged and highly engaged’ from three sections as aforementioned.
SURVEY DEMOGRAPHIC 2022

Number of Participant

16,425 people

By Gender

- Male: 51%
- Female: 48%
- Others: 1%

By Age

- Below 20: 11%
- 20-29: 34%
- 30-39: 27%
- 40-49: 25%
- 50-59: 1%
- Above 60: 2%

By Country

- China: 28%
- Other: 4%
- Thailand: 68%

By Stakeholder Groups

- Employees & Families: 61%
- Customers & Consumers: 25%
- Business Partners: 5%
- Communities & Societies: 4%
- Farmers: 2%
- Government: 2%
- Media: 2%
- Shareholders & Investors: 1%
- NGOs: 1%
- Competitors: 0.3%
- Creditors: 0.1%

By Business Lines

- Finance & Investment: 67.9%
- Automotive & Industrial Products: 40.6%
- Property Development: 5.7%
- Charoen Pokphand Group: 1.9%
- E-Commerce: 1.9%
- Media & Telecommunications: 1.7%
- Agro-Industry & Food: 0.2%
- Retail & Distribution: 0.1%
When comparing the results between 2021 and 2022 by stakeholder groups, it was found that the engagement scores of most stakeholders had slightly dropped. However, there was a significant drop of 33% in competitor scores from the 2021 survey. This could be attributed to the fact that most of them chose a neutral scale, indicating limited awareness of the company’s operations.

On the other hand, it was observed that three groups, namely NGOs, media, and creditors, had higher scores (16%, 10%, and 7%, respectively) due to enhanced transparency and accountability within the Group. These results emphasize the immediate need for attention and action to address concerns and regain stakeholder engagement.

Based on the survey results, the Group will adjust its corporate strategy and sustainability strategy, especially regarding the participation of each stakeholder group with slightly lower scores.
Looking into the results of each section: comparing to the scores from 2021, it was found that most of the scores have increased. However, competitor scores dropped significantly in all three areas, which resulted in a decrease in overall engagement scores. For 2022 results in three sections:

- **Sustainability Effectiveness and Overall Satisfaction**: Creditors has the highest score (85% and 100% respectively), whereas competitors has the lowest score (69% and 50%).

- **Corporate Communication**: The group with the highest score is government (88%), while competitors has the lowest score (55%).
In the 2022 survey, it was found that the topic where respondents viewed the company as having the most effective operational outcome as follows:

**Top Four 2022 Sustainability Effectiveness are:**
- Corporate Governance 85%
- Cybersecurity & Data Protection 84%
- Human Rights & Labor Practices 82%
- Innovation 82%

When the data from 2021 were compared, it was shown that corporate governance is the most performance-related factor. In general, most challenges will have the same performance level in 2021. Water stewardship, ecosystem and biodiversity conservation, health and well-being, the circular economy, and corporate governance, on the other hand, received a lower score.

Due to enterprises continually adopting projects linked to these concerns and improving their communication channels, stakeholders have chosen the four subjects outlined above as the most successful in 2022. As a result, stakeholders who could have been adversely affected are faring better.
## Survey Result 2022

<table>
<thead>
<tr>
<th>C.P. Group Sustainability Performance</th>
<th>Employees and Families</th>
<th>Customers and Consumers</th>
<th>Farmers</th>
<th>Business Partners</th>
<th>Communities and Societies</th>
<th>Governments</th>
<th>Shareholders and Investors</th>
<th>NGOs</th>
<th>Media</th>
<th>Competitors</th>
<th>Creditors</th>
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<tbody>
<tr>
<td><strong>Corporate Governance</strong></td>
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<td><strong>Human Capital and Leadership Dev.</strong></td>
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<td>100</td>
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<tr>
<td><strong>Cybersecurity and Data Protection</strong></td>
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<td><strong>Health &amp; Well-Being</strong></td>
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<td><strong>Social Impact and Economic Contribution</strong></td>
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<tr>
<td><strong>Food Security and Access to Nutrition</strong></td>
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<td><strong>Innovation Management</strong></td>
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<tr>
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<td><strong>Climate Resilience</strong></td>
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<tr>
<td><strong>Ecosystem and Biodiversity Protection</strong></td>
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<td><strong>Responsible Supply Chain Management</strong></td>
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<td>81</td>
<td>73</td>
<td>88</td>
</tr>
</tbody>
</table>

### Corporate Communication

| **Communication Process**            | 83                     | 84                      | 81      | 84               | 90                        | 92          | 88                         | 91   | 90    | 71          | 83        |
| **Listening Process**                | 80                     | 75                      | 74      | 75               | 77                        | 88          | 83                         | 78   | 86    | 43          | 71        |
| **Responding Process**               | 79                     | 73                      | 73      | 76               | 72                        | 89          | 83                         | 87   | 86    | 50          | 83        |

### Overall Satisfaction

| **Overall Satisfaction**             | 78                     | 73                      | 75      | 80               | 82                        | 86          | 83                         | 82   | 88    | 50          | 100       |
ENGAGEMENT BY STAKEHOLDER GROUP
In the 2022 results, it was found that the engagement score of employees and families reached the target at 80%. The sustainability effectiveness achieved the highest score at 83%, followed by the corporate communication score at 81%, and the lowest was the overall satisfaction score at 78%.

Comparing the results from 2021 and 2022, it was found that the scores of sustainability effectiveness and corporate communication have increased by 1% and 2% respectively, while the scores of overall engagement and overall satisfaction have decreased by 1% and 4% respectively.

However, there was a slight decrease in the responding process. As a result, we have devised a plan to improve communication channels with our employees and ensure that everyone is well-informed and connected. This will help strengthen the Group’s relationship with our employees.
Top Three 2022 Sustainability Effectiveness are:

- Corporate Governance 88%
- Cybersecurity & Data Protection 86%
- Human Rights & Labor Practices 84%

Comparison between the survey results in 2021 and 2022 found that:

- Majority of scores have increased, especially in education & inequality and leadership & human capital development by 5% and 4% respectively.
- However, the scores of effectiveness of health & well-being, ecosystem and biodiversity, social impact & economic contribution, and climate resilience have decrease by 6%, 3%, 2% and 1% respectively.

Key Action:

- Formulated and published the Diversity, Equity, and Inclusion Policy, which contains comprehensive guidelines that correspond to international standards.
- Developed the C.P Love Platform to encourage employee engagement from all business groups.

More information is available on Charoen Pokphand Group Sustainability Report 2022.
CUSTOMERS AND CONSUMERS

OVERALL ENGAGEMENT (2021-2022)

SUSTAINABILITY EFFECTIVENESS

OVERALL

CORPORATE COMMUNICATION

COMMUNICATION

LISTENING

RESPONDING

OVERALL SATISFACTION

ENGAGEMENT SCORE

Year 2022

Key Summary

According to the 2022 statistics, customer and consumer engagement was 76%, which was lower than the aim. The highest score was 78% for corporate communication, followed by 77% for sustainability effectiveness and 73% for overall satisfaction.

When the findings from 2021 and 2022 were compared, it was discovered that corporate communication scores grew by 3%, while overall engagement, sustainability effectiveness, and overall satisfaction scores declined by 4%, 2%, and 13%, respectively.

The primary goal of C.P. Group is to improve communication channels in order to raise awareness of the company’s sustainability efforts. It also attempts to incorporate consumer interests throughout operations in order to ensure that the company’s products and services continue to exceed their expectations.
CUSTOMERS AND CONSUMERS

Sustainability Effectiveness Scores by Customers and Consumers

Top Three 2022 Sustainability Effectiveness are:
- Corporate Governance 85%
- Human Rights & Labor Practices 83%
- Cybersecurity & Data Protection 83%

Comparison between the survey results in 2021 and 2022 found that:
- Majority of scores have increased from 2021, especially in circular economy and climate resilience, which have shown improvements of 10% and 9% respectively.
- However, the scores for the effectiveness of social impact & economic contribution and health & well-being have significantly decreased by 9% and 7% respectively.

Key Action 2022:
- Collecting post-consumer plastic packaging waste for recycling project.
- Developed a proactive approach in communicating and displaying information on food and other products to offer correct, accurate and up-to-date consumption knowledge.

More information is available on [Charoen Pokphand Group Sustainability Report 2022](#)
According to the 2022 findings, farmer engagement is 76%, which is lower than the aim. The highest score is 77% for sustainability effectiveness, followed by 76% for corporate communication and 75% for overall satisfaction.

When the findings from 2021 and 2022 were compared, it was discovered that the scores for sustainability effectiveness climbed by 5%, while the ratings for overall engagement, corporate communication, and overall satisfaction declined by 2%, 4%, and 7%, respectively.

It is critical to improve contact channels that appeal to different groups of farmers in order to increase farmer satisfaction. This includes concentrating on the listening and responding processes in order to offer clear and correct information. It is also critical to address their individual worries and challenges.
Stakeholder Engagement Report 2022

Executive Summary Stakeholder Engagement Survey Engagement by Stakeholder Group Appendix

Top Three 2022 Sustainability Effectiveness are:

- Corporate Governance 82%
- Human Rights & Labor Practices 82%
- Cybersecurity & Data Protection 80%

When comparing the survey results between 2021 and 2022, it was found that:

- Majority of the topics showed an increase in scores, particularly corporate governance, human rights and labor practices, and education & inequality, which saw significant increases compared to 2021 by 19%, 15%, and 14% respectively.
- However, there were two topics that experienced a decrease in scores: circular economy and ecosystem and biodiversity protection, which declined by 16% and 7% respectively.

Key Action 2022:

- Supported and improved livelihoods of farmers and fishers such as developing pig farming and agricultural lands to solve poverty and cooperated with partner organizations to establish action plans and goals to improve the quality of life of fishers and their families.
- Collaborated with partners to reduce social inequality such as “National Food Bank” project.

More information is available on Charoen Pokphand Group Sustainability Report 2022
## Engagement Score

### Year 2022

**Key Summary**

The engagement score of business partners was deemed to be on target at 80% for the 2022 results. The highest score is given to sustainability effectiveness at 83%, followed by overall satisfaction at 80% and corporate communication at 78%.

When the data from 2021 and 2022 were compared, it was discovered that the score for sustainability effectiveness stayed unchanged in 2021, while the scores for overall engagement, corporate communication, and overall satisfaction declined by 5%, 5%, and 10%, respectively.

C.P. Group will strengthen communication channels with all types of business partners and ensure that they are realistic. As a result, communication frequency and C.P. Group’s ability to respond to our business partners will be increased.

### Business Partners

<table>
<thead>
<tr>
<th>Engagement Score</th>
<th>Year 2022</th>
<th>Year 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall Engagement</td>
<td>81%</td>
<td>85%</td>
</tr>
<tr>
<td>Sustainability Effectiveness</td>
<td>83%</td>
<td>83%</td>
</tr>
<tr>
<td>Corporate Communication</td>
<td>79%</td>
<td>83%</td>
</tr>
<tr>
<td>Communication</td>
<td>84%</td>
<td>84%</td>
</tr>
<tr>
<td>Listening</td>
<td>75%</td>
<td>82%</td>
</tr>
<tr>
<td>Responding</td>
<td>76%</td>
<td>84%</td>
</tr>
<tr>
<td>Overall Satisfaction</td>
<td>81%</td>
<td>90%</td>
</tr>
</tbody>
</table>
Top Six 2022 Sustainability Effectiveness are:

- Corporate Governance 90%
- Cyber Security & Data Protection 89%
- Human Rights and Labor Practices 88%
- Education & Inequality 88%
- Responsible Supply Chain Management 88%
- Innovation 88%

When compared the results in 2021 and 2022, it was found that:

- Majority of the topics showed an increase in scores, particularly education & inequality, stakeholder engagement, and ecosystem and biodiversity protection, which saw improvements of 9%, 7%, and 7% respectively.
- However, there are two topics that scored slightly decreased are health & well-being and circular economy by 3% and 2%, respectively.

Key Action 2022:

- Communication/Training on supplier code of conduct for Tier 1 sustainability high-risk suppliers (100%).
- Developed the responsible supply chain management guidelines, which covers supplier treatment practice, performance evaluation and also supplier capacity development.
- Developed a water management guideline for suppliers to use water efficiently and reduce the risk of water scarcity.

More information is available on Charoen Pokphand Group Sustainability Report 2022
Key Summary

The engagement score of communities and societies exceeded the aim at 83% in the 2022 findings. Corporate communication had the highest grade of 85%, followed by sustainability effectiveness at 83%. Overall satisfaction received the lowest score of 82%.

When the findings from 2021 and 2022 were compared, it was discovered that the ratings for sustainability effectiveness and corporate communication grew by 3% and 2%, respectively, while the scores for overall engagement and satisfaction declined by 2% and 10%, respectively.

However, it was discovered that the results of the listening process are decreasing beginning in 2021, so the company strives to adjust the communication form to suit the characteristics of each community and monitors according to the specified frequency.
When compared the results in 2021 and 2022, it was found that:

- Majority of the topics showed an increase in scores, with stakeholder engagement, innovation, and corporate governance experiencing significant increases of 16%, 11%, and 11%, respectively.
- However, there were two topics that saw a decrease in scores: water stewardship and ecosystem and biodiversity protection, both of which decreased by 6%.

Key Action 2022:

- Promoted lifelong learning opportunity such as career guidance to generate income, offers knowledge and competence development.
- Collaborated with partners in various sectors, including the government, private sector and communities, to promote community access to clean and safe water sources.

More information is available on [Charoen Pokphand Group Sustainability Report 2022](#)
**Key Summary**

For the 2022 results, the government engagement score exceeded the target, reaching 85%. The highest score was 88% for corporate communication, followed by 86% for overall satisfaction. The lowest score was 82% for sustainability effectiveness.

When the data from 2021 and 2022 were compared, it was discovered that the scores for corporate communication climbed by 2% from 2021. However, the rankings for overall engagement, sustainability effectiveness, and overall satisfaction declined by 4%, 8%, and 5%, respectively, from the 2021 findings.

The Group intends to continue to engage the government while also increasing communication, particularly in the listening process, to ensure that they are communicated and connected, particularly in terms of our sustainability effectiveness.
**Top Three 2022 Sustainability Effectiveness are:**

- Corporate Governance 89%
- Cyber Security & Data Protection 87%
- Human Rights and Labor Practice 85%

When compared the results in 2021 and 2022, it was found that:

- Majority of the topics showed a decreased scores in health & well-being and education & inequality were significantly increased at 18% and 12%, respectively.
- Furthermore, there are three topics that experienced an increase in scores: water stewardship, leadership & human capital development, and climate resilience, with improvements of 4%, 2%, and 2%, respectively.

**Key Action 2022:**

- Collaborated and supported the development of projects that benefit the community and the country.
- Communicated and disclosed information completely, transparently and quickly, and ready to listen to suggestions for improvement.

More information is available on Charoen Pokphand Group Sustainability Report 2022
The involvement score of shareholders and investors exceeded the aim for the 2022 results, achieving 81%. Corporate communication received the best score of 85%, followed by overall satisfaction at 83%. The lowest score was 76% for sustainability effectiveness.

When the results from 2021 and 2022 were compared, it was discovered that the scores for corporate communication had increased by 1%. However, the scores for overall involvement, sustainability effectiveness, and overall satisfaction have declined by 5%, 8%, and 8%, respectively, from the 2021 results.

C.P. Group intends to focus on creating knowledge about sustainability performance, particularly the key concerns that shareholders care about, in order to ensure that their interests are incorporated into our long-term development.

### SHAREHOLDERS AND INVESTORS

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2022</th>
<th>Improvement</th>
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<tbody>
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<td><strong>Overall Engagement</strong></td>
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<td>81%</td>
<td>6%</td>
</tr>
<tr>
<td><strong>Corporation</strong></td>
<td>84%</td>
<td>85%</td>
<td>1%</td>
</tr>
<tr>
<td><strong>Communication</strong></td>
<td>88%</td>
<td>89%</td>
<td>1%</td>
</tr>
<tr>
<td><strong>Listening</strong></td>
<td>79%</td>
<td>83%</td>
<td>4%</td>
</tr>
<tr>
<td><strong>Responding</strong></td>
<td>83%</td>
<td>85%</td>
<td>2%</td>
</tr>
<tr>
<td><strong>Overall Satisfaction</strong></td>
<td>81%</td>
<td>83%</td>
<td>2%</td>
</tr>
</tbody>
</table>

### Key Summary

The involvement score of shareholders and investors exceeded the aim for the 2022 results, achieving 81%. Corporate communication received the best score of 85%, followed by overall satisfaction at 83%. The lowest score was 76% for sustainability effectiveness.

When the results from 2021 and 2022 were compared, it was discovered that the scores for corporate communication had increased by 1%. However, the scores for overall involvement, sustainability effectiveness, and overall satisfaction have declined by 5%, 8%, and 8%, respectively, from the 2021 results.

C.P. Group intends to focus on creating knowledge about sustainability performance, particularly the key concerns that shareholders care about, in order to ensure that their interests are incorporated into our long-term development.
Top Four 2022 Sustainability Effectiveness are:
- Corporate Governance 90%
- Cyber Security & Data Protection 89%
- Human Rights and Labor Practices 87%
- Innovation 87%

When compared the results in 2021 and 2022, it was found that:

- Majority of the topics showed an increase in scores, particularly in ecosystem and biodiversity protection, water stewardship, and circular economy, which saw significant increased of 11%, 8%, and 7%, respectively.
- However, there were three topics that experienced a significant decrease in scores: health & well-being, water stewardship, and responsible supply chain management, with declined by 12%, 6%, and 6%, respectively.

Key Action 2022:
- Formulated the Group subsidiary governance framework and organized training to educate and enable subsidiaries to adopt the framework.
- Audited the effectiveness of the implementation of the anti-bribery and anti-corruption policy and guidelines of our non-listed subsidiaries.

More information is available on [Charoen Pokphand Group Sustainability Report 2022](#).
The engagement score of shareholders and investors in 2022 was determined to be somewhat below the target at 79%. Overall satisfaction has the highest score of 82%, while sustainability effectiveness and corporate communication have the same score of 78%.

When the findings from 2021 and 2022 were compared, it was discovered that the scores for all categories had grown by 15%, 16%, 20%, and 11%, respectively: overall engagement, sustainability effectiveness, corporate communication, and overall satisfaction.

The C.P. Group, on the other hand, continues to prioritize engagement with NGOs, including sharing sustainability initiatives, particularly on the topics they prioritize and the key projects that the company is driving and that benefit the country and society.
Top Three 2022 Sustainability Effectiveness are:
- Corporate Governance 83%
- Human Rights and Labor Practice 83%
- Cyber Security & Data Protection 81%

When compared the results in 2021 and 2022, it was found that:
- Majority of the topics showed an increase in scores, particularly in stakeholder engagement, food security & access to nutrition, and ecosystem and biodiversity protection, which saw significant increases of 26%, 23%, and 23%, respectively.
- However, there were only two topics that experienced a slight decrease in scores: cybersecurity & data protection and climate resilience, with declined of 2% and 1%, respectively.

Key Action 2022:
- Performed a human rights risk assessment review.
- Disclosed information on nature according to TNFD Framework
- Cooperated and build alliances with various partners continually for sustainable development.

More information is available on Charoen Pokphand Group Sustainability Report 2022
For the 2022 results, it was found that the engagement score of the media is higher than the target at 86%. The overall satisfaction is considered the highest score at 88%, followed by corporate communication and sustainability effectiveness at 87% and 84% respectively.

Comparing the results from 2021 and 2022, it was found that the scores for overall engagement, sustainability effectiveness, and corporate communication have increased significantly by 9%, 13%, and 15% respectively. However, the scores for overall satisfaction remained unchanged from 2021 by 88%. Hence, the C.P. Group will focus on the top three issues prioritized by the media to ensure that their interests are incorporated into our Group Sustainability Development.

**Key Summary**

For the 2022 results, it was found that the engagement score of the media is higher than the target at 86%. The overall satisfaction is considered the highest score at 88%, followed by corporate communication and sustainability effectiveness at 87% and 84% respectively. Comparing the results from 2021 and 2022, it was found that the scores for overall engagement, sustainability effectiveness, and corporate communication have increased significantly by 9%, 13%, and 15% respectively. However, the scores for overall satisfaction remained unchanged from 2021 by 88%. Hence, the C.P. Group will focus on the top three issues prioritized by the media to ensure that their interests are incorporated into our Group Sustainability Development.
Top Three 2022 Sustainability Effectiveness are:

- Corporate Governance 86%
- Cyber Security & Data Protection 85%
- Human Rights and Labor Practice 83%

When compared the results in 2021 and 2022, it was found that:

- Majority of the topics showed an increase in scores, with human rights and labor practices and cyber security & data protection experiencing significant increases of 21% and 16%, respectively.
- However, there are three topics that have shown a decrease in scores: health & well-being, climate resilience, and innovation (7%, 3%, and 1%, respectively).

Key Action 2022:

- Provided information related to C.P. Group’s products and services on timely manner and with creditability.
- Multi-channel communication and continuously evaluate the efficiency of communication.

More information is available on

Charoen Pokphand Group Sustainability Report 2022
### Key Summary

For the 2022 results, it was discovered that competitors’ engagement score is significantly lower than the aim, at 58%. Furthermore, due to most competitors submitting ratings on the moderate scale, all sections: sustainability effectiveness, corporate communication, and overall satisfaction are 69%, 55%, and 50% below the target, respectively.

When the findings from 2021 and 2022 were compared, it was discovered that the overall engagement, sustainability effectiveness, corporate communication, and overall satisfaction scores had declined by 33%, 21%, 38%, and 39%, respectively.

The strategy for increasing competitor interaction has to be evaluated in order to better represent the process of sharing what the Group is already doing to engage with competitors.
Top Four 2022 Sustainability Effectiveness are:
- Cyber Security & Data Protection 76%
- Social Impact & Economic Contribution 73%
- Climate Resilience 73%
- Responsible Supply Chain 73%

When compared the results in 2021 and 2022, it was found that:

- All topics have experienced a decrease in scores, with stakeholder engagement, ecosystem and biodiversity protection, and health & well-being exhibiting significant increased by 50%, 43%, and 42%, respectively.

Key Action 2022:
- Conducted business in a manner that respects laws, regulations, and industry norms, ensuring a level playing field for all competitors.
- Provided various channels for filing complaints, including through a website, telephone, and even postal mail, for example.

More information is available on [Charoen Pokphand Group Sustainability Report 2022](#)
### Stakeholder Engagement Report 2022

**Executive Summary**

#### Key Summary

The engagement score of creditors was determined to be greater than the aim for the 2022 outcomes, at 88%. Overall satisfaction receives the greatest rating of 100%, followed by sustainability effectiveness at 85%, while corporate communication receives the lowest rating of 80%.

When the outcomes from 2021 and 2022 were compared, the overall engagement, sustainability effectiveness, and overall satisfaction levels climbed by 7%, 9%, and 17%, respectively. However, the score for corporate communication has fallen by 2%.

Improve communication channels with creditors by providing clear and timely information. Address any issues or questions as soon as possible and in a transparent manner.

### Engagement by Stakeholder Group

#### Creditors

**Overall Engagement (2021-2022)**

<table>
<thead>
<tr>
<th>Category</th>
<th>Year 2022</th>
<th>Year 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall Engagement</td>
<td>88%</td>
<td>81%</td>
</tr>
<tr>
<td>Sustainability Effectiveness</td>
<td>85%</td>
<td>77%</td>
</tr>
<tr>
<td>Corporate Communication</td>
<td>79%</td>
<td>82%</td>
</tr>
</tbody>
</table>

**Communication**

- **Overall**
  - 83%
- **Listening**
  - 71%
- **Responding**
  - 83%

**Overall Satisfaction**

<table>
<thead>
<tr>
<th>Category</th>
<th>Year 2022</th>
<th>Year 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall</td>
<td>100%</td>
<td>83%</td>
</tr>
<tr>
<td>Communication</td>
<td>87%</td>
<td>48%</td>
</tr>
</tbody>
</table>
The Top 2022 Sustainability Effectiveness with 100% rating are:

- Corporate Governance
- Human Rights and Labor Practice
- Leadership & Human Capital Development
- Cyber Security & Data Protection
- Food Security & Access to Nutrition
- Innovation

When compared to the results in 2021 and 2022, it was found that:

- Majority of the topics have experienced an increase in scores, with human rights and labor practices, food security & access to nutrition, and leadership & human capital development exhibiting significant increases of 51%, 30%, and 29% respectively.

- The only topic that has shown a decrease in scores is the circular economy, which decreased by 3%.

Key Action 2022:

- Conducted business according to the law good governance Objectives and Articles of Association
- Strictly complied with creditors’ conditions.

More information is available on Charoen Pokphand Group Sustainability Report 2022
I feel very comfortable working with Siam Makro Public Company Limited because there is no discrimination here. Moreover, the Company encourages everyone to grow in their line of work without any restrictions and provides them with the opportunity to show their full potential. I find this very impressive.

Regarding sustainability, the Company has done quite well in the environmental dimension. It is making expansions in the online sales business which contributes to lowering pollution from transportation. Accordingly, the Transportation Management System was developed to enable more efficiency in planning the shortest distance for transporting goods to customers.

However, responsible supply chain management presents a challenge for Siam Makro as the Company does not have its own production line. Therefore, if we act as an influencer for our suppliers in complying with sustainability requirements, we can contribute to the acceleration of the society’s growth because sustainability matters to all. In terms of communication process, I hope that people who visit our outlets will remember Makro’s image as a sustainable store.

Lastly, I would like each CP Group business to share their strengths; for example, CPF’s strong point in food security and Siam Makro’s in sustainable sourcing. With support and encouragement, we can create a clear common position for the Group’s diverse businesses, which should more or less be interesting and attractive for the new generation.

Charoen Pokphand Group has provided us with many opportunities through collaborative projects. The community’s strength alone would not have brought us this far. I feel that our village is not alone as Charoen Pokphand has created jobs at a time when marine resources have become scarcer while income has become unstable and inconsistent with the cost of living. I think that with the Company’s support, we have received our opportunity. The Company has also provided support in other areas, such as bio-organic fertilizers and tourism. Based on my direct experience, the support is truly of high quality.

Afterwards, representatives from CPF also supported us by informing the Company’s senior management that the village wishes to further extend the Community Drinking Water Project to improve drinking water quality and enable competition with other villages or sub-districts. Additionally, the Company has provided support in the extension of the Tourism Community Enterprise Project by sponsoring betel nut cladding machines to produce containers that can replace Styrofoam boxes as betel nuts are common in the village and as we target to reduce Styrofoam boxes and waste pollution. This has largely attracted the interest of tourists. Our village still has many more resources that can be presented to tourists in our capacity as a community enterprise. If we had not been given the opportunity and support from Charoen Pokphand, we might not have been able to keep up with tourist demands as we are a small group. Therefore, such opportunity has allowed us to fully enter the field of tourism.

Given the nature of the business, CP Group should be focusing on the issue of responsible supply chain management. You engage with a significant number of suppliers, therefore, having in place an effective engagement strategy that allows collaboration along your supply chain and ultimately contributes to sourcing materials in a sustainable manner is critical for the business.

At the same time, the CP Group’s sustainability disclosures demonstrate that the Group has been doing a lot of work with regards to ensuring food security and food affordability. On the one hand, helping tackle hunger and malnutrition and on the other ensuring food supply is uninterrupted.

I think your communication processes are effective. However, what we’ve seen from other companies is the inclusion of more interactive content online, making more use of their website to communicate and reach out to different audiences.

Our relationship with CP Group has worked well. CP Group featured as an example of good practice and was highlighted as one of the top performers in the 2022 Reporting matters publication. We want to continue working with and supporting CP Group to keep improving the effectiveness of their sustainability disclosures, so that the group can once again be highlighted as one of our top performers within the Asia Pacific region.
listen to our stakeholder

Mr. Chokchai Montreeamornchet
Siam Cement Public Company Limited (SCG)

The collaborative projects that have been initiated and implemented by CP Group and SCG are exceptional. They truly respond to the effort to care for and save the planet using a closed loop recycling system. For example, the project that features the quality improvement of CP’s used wrap film to produce recycled pellets for shopping bags that CP can reutilize. This project has the potential to become commercial and benefits both parties. I must thank CP for making this possible through our collaboration. From my point of view, more collaborative projects of this nature will be beneficial for the countries of the world as well as for both companies. In the future, if possible, we should lay out a long-term roadmap for all projects to re-commercialize CP’s plastic products across the value chain. Likewise, we can work together to maximize benefits.

Looking ahead into the future, SCG has a department to directly address circular economy which will make 100% of the world’s plastic recyclable. Meanwhile, CP, overseeing consumer-related industry, might consider announcing that 30% of all future plastic products in both food and non-food categories will be composed of PCR. Such collaboration will certainly be viable as we both have partnerships with numerous global companies. If CP could do it, it would be remarkable. If CP could aim to achieve such goal within 3 or 5 years and if such collaboration occurred and a clear policy on closed loop recycling system was announced, it could lead to a collaboration at the corporate level. Finally, we must work together on EPR (Expanded Producer Responsibility) which have already been implemented by EU and Japan. In the future, EPR will be legally imposed to mandate product take-back by manufacturers. Its successful implementation will mean that 100% of the country’s waste will be recycled, collected and reutilized, with none left for landfill disposal like nowadays. If we could work together, it would greatly improve the environment. As a matter of fact, we may even be more advanced than other countries.

Additionally, SCG is more than welcome to provide any additional support to expand the scope of our cooperation. I believe that if both organizations joined forces, we could create more contributions to the society and the world. I would also prefer that a workshop be organized so that the two organizations could discuss and make joint commitments on pilot projects that could be expanded in the years to come.

Ms. Natthinee Netampai
Unilever Thailand Company Limited

The development of the Agricultural Practices Manual for rice farmers in the northeastern region of Thailand in collaboration with CP’s Rice Business Group is a project of great importance to Unilever. We have been working on sustainability sourcing for a long time because we want to ensure that all raw materials included in Unilever’s products will not destroy the environment or affect agriculture but rather involves replacement planting. We view that the Manual will be extremely beneficial for both implementors and farmers since the existence of a norm or reference guideline will be useful to all parties.

Furthermore, Unilever and CP’s executives have had the opportunity to meet in many forums. We have learnt from such meetings that CP’s Sustainability Strategy is similar to ours, with focus on three aspects, namely planet, people, and well-being. From what I have seen on the Company’s website, I think that CP has done a very good job in terms of circular economy. For instance, the Company has been working on food waste reduction and campaigning for food packaging to be returned to drop points at CP retail stores which has resulted in the recycling of 88% of the packaging. Moreover, as Unilever has declared the Climate Transition Action Plan to reduce carbon dioxide emissions to net zero by 2039 and as we are partners, CP will fall under Unilever’s Scope 3 emissions. Therefore, CP’s plastic reduction projects would mean reducing carbon dioxide emissions as well. This is a win-win situation for both sides, and I applaud CP for this.

CP may need to make minor improvements in terms of climate action, which is a new issue for Thailand, as I feel that we have not learnt much about when the Company intends to advance towards net zero. In addition, for some projects that have been proposed, I would like CP to consider and cooperate with Unilever in adjusting our partnership plan to cover a larger picture, conducting a business strategy analysis and aligning it with the government’s plan to see how both companies can implement such projects to meet the needs of the country’s development plans. In this regard, both private companies will not have to work alone. I would also like to see such effort developed into a continuous and sustainable flagship program that can be carried out together on an annual basis. Initially, we may consider a minimum scale of five years.
LISTEN TO OUR STAKEHOLDER

Mr. Tawat Apaprasert
Ban Kong Kai Farmer

The successful collaborations between the community and Charoen Pokphand Group in rehabilitating and protecting natural resources and the environment, creating jobs, generating income, and improving the quality of life for locals of Ban Kong Kai Community stemmed from Charoen Pokphand Group’s support in areas that are beyond the scope of the government sector. Throughout the past 5 years and now entering the sixth year, the cooperation between the locals and Charoen Pokphand Group as well as other network partners is still growing steadily. The locals recognize the importance and sincerity of the Group’s relentless support despite encountering various problems and obstacles. Nowadays, the locals intend to extend our collaborative project to interested communities in neighboring areas through the Ban Kong Kai Coffee Farmer Community Enterprise in Ban Thap sub-district in collaboration with local government agencies and network partners. With Charoen Pokphand Group as a mentor, the project will create new jobs, raise awareness of natural resources conservation and restoration as well as create sustainability for a better quality of life.

Assoc.Prof.Dr. Rungrat Chaisamrej
Thai Chamber of Commerce Circular Economy and Environment Committee

I think that the project on the lessons-learnt from the implementation of circular economy in the tourism and service business has yielded great benefits on entrepreneurs by sharing knowledge and creating motivation through real examples. Entrepreneurs in many areas have carried out such effort with success and created business value as well as widespread economic contributions in terms of cost reduction and increased returns for SMEs. Personally, in its capacity as a food industry, I think CP Group’s sustainability efforts have been outstanding in food security, such as the promotion and development of innovations related to agriculture and livestock, which are actually one of the causes of global warming. I have seen the Group’s commitment to make improvements in this area. However, this issue is a major global problem which CP Group is already likely to have high resources in order to give back to the society or entrepreneurs.

Charoen Pokphand Group has dispatched a working group to Ban Kong Kai to provide assurance and create trust among the locals as well as to show their sincerity and commitment to create the ultimate benefit for the villagers because people are an integral part in building the villagers’ confidence.

However, I wish there were more support in terms of funding to assist the society or communities as we do not yet have sufficient financial resources to carry out some activities on our own.

Charoen Pokphand Group has demonstrated an excellent level of communication. It listens to the problems of the locals of Mae Chaem district and other communities while the working group has a good understanding of the problems. As a result, the outcome matches the demands and expectations of the communities. In addition, community leaders should be drawn in to take part in the implementation of ongoing projects. Ethnic youths should also have the opportunity to work as full-time employees in Charoen Pokphand Group and create jobs in tandem with sustainable community development.

Charoen Pokphand Group has demonstrated an excellent level of communication. It listens to the problems of the locals of Mae Chaem district and other communities while the working group has a good understanding of the problems. As a result, the outcome matches the demands and expectations of the communities. In addition, community leaders should be drawn in to take part in the implementation of ongoing projects. Ethnic youths should also have the opportunity to work as full-time employees in Charoen Pokphand Group and create jobs in tandem with sustainable community development.

Personally, I think there are still gaps in the social dimension of sustainability that can be further developed by CP. For example, in circular economy, there are dimensions that are worth joining hands on with partners, like educational institutions, communities, or other groups, to enable direct experience in knowledge sharing, for which CP Group is already likely to have high resources in order to give back to the society or entrepreneurs.
Material Topics and Stakeholder Engagement Survey 2022

Stakeholder Group: Employees and Families

The objective of this survey is to learn about your opinion as a stakeholder regarding the relevant sustainability issues. Including opinions on the effectiveness of the company's sustainability management and the level of satisfaction with the stakeholder engagement process. Your input will help us further develop and improve our company's strategies and processes, enabling us to respond to the needs and expectations of all stakeholder groups more effectively.

Your answers will be analyzed and reported in an aggregate format without disclosing your name or personal identity as a survey respondent.

Please mark on the answer that best meets your opinion as follows:

Part I: General Information (2 questions)

Part II: Company’s Sustainability Development Effectiveness (15 questions)

Part III: Company’s Materiality Assessment (10 questions)

Part IV: Communication, listening, and responding to company's stakeholders (3 questions)

Part V: Overall satisfaction with the company! (1 question)
Part 2: Effectiveness of Company’s Sustainability Development 15 Topics under Sustainability Strategy (Heart-Health-Home)

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

1. Corporate governance, such as governance structures, risk management, business compliance and internal audit process, business ethics, and complaint management. In your opinion, to what extent is the company performance on this issue?
   - Excellent
   - Good
   - Fair
   - Poor
   - Very Poor

2. Protection and promotion of human rights and good labor practices, such as comprehensive human rights assessment, equal opportunity, diversity and inclusion, and occupational health and safety of employees and contractors. In your opinion, to what extent is the company performance on this issue?
   - Excellent
   - Good
   - Fair
   - Poor
   - Very Poor

3. Promotion of education and reduction of inequality, such as promoting access to quality education, opportunities and lifelong learning for all, scholarships, volunteering for education activities, and quantifying impacts of educational development. In your opinion, to what extent is the company performance on this issue?
   - Excellent
   - Good
   - Fair
   - Poor
   - Very Poor
4. Human capital and leadership development such as leadership development, human resource development, talent attraction and retention. In your opinion, to what extent is the company performance on this issue?

- Excellent ดีมาก
- Good ดี
- Fair พอใช้
- Poor แย่
- Very Poor แย่มาก

5. Cyber security and data protection, such as cybersecurity governance, prevention of security breaches of customer personal information, information security process and infrastructure, and employee awareness. In your opinion, to what extent is the company performance on this issue?

- Excellent ดีมาก
- Good ดี
- Fair พอใช้
- Poor แย่
- Very Poor แย่มาก

6. Health and well-being, such as products or services which promote health and well-being, and food safety. In your opinion, to what extent is the company performance on this issue?

- Excellent ดีมาก
- Good ดี
- Fair พอใช้
- Poor แย่
- Very Poor แย่มาก

7. Social impact and economic contribution, such as promoting occupations to generate income for farmers, SMEs, vulnerable groups, charity events, and economic benefits. In your opinion, to what extent is the company performance on this issue?

- Excellent ดีมาก
- Good ดี
- Fair พอใช้
- Poor แย่
- Very Poor แย่มาก
Stakeholder Engagement Report 2022

Executive Summary Stakeholder Engagement Stakeholder Engagement Survey Engagement by Stakeholder Group Appendix

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<td>Food security and access to nutrition, such as project initiatives to eradicate hunger for underprivileged, children, youth, the poor, and people in vulnerable situations to have access to food safety and nutrition, and the food surplus management. In your opinion, to what extent is the company performance on this issue?</td>
<td>Innovation management, such as research and development (R&amp;D) infrastructure, Intellectual property management, building innovative organizations, and innovation of products and services. In your opinion, to what extent is the company performance on this issue?</td>
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<td>Stakeholder Engagement Survey Engagement by Stakeholder Group</td>
<td>Stakeholder engagement, such as conducting stakeholder engagement survey, listening to stakeholder expectations, responding to stakeholder issues and concerns. In your opinion, to what extent is the company performance on this issue?</td>
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<td>Climate resilience, such as greenhouse gas (GHG) emission reduction project, increase energy efficiency, reforestation, low carbon products, product with environmental labels, and product life cycle assessment (LCA). In your opinion, to what extent is the company performance on this issue?</td>
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Circular economy, such as efficient waste management, food waste management, promotion to the use of sustainable/environmentally friendly packaging. In your opinion, to what extent is the company performance on this issue?

- Excellent
- Good
- Fair
- Poor
- Very Poor

Water stewardship, such as efficient water consumption, water risk assessment, supply chain water resource management, and the ensuring that the company’s operations do not negatively impact communities’ rights to clean water. In your opinion, to what extent is the company performance on this issue?

- Excellent
- Good
- Fair
- Poor
- Very Poor

Ecosystem and biodiversity protection, such as collaboration with relevant partners at the international level, conservation and restoration programs for ecosystems on land and below water. In your opinion, to what extent is the company performance on this issue?

- Excellent
- Good
- Fair
- Poor
- Very Poor

Responsible supply chain management, such as high-risk raw material traceability, supplier code of conduct, supplier risk assessment, supplier capacity building, and sustainable procurement. In your opinion, to what extent is the company performance on this issue?

- Excellent
- Good
- Fair
- Poor
- Very Poor
Part 3: Company’s Materiality Assessment

Please specify the five issues that the company has the greatest opportunity to improve, out of the 23 issues. After selecting all 5 issues, please start the survey to assess the severity and likelihood for each issue until completion.

If you want to change the selected issue, please click on the circle symbol in front of the issue you previously selected before choosing a new issue.

The purpose is to prioritize the top issues to be addressed based on the findings from the materiality assessment.

Please note: Stakeholder Engagement Survey Engagement by Stakeholder Group Executive Summary Stakeholder Engagement
Part 3: Company’s Materiality Assessment

In your opinion, what is the level of impact the company's actions in this issue have on you as a stakeholder, in terms of severity, by considering actual and potential impacts?

What is the level of severity of the impacts in each aspect (covering economic, occupational health, safety and environment, human rights, reputation or image of the organization) in term of Climate Resilience and GHG Emissions?

- Critical: negative impacts for each aspect involved e.g.
  - Property damage which affects the ongoing operations
  - Fatality or disability
  - Loss of resources and impact to the widespread environmental and there are many groups of people affected
  - Irreversible
  - Loss of public reputation and confidence at the international level

- Major: negative impacts for each aspect involved e.g.
  - Property damage which temporarily affects operations
  - High consequence injury (not able to work for next day from 1 person or 1 day or more)
  - The impact to the environment and affected by many groups
  - Recoverable but with high resource requirements, time-consuming and a lack of social support

- Minor: negative impacts for each aspect involved e.g.
  - Property damage which affects the operating of some activities
  - High consequence injury (not able to work next day from 1 person or 1 day)
  - The impact to the environment and moderately affecting the way of living
  - Recoverable but with high resource requirements, moderate time-consuming and social support
  - Loss of public reputation and confidence at the country level

What is the level of likelihood regarding the actual impact or potential impact of the company’s actions on Climate Resilience and GHG Emissions?

- Has been a regular occurrence in the past and present (once in monthly or quarterly), In the future, quite certainly to occur, or high frequency occurs.
  - Has been a regular occurrence in the past (once in a year), In the future, have occurred often.
  - Has been a regular occurrence in the past but has not occurred in the past 3 to 5 years, In the future, likely to occur sometime, has already occurred annually.
  - Has occurred in the past but has not occurred in the past 3 to 5 years, In the future, likely to occur in normal situations, there must be many driving factors.
  - Has never occurred in the past, and has a low likelihood of occurring in the future.
Part 5: Overall satisfaction with the company

Please mark on the answer that best match of your opinion as follow.

1. How satisfied are you with the company’s overall business performances?

   - Very satisfied
   - Satisfied
   - Neutral
   - Dissatisfied
   - Very dissatisfied

2. Additional suggestions

   Please specify...
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