

Charoen Pokphand Group

# Stakeholder Engagement Report 2023



For a Better  
**Tomorrow**

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# 1. EXECUTIVE SUMMARY



The Charoen Pokphand Group Stakeholder Engagement Report 2023 provides a comprehensive overview of our continued commitment to sustainability, transparency, and active stakeholder engagement.

## Stakeholder Engagement Survey Process

In 2023, Charoen Pokphand Group conducted a thorough stakeholder engagement survey to gather insights and feedback from our diverse stakeholder groups. The survey process was meticulously designed to ensure inclusivity, transparency, and responsiveness, aligning with international standards such as the AA1000 Stakeholder Engagement Standard (AA1000SES). The process included the following steps: Planning; Methodology & Guidelines; Survey; Data Analysis; and Communication. The final survey results were communicated to all stakeholders through our Sustainability Report, Stakeholder Engagement Report, and CP Group's website.

## Survey Demographic

The survey reached 10,257 respondents across different countries and stakeholder groups, ensuring a broad representation of perspectives. Respondents were categorized by gender, age group, and stakeholder group, allowing for a detailed analysis of feedback.

## Key Findings

The 2023 survey results highlight several critical themes and provide insights into the effectiveness of Charoen Pokphand Group's engagement strategies. The overall engagement score varied across stakeholder groups, reflecting diverse perceptions and areas for improvement:

## Stakeholder group with High Engagement and Satisfaction:

Farmers, suppliers, and governments reported the highest engagement scores, demonstrating strong relationships and effective engagement strategies in these areas.



Stakeholder groups with low engagement levels included competitors, media, and shareholders and investors. This indicated the need for enhanced communication and engagement efforts.

**Sustainability Performance:** There was a notable improvement in sustainability performance scores, reflecting Charoen Pokphand Group's commitment to strict policy execution and transparent performance communication. The top three sustainability performances that satisfied stakeholder groups were Leadership & Human Capital Development, Education & Inequality Reduction, and Health & Well-Being. These might be the outcome of a rising number of projects aimed at improving knowledge and skills for all, which increasingly include children, vulnerable groups, suppliers, and communities as a whole, rather than just our employees and workers. At the same time, a higher number of customers and consumers have easier and equal access to healthy and nutritious foods. However, Ecosystem & Biodiversity Protection, Stakeholder Engagement, Circular Economy, and Climate Resilience are

the issues that need more attention from the Group.

**Corporate Communication:** While there was significant progress in communication effectiveness with some stakeholder groups, others indicated the need for further improvements. The feedback from the survey is crucial for Charoen Pokphand Group's ongoing efforts to enhance our sustainability initiatives, refine our corporate communication strategies, and increase overall stakeholder satisfaction.

By addressing the identified areas for improvement, Charoen Pokphand Group aims to foster stronger relationships and drive continuous improvement across all aspects of our business operations.

The Stakeholder Engagement Report 2023 underscores Charoen Pokphand Group's dedication to understanding and responding to the needs and expectations of our stakeholders. Through systematic and transparent engagement processes, we strive to build trust, promote collaboration,

and contribute to sustainable growth. This report not only reflects our achievements but also serves as a foundation for future improvements and strategic initiatives.



## 2. STAKEHOLDER ENGAGEMENT



Charoen Pokphand Group recognizes the role and value of stakeholders in its business operations. The Group, thus, encourages ongoing relationship building and involvement with all stakeholder groups. Stakeholder engagement is one of the processes that helps the Group and its companies

understand the expectations and concerns of each group of stakeholders. The Group considers all stakeholder feedbacks in order to enhance company processes, making them more efficient and responsive to expectations over time.

The Group has used variety of operational strategies to increase stakeholder participation, including diverse communication channels, annual satisfaction surveys, and membership in a network for sustainable development. Additionally, to ensure that the stakeholder engagement processes are being executed per the principles of ethics, transparency, accountability, and respect for the rights that stakeholders should have, the Group follows the stakeholder engagement principles set forth by AA1000 Stakeholder Engagement Standard (AA1000SES),

Global Reporting Initiatives: GRI Standards 2021, and IFC Stakeholder Engagement: A Good Practice Handbook for Companies Doing Business.

The AA1000 Stakeholder Engagement Standard (AA1000SES) is the main internationally accepted framework that Charoen Pokphand Group uses for the stakeholder engagement. The framework has three core concepts, including Inclusivity, Materiality, and Responsiveness.

1

### Inclusiveness

Ensure that all Stakeholder engagements are incorporated in business practices

2

### Materiality

Determine the topics that matter to the company's operation and identify related impacts on each stakeholder

3

### Responsiveness

Manage and respond to significant topics as well as disclose information with transparency





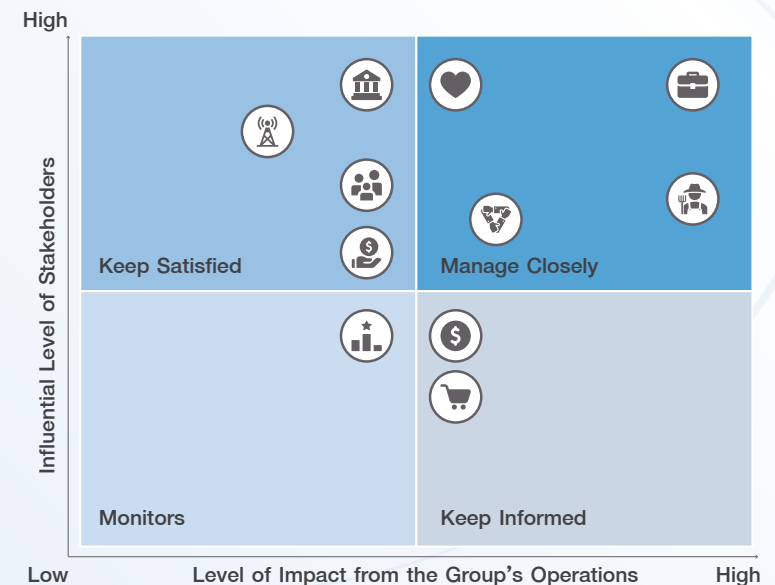
## 2.1 Stakeholder Identification and Engagement Planning

Charoen Pokphand Group's stakeholder identification process is a critical component of our commitment to sustainability, ensuring that we engage effectively and transparently with those who impact and are impacted by our operations. In 2023, the Group has thoroughly revised our stakeholder groups, according to inclusivity, materiality, and responsiveness, to ensure that all relevant parties are considered.

Charoen Pokphand Group's stakeholder groups are still the same from the revision. Each group plays a vital role in our sustainability journey, and their diverse perspectives are integral to shaping our strategies and actions. Moreover, the Group also reprioritized the stakeholder groups to ensure that the Group can effectively address the needs and expectations of all stakeholder groups. The reprioritization processes considered the influential level of

stakeholders on the operations of the Group and the impact of operations or the strategy of the Group towards stakeholders both present and future. Then the engagement plans were revised to better correspond to the new prioritization and to be more robust, transparent, and reflective of our stakeholders' evolving priorities. This ongoing revision enables the Group to identify emerging issues, mitigate risks, and seize opportunities, ultimately contributing to sustainable growth.

### Stakeholder Identification and Prioritization



	 <b>Farmers</b>	 <b>Communities and Societies</b>	 <b>Suppliers</b>	 <b>Creditors</b>	 <b>Employees and Families</b>	 <b>NGOs</b>
<b>Importance of Engagement</b>	Farmers are the key stakeholders in the procurement of essential raw materials for Charoen Pokphand Group's operations. Engaging with farmers is thus integral to maintaining the stability of the value chain.	Building positive relationships with communities and societies is crucial in order to maintain good reputation, promote trust and support the achievement of Charoen Pokphand Group's operational goals.	Suppliers associated with the procurement of essential products, services and resources that contribute to Charoen Pokphand Group's efficient operations and rapid response to customer needs.	Creditors supports Charoen Pokphand Group to conduct our operations seamlessly; therefore, it is crucial to strictly abide by the conditions stipulated in the loan agreement.	Employees and families are the main driving forces that lead Charoen Pokphand Group towards our goals, thus a positive working environment is created.	NGOs influence public opinion and policymaking. Engagement is thus important to understand society's concerns.
<b>Issues of Interest</b>	<ul style="list-style-type: none"> <li>Farmer capacity building</li> <li>Adequate and rapid access to resources</li> <li>Income guarantee</li> <li>Fair business practices</li> <li>Product quality control</li> </ul>	<ul style="list-style-type: none"> <li>Participation in improving community quality of life</li> <li>Employment promotion in communities</li> <li>Impact from business operations on societies, communities and environment</li> <li>Adoption of innovation to improve work processes</li> </ul>	<ul style="list-style-type: none"> <li>Supplier capacity enhancement for efficient and systematic business operations</li> <li>Protection of human rights and reduction of environmental impacts</li> <li>Fair business operations</li> </ul>	<ul style="list-style-type: none"> <li>Good corporate governance</li> <li>Transparent and effective performance disclosure</li> <li>Reinforcement of business competitiveness</li> <li>Giving back to society</li> </ul>	<ul style="list-style-type: none"> <li>Capacity development and career advancement support</li> <li>Implementation of human rights principles</li> <li>Workplace environment, occupational health and safety</li> <li>Operational agility</li> </ul>	<ul style="list-style-type: none"> <li>Impacts from business operations on societies, communities and environment</li> <li>Promotion of social well-being</li> <li>Full and transparent information disclosure to the public</li> </ul>
<b>Response Actions</b>	<ul style="list-style-type: none"> <li>Supporting sustainable farming to reduce environmental impacts</li> <li>Promoting technology to improve product quality</li> <li>Guaranteeing source of income</li> <li>Making fair contracts in accordance with laws and regulations</li> </ul>	<ul style="list-style-type: none"> <li>Organizing projects to improve the quality of life of communities and vulnerable groups</li> <li>Supporting employment and building businesses in communities</li> <li>Conducting projects to develop knowledge of communities and societies, especially in innovation and technology</li> </ul>	<ul style="list-style-type: none"> <li>Formulating strategy for responsible supply chain management</li> <li>Communicating and auditing suppliers, announcing the implementation of the Supplier Code of Conduct to enable equal and fair treatment of all suppliers</li> </ul>	<ul style="list-style-type: none"> <li>Conducting business in accordance with the laws and good governance principles</li> <li>Strictly complying with creditors' terms and conditions</li> <li>Collaborating with relevant agencies to improve operational efficiency and societies</li> </ul>	<ul style="list-style-type: none"> <li>Continuously developing employee capacity</li> <li>Establishing and enforcing human rights guidelines</li> <li>Announcing the implementation of the Safety, Occupational Health and Environment Management Standards</li> </ul>	<ul style="list-style-type: none"> <li>Welcoming opinions and jointly discussing impact prevention measures</li> <li>Regularly and transparently communicating and disclosing useful information to related parties</li> </ul>
<b>Values for Stakeholders</b>	<ul style="list-style-type: none"> <li>Creation of stable jobs, careers and income</li> <li>Environmental protection and preservation</li> <li>Security of global food system</li> </ul>	<ul style="list-style-type: none"> <li>Employment within communities</li> <li>Strong societies and communities</li> <li>Environmental protection and preservation</li> </ul>	<ul style="list-style-type: none"> <li>Supplier knowledge and capability development</li> <li>Competitiveness in global market</li> <li>Security of global food system</li> <li>Environmental protection and preservation</li> </ul>	<ul style="list-style-type: none"> <li>Financial and economic stability of the country</li> <li>Ethical business operations</li> <li>Long-term partnership</li> </ul>	<ul style="list-style-type: none"> <li>Stability in career field</li> <li>Knowledge and skills for growth</li> <li>Safety and equality</li> </ul>	<ul style="list-style-type: none"> <li>Long-term partnership for social and environmental development</li> <li>Ethical business operations</li> </ul>

	 Governments	 Competitors	 Medias	 Shareholders & Investors	 Customers & Consumers
Importance of Engagement	Effective engagement with the government is essential for ensuring compliance and efficient risk management.	Tracking and understanding competitor's strategies, strengths and weaknesses is essential for maintaining a competitive advantage in the market.	The media influences opinions about Charoen Pokphand Group's products, services and activities. The Group therefore engages with the media strategically and transparently.	Shareholder/investor's investment promotes efficient business operations. Charoen Pokphand Group focuses on transparent engagement with shareholders and investors.	Charoen Pokphand Group aims to create new products and services that cater to the needs of customers and consumers as well as strengthen customer trust.
Issues of Interest	<ul style="list-style-type: none"> <li>• Compliance with relevant laws and regulations</li> <li>• Being a model of socially and environmentally responsible business operations</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with competition ethics, laws and trade regulations</li> <li>• Giving back to society</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate governance</li> <li>• Full and transparent disclosure of information</li> <li>• Social, community and environmental impacts from operations</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate governance</li> <li>• Risk management</li> <li>• Full and transparent disclosure of information</li> <li>• Enhancement of business competitiveness</li> </ul>	<ul style="list-style-type: none"> <li>• Development of products and services for consumer health</li> <li>• Product traceability</li> <li>• Reduction of redundancy in purchasing system</li> <li>• Personal data security</li> </ul>
Response Actions	<ul style="list-style-type: none"> <li>• Monitoring and strictly obeying relevant laws and regulations</li> <li>• Collaborating and supporting the development of projects that create benefit for the country and communities</li> </ul>	<ul style="list-style-type: none"> <li>• Following rules/ethics of good competition</li> <li>• No action is taken to obtain trade secrets from competitors</li> <li>• Not damaging competitor's reputation through slander without truth</li> </ul>	<ul style="list-style-type: none"> <li>• Developing good relations with the media</li> <li>• Providing useful information based on facts and keeping up to date with circumstances</li> </ul>	<ul style="list-style-type: none"> <li>• Conducting business according to good governance principles and company regulations</li> <li>• Announcing the implementation of Risk Management Policy and Guidelines</li> <li>• Disclosing performance with transparency</li> </ul>	<ul style="list-style-type: none"> <li>• Developing products that promote good health and well-being for consumers of each age group</li> <li>• Developing a traceability system</li> <li>• Developing a convenient and connected online purchasing system</li> </ul>
Values for Stakeholders	<ul style="list-style-type: none"> <li>• Financial and economic stability of the country</li> <li>• Development of the country's infrastructure</li> <li>• Ethical business operations</li> </ul>	<ul style="list-style-type: none"> <li>• Initiation of production and product innovations</li> <li>• Maintaining quality of products and services</li> <li>• Partnership for social and environmental development</li> </ul>	<ul style="list-style-type: none"> <li>• Ethical business operations</li> <li>• Transparent and rapid disclosure of information</li> </ul>	<ul style="list-style-type: none"> <li>• Financial and economic stability of the country</li> <li>• Ethical business operations</li> </ul>	<ul style="list-style-type: none"> <li>• Initiation of production and product innovations</li> <li>• Maintaining quality of products and services</li> <li>• Sustainable procurement</li> </ul>



## 2.2 Listening to Stakeholders

One of Charoen Pokphand Group's stakeholder engagement guidelines involves consultation to solicit opinions and suggestions from all stakeholder groups, and third-party experts. Stakeholder and expert opinions are essential and enabled the Group to gain deep comprehension of continually changing trends and situations, which can be used to improve operational guidelines for effective response.

### Employee

"As an employee, I give importance to promoting career advancement with a focus on creation of knowledge and skills, as well as offering opportunities to think outside the box. The Group has leadership and future skill development projects, which is a collaboration between Departments or companies. This project also provides opportunities for employees to apply what they have learned to their work, help employees learn and grow in practice, and continually improve their problem-solving abilities."

**Wang Peng**

C.P. Food (Hengshui) Company Limited



### Business Partner

"Today, CP has taken a leadership role with a clear policy of zero tolerance for deforestation and 100% traceability. This strong leadership is matched by Bunge's commitment to being 100% deforestation-free by 2025. By collaborating, we can create platforms that set industry examples and help develop an ecosystem conducive to responsible sourcing. Together, we aim to influence the industry direction, ensuring that our positive actions drive change in others."

**Mohit Purbey**

Bunge Aisa Ptd, Ltd.



### Customer

"As a customer, I commend C.P. Group's commitment to working closely with farmers and promoting GAP+ for quality and safety. Their Sustainability Rice Cultivation Campaign has significantly improved the livelihoods of Thai Hom Mali rice farmers. However, addressing methane emissions from flooded paddy fields and climate change impacts is crucial. The Group mid/long-term sustainability goals in the supply chain and their strategies for upstream and downstream environmental impacts are promising. I recommend developing sustainable packaging and improving waste management. Providing more updated statistics on sustainability developments would enhance collaboration. C.P. Group's efforts are commendable, but continuous improvement in these areas is essential."

**Mr.Ching Yong Hai**

Senior Vice President - Topseller Pte Ltd,



### Farmer

"The Omkoi Model project by the Charoen Pokphand Foundation for Rural Life Development helps improve the community's livelihood by creating stable jobs and income. The project operates under the high-value agriculture plan, using a 'market-led production' approach, where Production plans are made in collaboration with farmer groups. This method allows for the production of high-value crops using minimal land while yielding substantial returns. Proper management of the planting plots according to academic principles ensures that farmers have additional land to benefit from for other income-generating crops."

**Somchai Piengkwanhathai**

Member of the High-Value Agriculture Community Enterprise Group, Ban Thung Cham Roeng, Omkoi Subdistrict



### Government

"The Group has been quite intensive in its human rights protection efforts, particularly in communicating and training employees to understand and implement them correctly. Moreover, the Group has continuously collaborated with various external sectors to promote awareness regarding human rights. However, if possible, we would like the Group to enhance the dissemination of human rights protection knowledge through E-learning for other companies to study and improve their operations to create a sustainable society. Additionally, the issue of human rights protection in cross-border investments by Thais is still not well addressed. Therefore, if the Group could support this, it would be beneficial in terms of providing knowledge and understanding to the business sector."

**Nareeluc Pairchaiyapoom**

Director of International Human Rights Division,  
Department of Rights and Liberties Protection, Ministry of Justice of Thailand

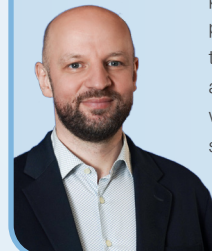


### Business Partner

C.P. Group has a comprehensive sustainability strategy and provides a clear disclosure of its performance. The Group discloses its human rights due diligence process, along with related policies to promote human rights. The topic of human rights is very dynamic and evolving all the time, so in order for the Group to maintain its leading status in the field, and perhaps enter a bit more in the international space, I would like the Group to review its policies to cover a wider scope. Additional disclosure on the implementation and the applicability of the policies should be taken into consideration to further enhance transparency to stakeholders."

**Maximilian Pottler**

Head of Labour Mobility and Social Inclusion, International Organization for Migration



### 3. STAKEHOLDER ENGAGEMENT SURVEY



As part of Charoen Pokphand Group's ongoing commitment to sustainability and transparency, the Group conducted a comprehensive multi-stakeholder engagement survey in 2023 for the second consecutive year. Through this survey, the Group aims to foster open and meaningful dialogue with all of our stakeholder groups, ensuring that their voices are heard and considered in our decision-making processes.

By engaging directly with our stakeholders, the Group can identify emerging issues, assess the effectiveness of our current strategies, and explore new opportunities for collaboration. The feedback gathered from this survey will inform our sustainability initiatives, helping us to enhance our positive impact and drive continuous improvement across all areas of our business.

### 3.1 Stakeholder Engagement Survey Process

Charoen Pokphand Group acknowledged the necessity of acting, reviewing, and improving our stakeholder involvement. Thus, the systematic stakeholder engagement survey was created as an important mechanism for evaluating the quality of our interaction on an annual basis.

Charoen Pokphand Group's stakeholder engagement survey process is designed to ensure a thorough, inclusive, and systematic approach to gathering stakeholder feedback. This process aligns with our commitment to transparency and continuous improvement, enabling the Group to address the evolving needs and expectations of our stakeholders. The stakeholder engagement survey process included:

#### Plan

Charoen Pokphand Group conducted a multi-stakeholder engagement survey based on international standards, reviewed the process

#### Methodology & Guideline

Charoen Pokphand Group reviewed the questionnaires to better respond to the industry standards, stakeholders' expectations, business strategy, material issues, and future trends. The questionnaires were divided into three sections: sustainability effectiveness, corporate communication, and overall satisfaction.

#### Survey

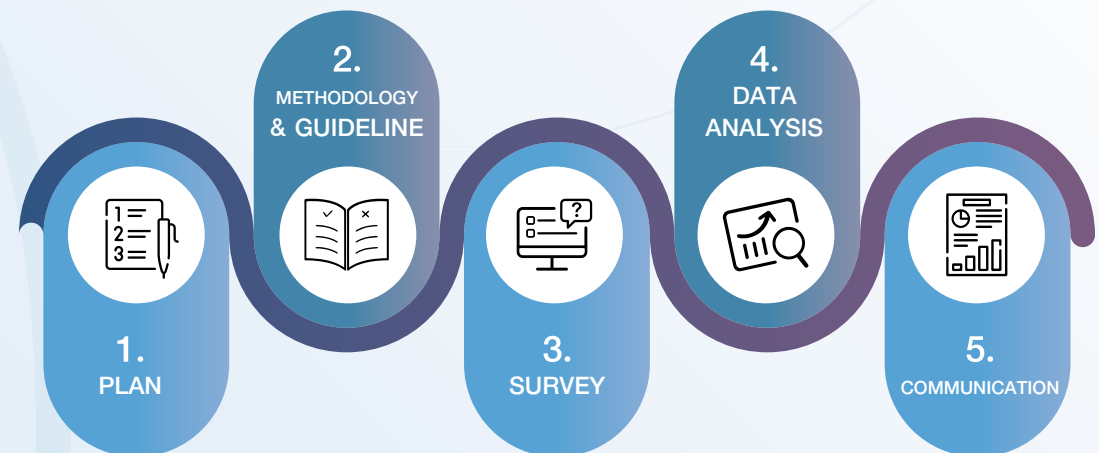
The new questionnaires were integrated into the survey platform and launched to stakeholders via the Management Representative of each Business Unit. At the same time, in-depth interviews were conducted to gain additional suggestions.

#### Data Analysis

Charoen Pokphand Group analyzed the data, both quantitative and qualitative data, and prepared the survey report for executives.

#### Communication

The final survey result is communicated to all stakeholders through Charoen Pokphand Group's Sustainability Report, Stakeholder Engagement Report, and Website.

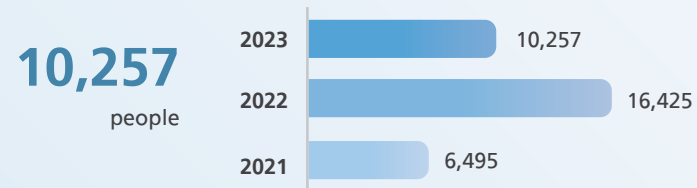




## 3.2 Survey Demographic

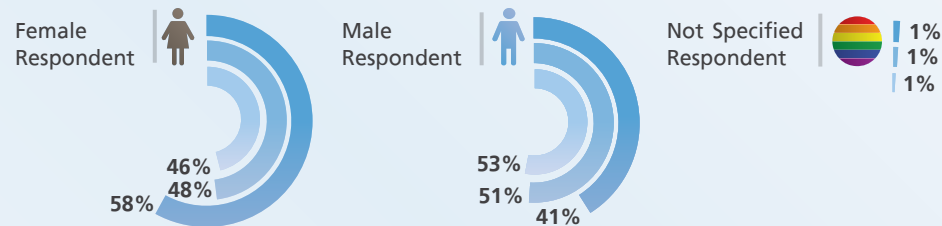


### Total Respondents

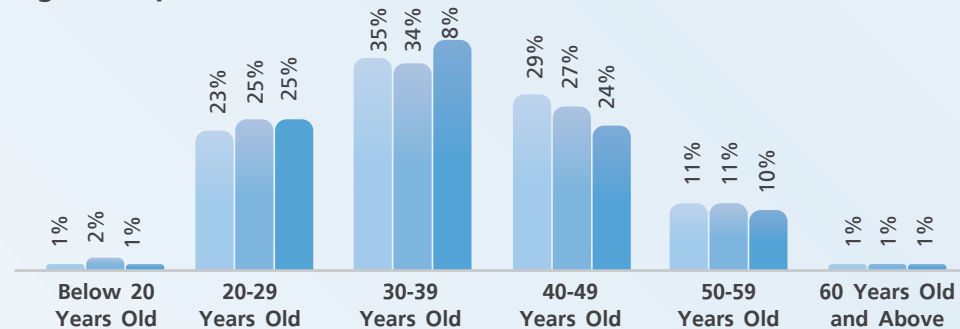


### Respondents by Gender

2023 2022 2021



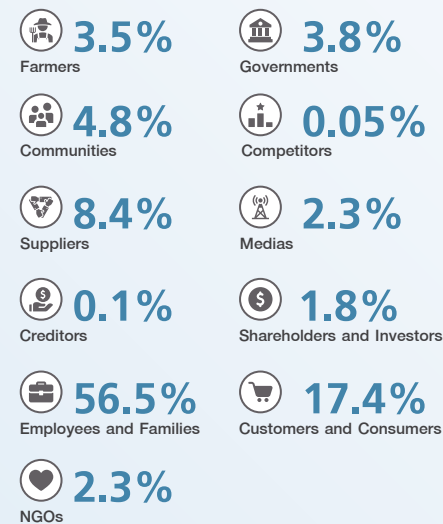
### Respondents by Age Group



### Respondents by Country



### Respondents by Stakeholder Group



### Respondents by Business Lines



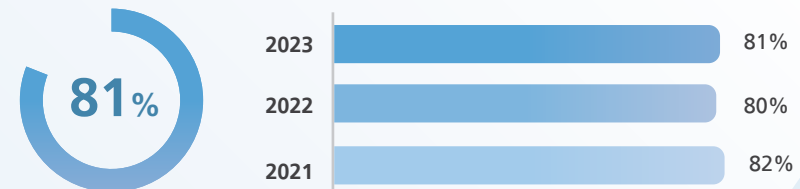
## 4. RESULTS OF STAKEHOLDER ENGAGEMENT SURVEY



The survey findings in 2023 showed that the sustainability performance score had grown by 4% from 2022 as a consequence of strict policy execution and transparent performance communication to the public. Corporate communication, which includes listening and responding reduced 1% from 2022. Meanwhile, overall stakeholder satisfaction with the Group's activities was at 81%, which increased 1% from 2022.

From all stakeholder Groups, farmers, suppliers, and governments were among the stakeholders who felt most engaged and satisfied with the Group's performances, while competitors, media, and shareholders and investors felt less engaged and more likely to be dissatisfied with the Group's operations.

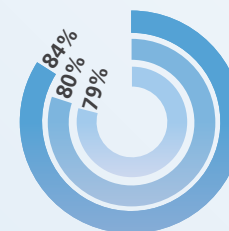
### Stakeholder Engagement Score



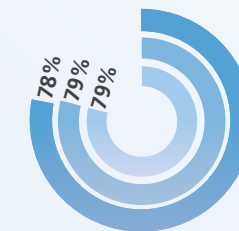
### Stakeholder Engagement Score by Questionnaire Section

2023 2022 2021

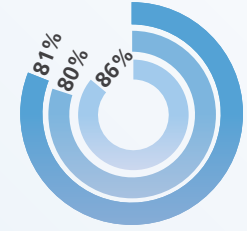
Sustainability Performance



Corporate Communication



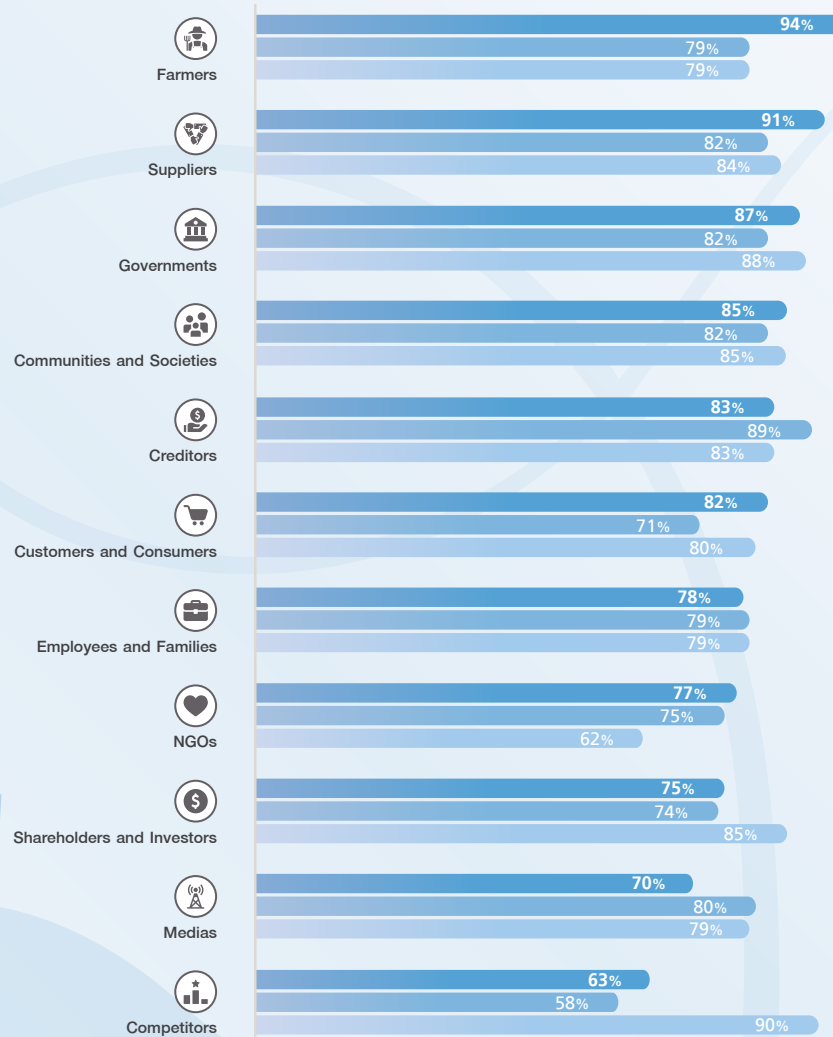
Overall Satisfaction



Remark: The stakeholder engagement score is the sum of the top two boxes: "Good" and "Excellent".

## Engagement Score by Stakeholders

2023 2022 2021

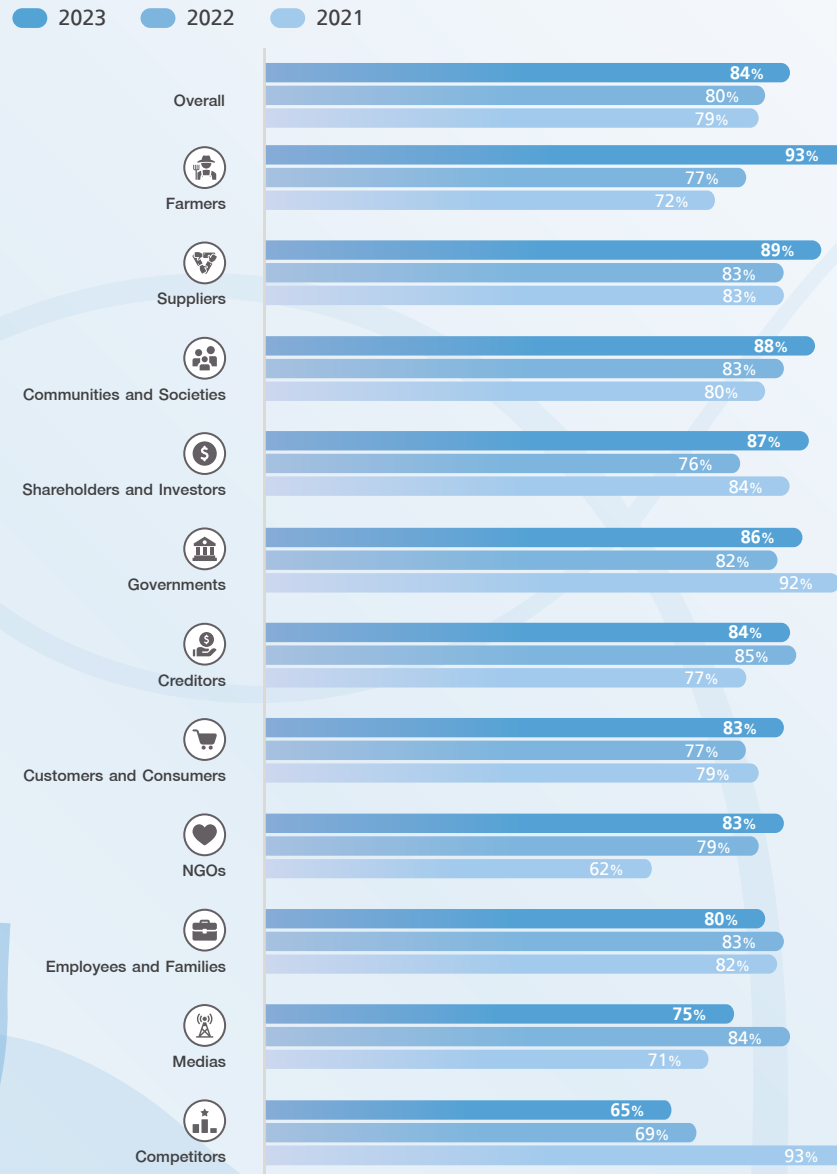


Farmers had the highest stakeholder involvement score in 2023 (94%), followed by suppliers and governments (91% and 87%, respectively). The engagement score of farmers significantly increased from 2022, due to a higher number of initiatives and collaboration programs executed in the past years. The projects and programs that have been implemented not only meet the requirements of farmers, but also provide them with access to critical resources such as technology and information. At the same time, supplier engagement ratings rose as a result of more collaborative measures aimed at improving their operational standards and possibilities to expand sustainably alongside Charoen Pokphand Group. In recent years, the Group has proved to stakeholders, particularly the government sector, that sustainability is the Group's top and most important objective, with clear strategy, ambitious targets, and great performance publicly acknowledged. With these determinations to contribute to a sustainable country and society, the government's involvement score has grown.

Competitors, media, shareholders, and investors have the lowest involvement scores, at 63%, 70%, and 75%, respectively. Although competitors', shareholders', and investors' engagement scores climbed marginally from 2022, they decreased significantly when compared to the 2021 results. Analysis of stakeholder voices revealed that competitors, shareholders, and investors expect to see additional evidence of how Charoen Pokphand Group is giving back to society and producing new goods and services to better meet the different demands of the markets.

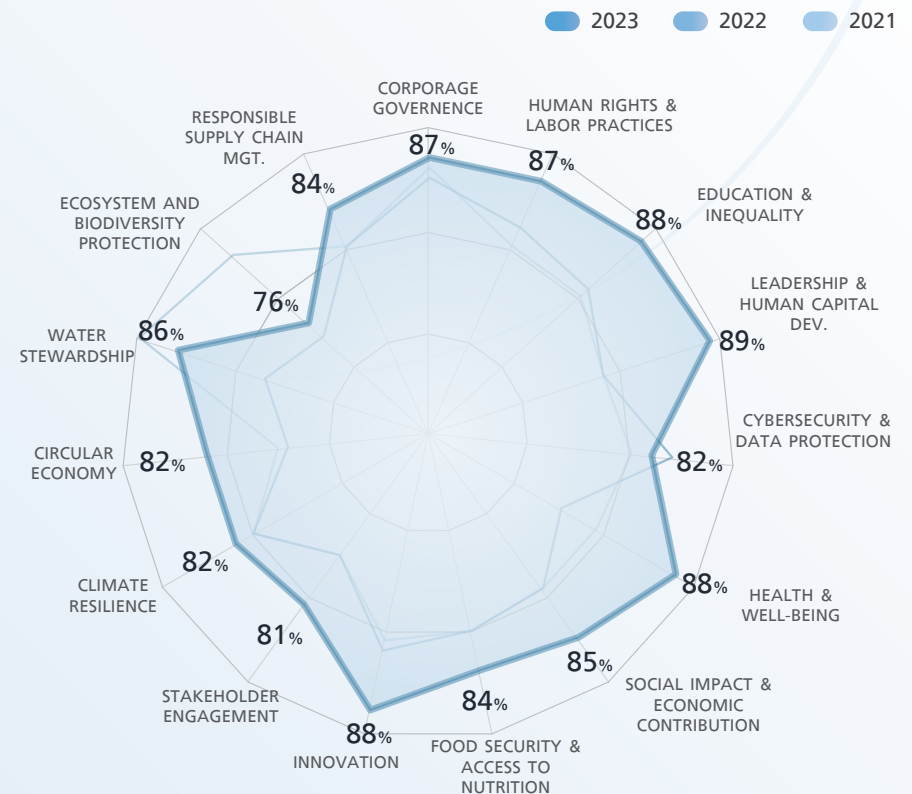


## Sustainability Performance Score

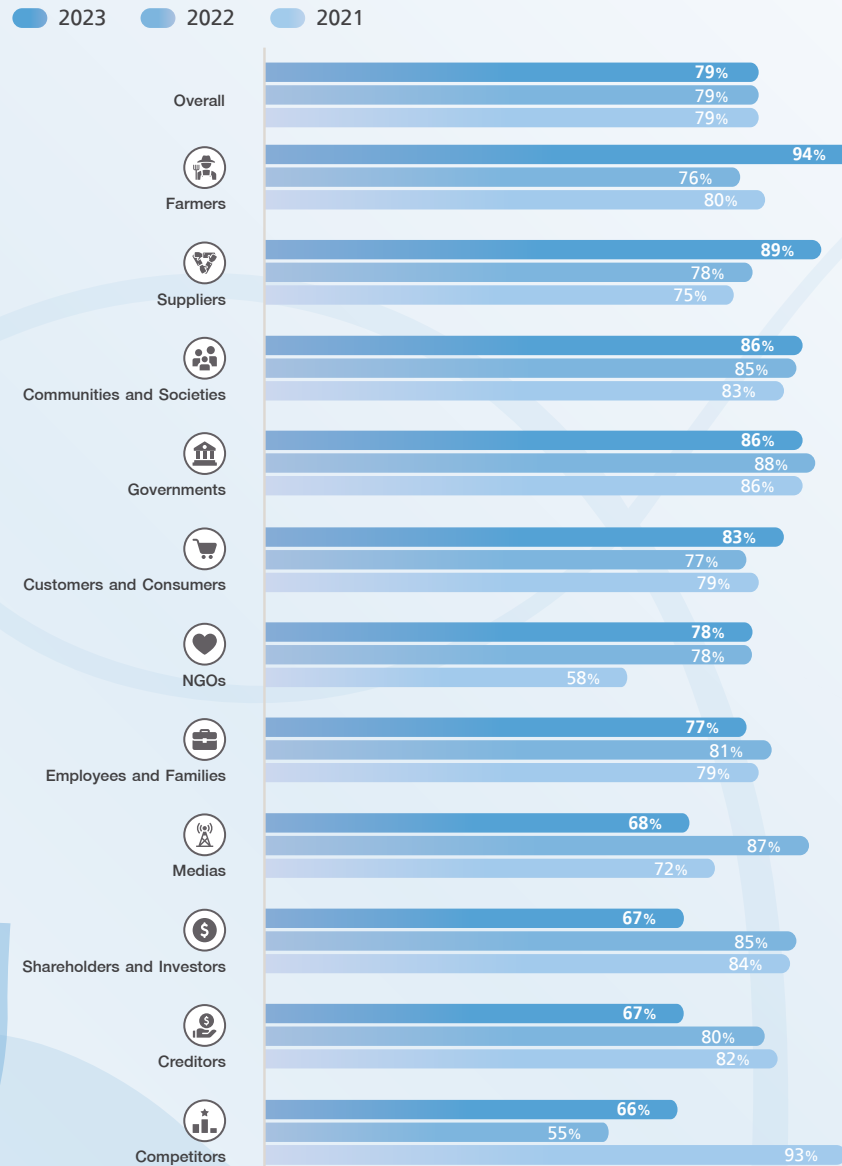


Looking at the sustainability performance score, in 2023, the overall score increased by 4% as a consequence of strict policy execution and transparent performance communication to the public. Similar to the engagement score, farmers and suppliers were the

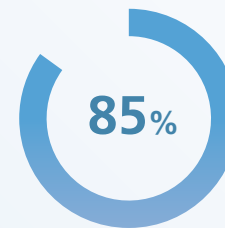
group with the highest scores, 93%, and 89%, accordingly. In addition to the highest score, farmers' scores increased significantly, from 77% in 2022 to 93% in 2023. In contrast, competitors, media, and employees and families has the lowest scores.



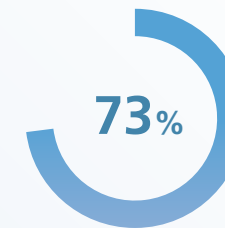
## Corporate Communication Score



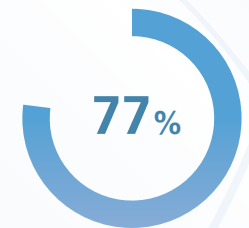
### Communication Process



### Listening Process



### Responding Process

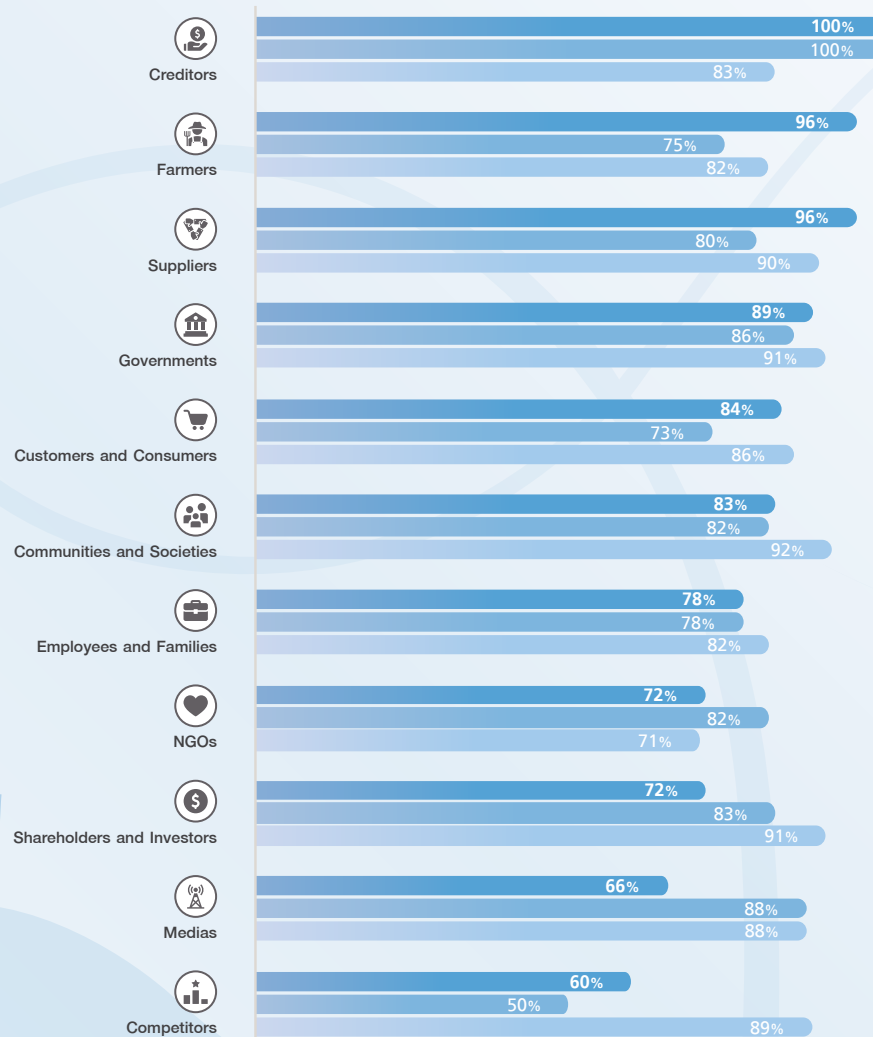


Under the Corporate Communication section, there are 3 sub-sections, namely Communication Process, Listening Process, and Responding Process. These questionnaires aim to evaluate the effectiveness of Charoen Pokphand Group's communication processes. Farmers, suppliers, communities, and societies all evaluated

Charoen Pokphand Group's corporate communication as extremely effective, however, competitors, creditors, shareholders, and investors did not. The outcomes of this section showed the Group's efforts to publish information in a transparent manner through multiple channels that best suited varied stakeholder groups

## Overall Satisfaction Section

2023 2022 2021



For the overall satisfaction section, creditors, farmers, and suppliers were top three stakeholder groups with highest scores, while competitors, media, and shareholders and investors were bottom three stakeholder groups with lowest scores.

This result was in consistent with previous sections, where farmers and suppliers felt highly engaged and satisfied with Charoen Pokphand Group's performances. At the same time, competitors, media, and shareholders and investors were less engaged and satisfied with the Group's performances, especially in the area of information disclosure on specific topics that are in their interest.

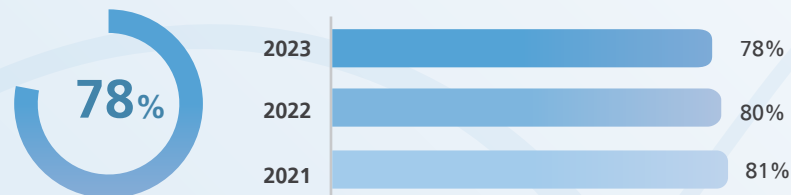


## 4.1 Survey Results by Stakeholder Group

### Employees and Employees

#### Engagement Score

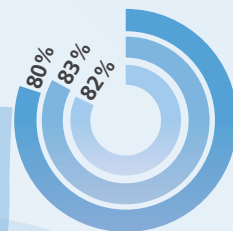
2023 2022 2021



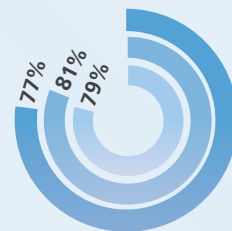
#### Engagement Score by Questionnaire Section

2023 2022 2021

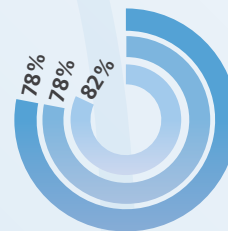
##### Sustainability Performance



##### Corporate Communication



##### Overall Satisfaction



#### Key Summary

The engagement survey results from Charoen Pokphand Group's employees and families for 2023 indicate a slight decline in overall engagement, sustainability performance, corporate communication, and overall satisfaction compared to previous years. The overall engagement score decreased from 81% in 2021 to 78% in 2023.

**Sustainability Performance:** Despite a high engagement score of 80%, there has been a decline from the previous years (83% in 2022 and 82% in 2021), suggesting that employees see room for improvement in the company's sustainability efforts.

**Corporate Communication:** This area has seen a consistent but slight decline from 79% in 2021 to 77% in 2023, indicating a need for enhanced communication strategies.

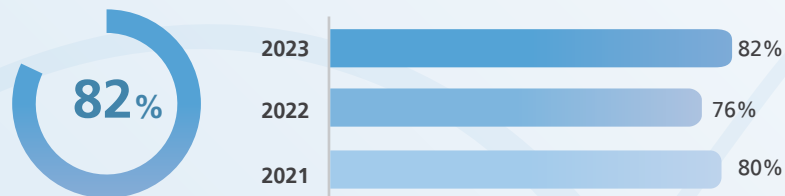
**Overall Satisfaction:** This category shows a notable drop to 78% in 2023 from 82% in 2022, reflecting a decrease in employees' overall contentment with the Group.

These declines in survey results are essential for Charoen Pokphand Group to enhance employees and families engagement and satisfaction. Focusing on improving sustainability initiatives, refining corporate communication, and boosting overall satisfaction will help reverse these trends and foster a more engaged and satisfied workforce.

## Customers and Consumers

### Engagement Score

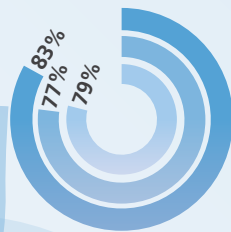
2023 2022 2021



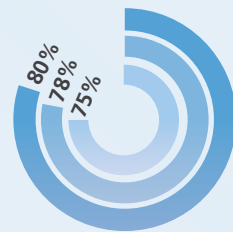
### Engagement Score by Questionnaire Section

2023 2022 2021

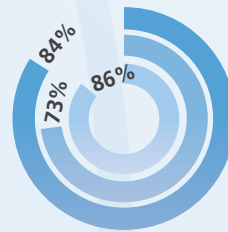
Sustainability Performance



Corporate Communication



Overall Satisfaction



### Key Summary

The engagement survey results from Charoen Pokphand Group's customers and consumers for 2023 show a clear upward trend in engagement and satisfaction compared to the previous years. The overall engagement score improved to 82% in 2023 from 76% in 2022 and 80% in 2021.

**Sustainability Performance:** There has been a steady improvement in engagement scores related to sustainability performance, rising from 79% in 2021 to 81% in 2023.

**Corporate Communication:** The score for corporate communication has shown continuous improvement, reaching 80% in 2023 from 75% in 2022 and 73% in 2021, indicating better communication strategies and effectiveness.

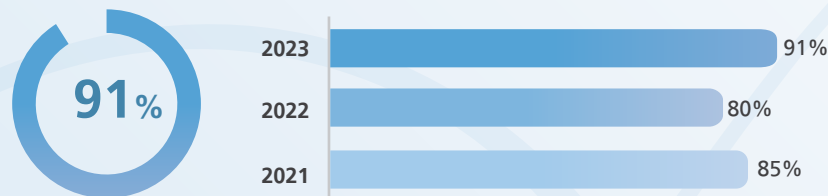
**Overall Satisfaction:** Overall satisfaction has seen the most significant increase, moving from 68% in 2021 to 84% in 2023, showing a remarkable improvement in customer and consumer satisfaction.

These results suggest that Charoen Pokphand Group's efforts in sustainability, corporate communication, and overall engagement have been positively received by customers and consumers, leading to higher satisfaction and engagement levels in 2023. This positive trend reflects the company's successful strategies and initiatives aimed at enhancing stakeholder engagement.

## Suppliers

### Engagement Score

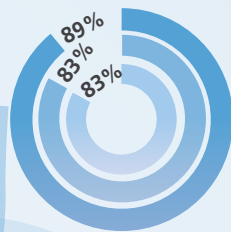
2023 2022 2021



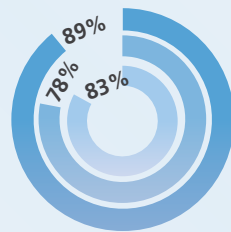
### Engagement Score by Questionnaire Section

2023 2022 2021

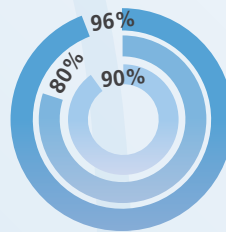
Sustainability  
Performance



Corporate  
Communication



Overall  
Satisfaction



### Key Summary

The engagement survey results from Charoen Pokphand Group's suppliers for 2023 show a positive trend in overall engagement and sustainability performance, though there is a decline in corporate communication. The overall engagement score improved significantly to 91% in 2023 from 80% in 2022 and 85% in 2021.

**Sustainability Performance:** There has been a consistent improvement in engagement scores related to sustainability performance, rising to 89% in 2023 from 83% in both 2022 and 2021.

**Corporate Communication:** The score for corporate communication has increased to 89% in 2023 from 78% in 2022 and 83% in 2021, indicating an enhanced communication strategies with suppliers.

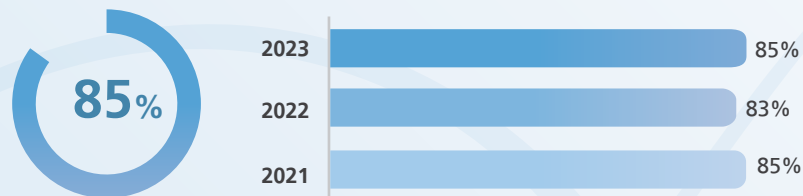
**Overall Satisfaction:** Overall satisfaction has improved to 96% in 2023 from 80% in 2022, though it is slightly lower than the 90% recorded in 2021. This reflects a positive recovery and high satisfaction levels among suppliers.



## Communities and Societies

### Engagement Score

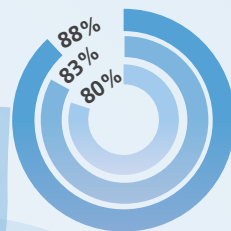
2023 2022 2021



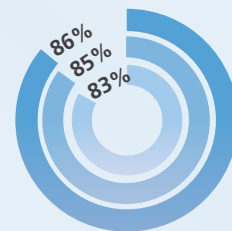
### Engagement Score by Questionnaire Section

2023 2022 2021

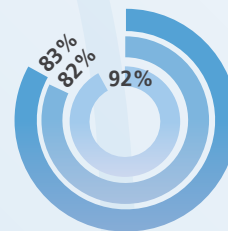
Sustainability  
Performance



Corporate  
Communication



Overall  
Satisfaction



### Key Summary

The engagement survey results from Charoen Pokphand Group's communities and societies for 2023 show a stable overall engagement score with a slight improvement in sustainability performance and corporate communication, while overall satisfaction has slightly increased but remains below the 2021 level.

**Sustainability Performance:** There has been a steady improvement in engagement scores related to sustainability performance, rising to 88% in 2023 from 86% in 2022 and 80% in 2021.

**Corporate Communication:** The score for corporate communication has shown continuous improvement, reaching 86% in 2023 from 85% in 2022 and 82% in 2021, indicating better communication strategies and effectiveness.

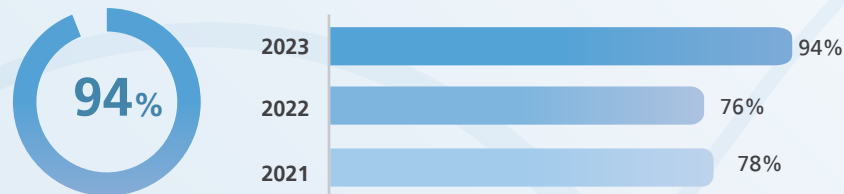
**Overall Satisfaction:** Overall satisfaction has increased slightly to 83% in 2023 from 82% in 2022, though it remains lower than the high of 92% in 2021. This reflects a need to focus on enhancing satisfaction levels further.

These results suggest that Charoen Pokphand Group's efforts in sustainability and corporate communication have been well received by communities and societies, leading to high and stable engagement levels. However, there is a clear need to address and improve overall satisfaction to maintain and further enhance these relationships.

## Farmers

### Engagement Score

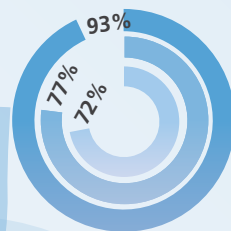
2023 2022 2021



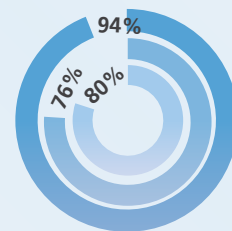
### Engagement Score by Questionnaire Section

2023 2022 2021

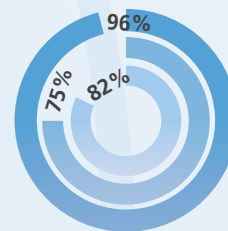
Sustainability Performance



Corporate Communication



Overall Satisfaction



### Key Summary

The engagement survey results from Charoen Pokphand Group's farmers for 2023 show a remarkable improvement in overall engagement and satisfaction compared to previous years. The overall engagement score improved significantly to 94% in 2023 from 76% in 2022 and 78% in 2021.

**Sustainability Performance:** There has been a dramatic improvement in engagement scores related to sustainability performance, rising to 93% in 2023 from 77% in 2022 and 72% in 2021.

**Corporate Communication:** The score for corporate communication has shown a significant increase, reaching 94% in 2023 from 76% in 2022 and 80% in 2021, indicating highly effective communication strategies.

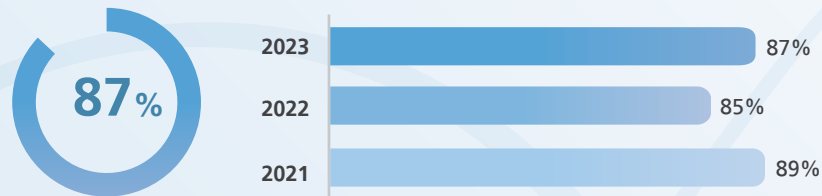
**Overall Satisfaction:** Overall satisfaction has increased significantly to 96% in 2023 from 75% in 2022 and 82% in 2021, showing a very high level of satisfaction among farmers.

These results suggest that Charoen Pokphand Group's efforts in sustainability and corporate communication have been exceptionally well received by farmers, leading to very high satisfaction and engagement levels in 2023. The substantial improvements across all areas indicate successful strategies and initiatives aimed at enhancing stakeholder engagement and satisfaction.

## Governments

### Engagement Score

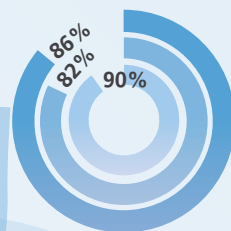
2023 2022 2021



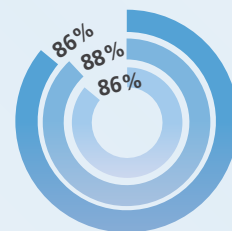
### Engagement Score by Questionnaire Section

2023 2022 2021

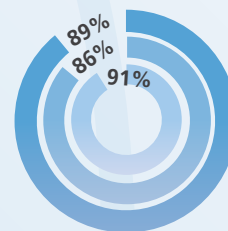
Sustainability  
Performance



Corporate  
Communication



Overall  
Satisfaction



### Key Summary

The engagement survey results from Charoen Pokphand Group's governmental stakeholders for 2023 show a stable and slightly improving trend in overall engagement and satisfaction. The overall engagement score increased to 87% in 2023 from 85% in 2022, maintaining a strong engagement level with governments.

**Sustainability Performance:** The score improved to 86% in 2023 from 82% in 2022, indicating a positive reception of sustainability efforts.

**Corporate Communication:** The score decreased to 86% in 2023 from 88% in 2022, showing a decreased in the effectiveness of communication strategies.

**Overall Satisfaction:** The score increased to 89% in 2023 from 86% in 2022, reflecting a positive trend in satisfaction levels.

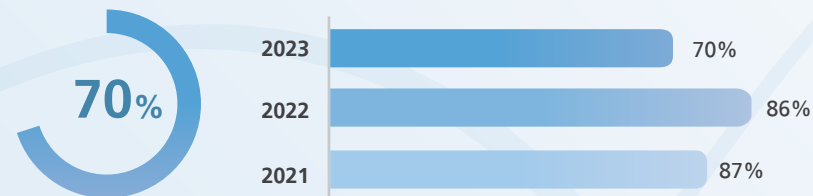
These results suggest that Charoen Pokphand Group's efforts in sustainability, corporate communication, and overall engagement have been well received by governmental stakeholders, leading to high and stable engagement and satisfaction levels in 2023. The slight improvements across all areas indicate successful strategies and initiatives aimed at enhancing stakeholder engagement and satisfaction.



## Media

### Engagement Score

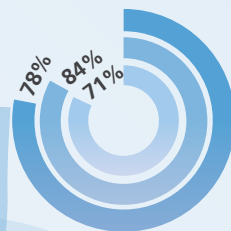
2023 2022 2021



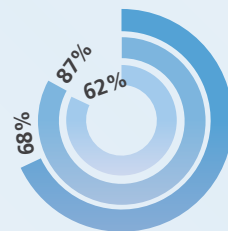
### Engagement Score by Questionnaire Section

2023 2022 2021

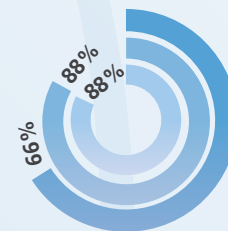
Sustainability Performance



Corporate Communication



Overall Satisfaction



### Key Summary

The engagement survey results from Charoen Pokphand Group's media stakeholders for 2023 show a notable decline in overall engagement and satisfaction. The overall engagement score dropped significantly to 70% in 2023 from 86% in 2022 and 87% in 2021.

**Sustainability Performance:** The score improved slightly to 78% in 2023 from 71% in 2021, though it decreased from 84% in 2022, suggesting mixed perceptions of sustainability efforts.

**Corporate Communication:** The score declined significantly to 68% in 2023 from 87% in 2022 and 72% in 2021, highlighting a need for enhanced communication strategies.

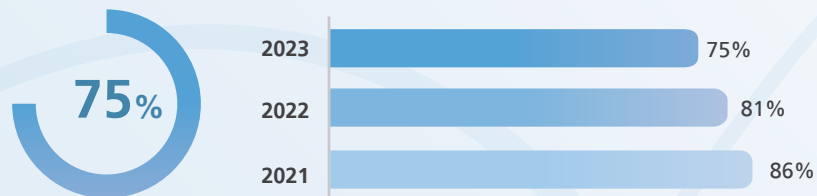
**Overall Satisfaction:** The score fell to 66% in 2023 from 88% in 2022 and 2021, showing a significant drop in satisfaction levels.

These results suggest that Charoen Pokphand Group's efforts in sustainability, corporate communication, and overall engagement have not met the expectations of media stakeholders in 2023, leading to decreased satisfaction and engagement levels. This indicates a need for strategic improvements to rebuild and enhance relationships with the media.

## Shareholders and Investors

### Engagement Score

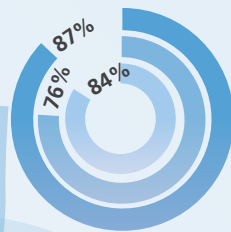
2023 2022 2021



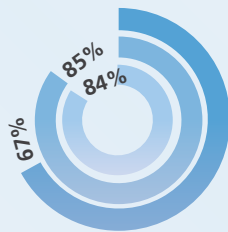
### Engagement Score by Questionnaire Section

2023 2022 2021

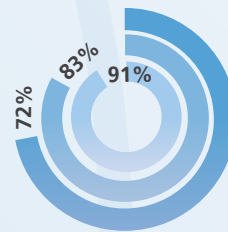
Sustainability Performance



Corporate Communication



Overall Satisfaction



### Key Summary

The engagement survey results from Charoen Pokphand Group's shareholders and investors for 2023 show a downward trend in overall engagement and satisfaction. The overall engagement score decreased to 75% in 2023 from 81% in 2022 and 86% in 2021.

**Sustainability Performance:** The score increased to 87% in 2023 from 76% in 2022 and 84% in 2021, indicating a need for improved sustainability efforts.

**Corporate Communication:** The score fell significantly to 67% in 2023 from 85% in 2022 and 84% in 2021, highlighting a need for enhanced communication strategies.

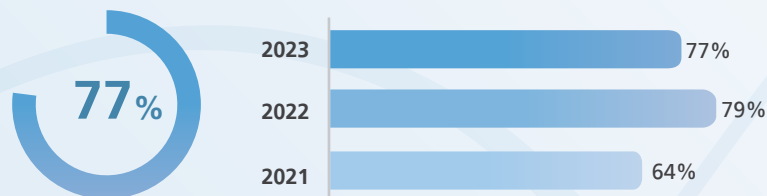
**Overall Satisfaction:** The score dropped to 72% in 2023 from 83% in 2022 and 91% in 2021, reflecting a significant decline in satisfaction levels.

These results suggest that Charoen Pokphand Group's efforts in sustainability, corporate communication, and overall engagement have not met the expectations of shareholders and investors in 2023, leading to decreased satisfaction and engagement levels. This indicates a need for strategic improvements to rebuild and enhance relationships with shareholders and investors.

## NGOs

### Engagement Score

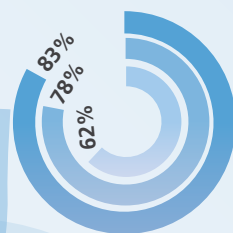
2023 2022 2021



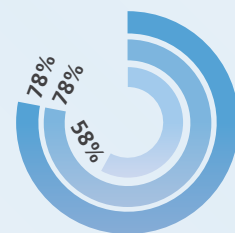
### Engagement Score by Questionnaire Section

2023 2022 2021

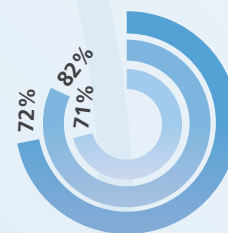
Sustainability  
Performance



Corporate  
Communication



Overall  
Satisfaction



### Key Summary

The engagement survey results from Charoen Pokphand Group's NGO stakeholders for 2023 show a mixed trend with improvements in sustainability performance and corporate communication, but a slight decline in overall engagement and satisfaction.

**Sustainability Performance:** The score improved significantly to 83% in 2023 from 78% in 2022 and 62% in 2021, indicating a positive reception of sustainability efforts.

**Corporate Communication:** The score increased to 78% in 2023 from 58% in 2021, showing a steady improvement in communication effectiveness.

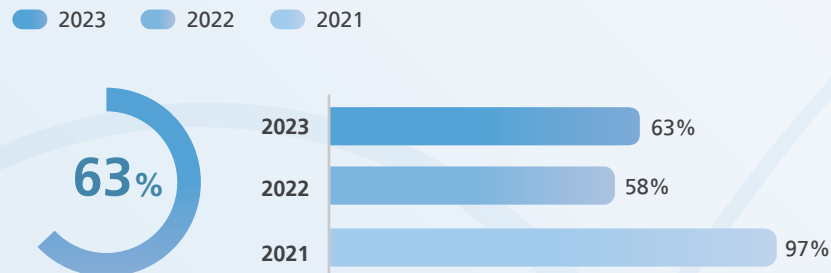
**Overall Satisfaction:** The score decreased to 72% in 2023 from 82% in 2022, although it remains slightly above the 71% in 2021, indicating recent challenges in maintaining high satisfaction levels.

These results suggest that while Charoen Pokphand Group's has made significant strides in sustainability performance and corporate communication with NGOs, there are areas to address in overall satisfaction to maintain and enhance these relationships. The slight decline in overall engagement score calls for attention to understand and address the underlying factors contributing to this change.

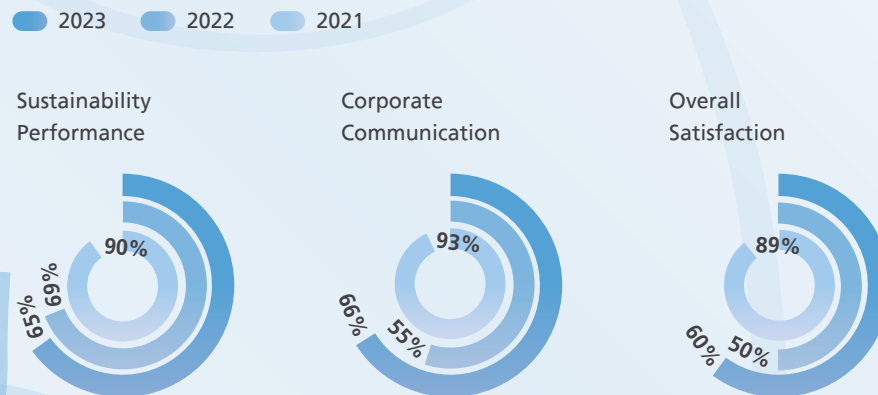


## Competitors

### Engagement Score



### Engagement Score by Questionnaire Section



### Key Summary

The engagement survey results from Charoen Pokphand Group's competitors for 2023 show a mixed trend with improvements in corporate communication but declines in overall engagement, sustainability performance, and overall satisfaction.

**Sustainability Performance:** The score decreased significantly to 65% in 2023 from 69% in 2022 and 90% in 2021, indicating a notable decline in satisfaction with sustainability efforts.

**Corporate Communication:** The score improved to 66% in 2023 from 55% in 2022, but decreased drastically in 2021, which was 66%, showing an inconstant improvement in communication strategies.

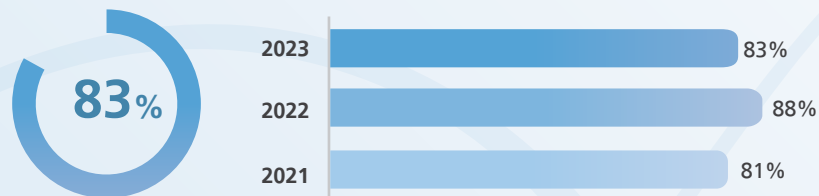
**Overall Satisfaction:** The score increased 10% from 2022, but it is substantially lower than the 89% in 2021, indicating a persistent low level of satisfaction.

These results suggest that while Charoen Pokphand Group has made significant strides in improving corporate communication with competitors, there are critical areas to address in sustainability performance and overall satisfaction to rebuild and enhance these relationships. The decline in overall engagement score and persistent low satisfaction levels call for a strategic focus to understand and address the underlying factors contributing to these changes.

## Creditors

### Engagement Score

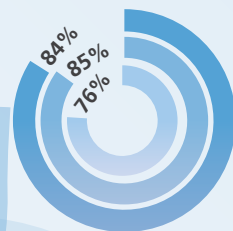
2023 2022 2021



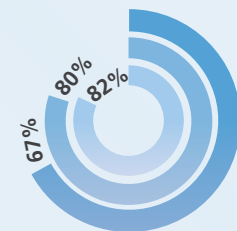
### Engagement Score by Questionnaire Section

2023 2022 2021

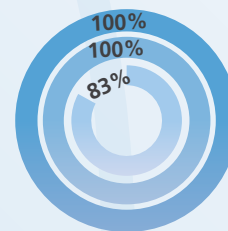
Sustainability  
Performance



Corporate  
Communication



Overall  
Satisfaction



### Key Summary

The engagement survey results from Charoen Pokphand Group's creditors for 2023 show a mixed trend with improvements in sustainability performance and overall satisfaction, but a slight decline in corporate communication.

**Sustainability Performance:** The score improved to 84% in 2023 from 76% in 2021, indicating a positive reception of sustainability efforts.

**Corporate Communication:** The score decreased to 67% in 2023 from 80% in 2022, and 82% in 2021, suggesting a need for continued focus on enhancing communication strategies.

**Overall Satisfaction:** The score remains at 100% in 2023 and 2022, up from 83% in 2021, reflecting very high satisfaction levels.

These results suggest that Charoen Pokphand Group's efforts in sustainability and overall satisfaction with creditors have been well received, leading to high and stable satisfaction levels. However, there is a need to address the slight decline in overall engagement and corporate communication to maintain and further enhance relationships with creditors.

## 5. Next Step



As we move forward, Charoen Pokphand Group (CP Group) is committed to addressing the concerns raised by our stakeholders, focusing on key areas such as ecosystem and biodiversity protection, circular economy, climate resilience, and enhancing stakeholder engagement. Our strategic initiatives and action plans are designed to respond effectively to these concerns, ensuring sustainable growth and positive impact across our operations.

### Ecosystem & Biodiversity Protection

**Biodiversity Action Plans:** Charoen Pokphand Group will develop and implement comprehensive biodiversity action plans across our operational sites. These plans will focus on protecting endangered species, restoring natural habitats, and promoting biodiversity-friendly practices.

### Collaborations & Partnerships:

Charoen Pokphand Group will strengthen collaborations with environmental organizations, both nationally and internationally, research institutions, and local

communities to promote biodiversity conservation and sustainable land-use practices.

**Monitoring & Reporting:** Regular monitoring and transparent reporting of biodiversity impacts will be enhanced, ensuring accountability and continuous improvement.

### Circular Economy

#### Waste Reduction & Recycling:

Charoen Pokphand Group will intensify efforts to minimize waste generation and maximize recycling across our value chain. This includes implementing zero-waste initiatives, improving waste segregation, and promoting the use of recycled materials.

#### Product Lifecycle Management:

Charoen Pokphand Group will adopt circular economy principles in product design and development, focusing on the durability, reparability, and recyclability of our products.



**Circular Economy Partnerships:**

Collaborations with industry partners, suppliers, and customers will be fostered to create circular value chains and innovative solutions for resource efficiency.

**Climate Resilience**

**Climate Risk Assessment:** Charoen Pokphand Group will conduct comprehensive climate risk assessments to identify vulnerabilities and develop robust adaptation strategies for our operations and supply chains.

**Climate-Resilient Infrastructure:**

Investment in climate-resilient infrastructure and technologies will be prioritized to enhance the resilience of our facilities and communities against climate-related impacts.

**Stakeholder Engagement****Enhanced Communication Channels:**

Charoen Pokphand Group will develop and implement more effective communication channels to ensure timely and transparent engagement with all stakeholders. This includes leveraging digital platforms, regular updates, and interactive forums.

**Inclusive Stakeholder Participation:**

Charoen Pokphand Group will ensure that all stakeholder groups, including marginalized and vulnerable communities, are actively involved in our decision-making processes. This includes organizing inclusive workshops, consultations, and feedback mechanisms.

**Continuous Improvement & Feedback**

**Loop:** Establishing a continuous feedback loop with stakeholders will be a priority. We will regularly review and improve our stakeholder engagement practices based on the feedback received, ensuring that their concerns are addressed effectively.

Addressing the concerns raised by our stakeholders is essential for Charoen Pokphand Group's long-term sustainability and success. By focusing on ecosystem and biodiversity protection, advancing a circular economy, enhancing climate resilience, and improving stakeholder engagement, the Group is committed to creating a positive impact and driving sustainable development.



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