C.P. GROUP

CP for good deeds

CP FOR SUSTAINABILITY
ซีพี...เพื่อความยั่งยืน

Charoen Pokphand Group

Sustainability Report 2024



FORWARD FASTER

FOR A BETTER TOMORROW

FORWARD FASTER
for a Better Tomorrow

Charoen Pokphand Group
Sustainability Report 2024

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Message from THE SENIOR CHAIRMAN



The rapid advancement of science and technology in the 21st century has brought about profound changes across all dimensions of the world. Only organizations with strong capabilities, effective management, and readiness to adapt will be able to turn challenges into new and creative business opportunities.

As artificial intelligence (AI) becomes increasingly integrated into various aspects of the digital age, Charoen Pokphand Group remains committed to the development of “people.” It is people who create technologies and pioneering innovations. In particular, the younger generation will be the key to carrying on the Group’s vision across generations. Therefore, the Group continuously supports learning and prepares its executives and employees through training programs that build essential skills both in acquiring new skills (reskilling) and enhancing existing ones to remain current (upskilling) so that they can grow effectively in the digital era. This is coupled with nurturing the organizational culture that we have always upheld, especially the core value of “Gratitude.” the Group firmly believes that no organization or individual can grow sustainably without respect, appreciation, and a sense of gratitude-towards the nation, society, and the organization itself. These are the fundamental virtues of success, stability, and dignity.

In driving business toward sustainability, Charoen Pokphand Group also places great importance on enhancing the capabilities of suppliers to create shared and lasting value. We strive to elevate collaboration with partners both domestically and internationally to exchange knowledge, develop new solutions, and foster innovation expanding business opportunities in all directions. Our management approach is designed to generate The three benefits in every country where we operate: benefits for the country, for the people, and lastly, for the organization. the Group recognizes that building resilient communities and societies goes hand in hand with creating stability for the business sector.

On the path to sustainable growth, Charoen Pokphand Group continues to advance in all dimensions to ensure that the organization is ready for the future through developing human potential, supporting innovation, and emphasizing effective management throughout the value chain, all while remaining accountable to communities, society, and the environment. Our goal is to raise the organization’s standards to achieve global sustainability amid a century defined by unending challenges and change.



Dhanin Chearavanont
Senior Chairman
Charoen Pokphand Group

Message from THE CHAIRMAN



At Charoen Pokphand Group, our enduring mission is to create lasting benefits for society, the environment, and the economy through responsible and forward-thinking business practices. In a world marked by unprecedented change and complexity, we recognize that sustainability is not a destination it is an ongoing journey that demands vision, courage, and innovation.

In 2024, we made meaningful strides toward our long-term commitments to develop a sustainable food system, including our goal to achieve carbon neutrality and zero waste by 2030, as well as commit to achieving net zero emissions by 2050. Our determination reflects our deep responsibility to future generations and our belief in the transformative power of sustainable innovation.

A critical driver of our progress lies in strong and competent leadership. Across every level of our organization, we are cultivating leaders who embody integrity, embrace change, and inspire collaboration based on our CP six core values. We believe that great leadership is essential to navigating complexity, accelerating innovation, and driving meaningful impact at scale.

We also remain deeply committed to inclusive growth ensuring that as we evolve, we bring people along with us. That means supporting the upskilling and reskilling of our workforce, empowering farmers and entrepreneurs, and advancing health and well-being in the communities where we operate.

Technology also plays a vital role in our sustainable food system transformation. In 2024, we accelerated our adoption of AI and digital technologies corporate-wide to enhance operational efficiency, enable data-driven decision-making, and optimize resource management across our global supply chains. From smart farming to predictive logistics and intelligent manufacturing, we are integrating technology to build systems that are not only efficient but also environmentally responsible.

Furthermore, we continue to explore and invest in sustainability technology from circular economy solutions and climate-smart agriculture to renewable energy and carbon capture. These tools are fundamental to ensuring that our business contributes positively to planetary boundaries.

Governance, transparency, and stakeholder trust remain at the heart of our approach. In 2024, we further enhanced our ESG oversight and reporting frameworks to align with international standards and stakeholder expectations. We achieved assessment scores and rankings from leading international organizations, such as S&P Global Corporate Sustainability Assessment (CSA), CDP, and Ethisphere Institute.

As we look ahead, we know that the scale of the global sustainability challenge requires more than good intentions it demands bold action, deep partnerships, and shared responsibility. With our “Three Benefits” principle as our compass benefiting the nation, the people, and the company we will continue to lead with purpose, innovate with conscience, and work collectively toward a more sustainable and resilient world.

Thank you for your continued trust and support as we move forward on this important journey.



Soopakij Chearavanont
Chairman
Charoen Pokphand Group

Message from THE CEO



The year 2024 marks a period when organizations around the world, including Charoen Pokphand Group, are facing multidimensional challenges, ranging from geopolitical tensions that affect global stability, economic and demographic shifts, the industrial transition into the digital/AI era, to the increasingly evident impacts of the climate crisis across all regions. Amidst these uncertainties, the Group sees opportunities to strengthen the organization and contribute meaningfully to building a sustainable future together.

According to the latest report from the United Nations, only 17% of the UN Sustainable Development Goals (UN SDGs) are currently progressing at a pace sufficient to meet the 2030 target. With just six years remaining, this underscores the urgent need for collective and concrete action. At Charoen Pokphand Group, we recognize this urgency and have therefore elevated our sustainability strategy across 15 key areas in alignment with international frameworks and the UN Global Compact. We have also applied the Sufficiency Economy Philosophy across our operations in a tangible way, emphasizing moderation, reasonableness, resilience, and actions grounded in knowledge and ethics.

In addition, Charoen Pokphand Group has joined the UN Global Compact: Forward Faster initiative to help accelerate progress toward the UN SDGs at a global level. Our commitment emphasizes the importance of Inclusive Business models that generate sustainable profits while supporting a Just Transition to promote equity in all dimensions and ensure all stakeholders are truly prepared to step into a sustainable future together.

Charoen Pokphand Group continues to navigate a rapidly shifting business landscape across industries, shaped by three key megatrends, including 1. Deglobalization - the reversal of globalization trends due to increasing geopolitical polarization, 2. Decarbonization - the global movement to reduce carbon emissions, and 3. Digitalization - the accelerated transformation into the digital age. These three forces are permanently reshaping the global business environment. In response, the Group has adopted a systematic, thoughtful, and purpose-driven approach, underpinned by three strategic goals for sustainable development:

1. Achieve carbon neutrality by 2030 and Net-Zero greenhouse gas emissions by 2050
2. Achieve zero waste to landfill by 2030
3. Reduce inequality in all dimensions by 2030

To support the achievement of these goals, Charoen Pokphand Group continues to invest in renewable energy, increase the proportion of clean energy used, and enhance energy efficiency across all business groups. These actions aim to reduce greenhouse gas emissions from our own operations (Scope 1 and 2), while also setting targets to reduce emissions in collaboration with our partners across the supply chain (Scope 3), through initiatives such as solar panel installation, promoting the use of electric transport systems, and reducing agricultural emissions.

In terms of resource use, Charoen Pokphand Group promotes circular economy principles to optimize resource utilization, particularly in food waste management, where we implement measures to reduce food loss at every stage, from production to consumption. This maximizes resource value, minimizes environmental impact, and generates long-term economic value.

Charoen Pokphand Group has also built strong partnerships with public and private sectors to expand access to quality education in Thailand, focusing on the integration of ethical learning, a dual emphasis on skills development, and instilling moral and ethical values. This helps nurture capable individuals with a strong sense of social responsibility. Furthermore, our “Ethical Learning” approach serves as a core principle in our efforts to develop human capital. Not only does it help reduce educational inequality, but it also equips youth to face the challenges of the digital era.

Driven by this ethical learning approach, Charoen Pokphand Group places the highest importance on people, recognizing them as the heart of true transformation. We firmly believe that strong human capital is the “power of change” that will lead the country and society toward long-term sustainability. Hance, we have adopted the Sustainable Intelligence Transformation (SI Transformation Model) as a guiding framework to reshape the organization and help move the nation toward sustainability. This model consists of five key elements:

Transparency - Creating transparency and developing new metrics that reflect real progress and impact
Market Mechanism - Utilizing market-driven mechanisms alongside cross-sector collaboration, such as Public-Private Partnerships (PPP), to drive effective change
Leadership & Talents - Fostering leadership and inspiring employees at all levels to share a unified vision and sense of purpose
Empowerment - Empowering frontline staff and the younger generation to think and act, embedding sustainability into the organization’s DNA
Technology - Applying digital innovation and technology ethically to enhance business operations across economic, social, and environmental dimensions

The integration of these five elements strengthens the Group’s capacity to respond to the rapidly evolving forces of globalization and provides a foundation for elevating the potential of Thai people toward sustainable development in the digital era.

This elevation of Thai people’s potential cannot be fully realized without a robust technological and innovation infrastructure. Charoen Pokphand Group is therefore committed to transforming into a true technology company, not only viewing technology as a tool for business, but as a critical enabler of learning, research, and development ecosystems that unlock human potential at all levels and enable the continuous creation of new economic and social values.

Charoen Pokphand Group firmly believes that today’s transformation is not merely about adopting new technologies, but about reshaping mindsets, processes, and organizational culture to meet the demands of Technology 5.0, an era that requires competitiveness, economic resilience, and sustainability for humanity. With this mindset, the Group is not only developing business solutions but also driving structural transformation that will have a long-term impact on the country, society, and the organization itself.

Over the past year, Charoen Pokphand Group has been recognized by leading global organizations for its sustainability performance, including the S&P Global Corporate Sustainability Assessment (CSA), CDP, and Ethisphere Institute. These global benchmarks reflect the highest standards of transparency, governance, and responsibility to society and the environment. Such recognition is not simply a “prize,” but evidence of our ongoing commitment to advancing global standards, through our strategies, emissions reductions, transparent reporting, responsible supply chain management, and ethical business practices. The Group will continue to evolve and improve these approaches to deliver genuine long-term positive impact.

Throughout our journey, Charoen Pokphand Group has remained steadfast in the values of **virtue, gratitude, and unity,** and believes that true sustainable success is success that can be shared and passed on. We will continue to create positive changes through responsible business practices that serve people, society, and the environment.



Suphachai Chearavanont
Chief Executive Officer
Charoen Pokphand Group

Six Core Values

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

Three Benefits

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

Accept Change

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

Speed with Quality

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

Innovation

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

Simplification

Charoen Pokphand Group holds investments in 23 countries and economies, operating through more than 200 subsidiaries and employing over 450,000 employees. The Group places importance on streamlining processes and procedures, using innovation and technology to simplify operations for improved efficiency and effectiveness. “Simplification” is, thus, an important practice which has brought and will continue to bring success to the Group.

Integrity and Honesty

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

Performance Highlights

FORWARD FASTER

FOR A BETTER TOMORROW

In 2024, Charoen Pokphand Group joined the United Nations' Forward Faster initiative to become one of the organizations driving progress toward achieving the Sustainable Development Goals (SDGs) by 2030.

UN Forward Faster focuses on five key areas: Gender Equality, Climate Action, Living Wage, Water Resilience, and Finance & Investment aligned with the SDGs. C.P. Group has integrated all five focus areas into our sustainability strategy, which includes: Heart: Living Right, Health: Living Well, and Home: Living Together, The goal is to create a positive impact that is scalable and sustainable, while improving the quality of life for people throughout the value chain and for a better tomorrow.

HEART
Living Right

In 2024, Charoen Pokphand Group proactively implemented projects to enhance the country's basic education system, with a focus on enabling children, youth, and underprivileged groups to access essential knowledge for the digital age, particularly in advanced technology, artificial intelligence, and future skills. Additionally, the Group prioritized the development of employee skills and capacity through a variety of training programs and courses, empowering them to adapt to rapid industry changes and enhance competitiveness. In terms of human rights protection, the Group conducted risk assessments throughout the value chain and established appropriate preventive measures tailored to each stakeholder group, to uphold fair operational standards and foster stakeholder trust. The Group also upgraded our information systems and cybersecurity infrastructure, including those of subsidiaries, to higher standards, aiming to minimize risks from increasingly sophisticated cyberattacks and prevent the leakage of critical information.

HEALTH
Living Well

In 2024, Charoen Pokphand Group continued to enhance the health and well-being of society in a comprehensive manner, focusing on improving people's quality of life through innovation and proactive initiatives. The Group developed environmentally friendly health products, promoted hygiene and safety in daily living, and supported youth skill development in caregiving through programs on basic healthcare knowledge. In research and innovation, the Group collaborated with diverse partners and academic institutions, both domestically and internationally, to co-develop cutting-edge innovations and technologies. These efforts not only enhanced the well-being of the people and supported environmentally friendly practices but also upheld public health standards and fostered a society with a high quality of life in a sustainable manner.

HOME
Living Together

In 2024, Charoen Pokphand Group remained focused on ensuring a Just Transition to enable a balanced shift towards carbon neutrality and circular economy, covering environmental, social, and economic dimensions. The Group has continuously worked to reduce greenhouse gas emissions across all business units. We have also set targets to achieve carbon neutrality by 2030 and net-zero emissions by 2050. In doing so, the Group takes into consideration inclusive support for employees, suppliers, and communities to adapt through capacity building and comprehensive policy formulation. On water resource management, the Group has implemented projects to address water scarcity and improve efficiency of water management systems, increasing resilience to climate change. At the same time, the Group expanded our biodiversity risk assessment and strengthened collaborations with both the public and private sectors to conserve critical ecosystems. Furthermore, the Group encourages our suppliers to comply with corporate sustainability standards, aiming to create an environmentally friendly supply chain that also respects human rights.

HEART
Living Right

Total Sales
3,221,424 million THB
▼ -3.0%

Number of people worldwide gaining access to education and lifelong learning (Online and Offline)
33,862,796 persons
▲ +5.90%



Employee-related expenses
213,233 million THB
▼ -10.1%

Percentage of business groups assessed on human rights risks
100%
0%



Percentage of total female employees
51.75%
▲ +0.95%

Cyber threats
0 case
0%

Employee and contractor fatalities
22 case
▼ -29.41%

Employees with STEM knowledge
45,227 persons
▲ +0.61%

HEALTH
Living Well

Research & development expenses
33,607 million THB
▲ +18.9%

Expenses for local products and services purchase
1,095,334 million THB
▼ -1.4%

Products for health and well-being
1,526 products
▲ +22.9%

Farmers, SMEs, members of vulnerable and other groups receiving support
3,753,203 persons
▲ +27.9%



Proportion of front-of-pack nutrition labels that are easily visible and easy to understand
44.5%
▲ +3.40%



Stakeholder engagement score
81.8%
▲ +0.8%

Number of meals donated to the underprivileged, especially children, youth, the poor and people at risk
4.05 million meals
▼ -53.99%



HOME
Living Together

GHG emissions (Scope 1 and Scope 2)
5.82 million tCO_2e per year
▼ -0.37%



GHG emissions (Scope 3)
74.80 million tCO_2e per year
▲ +1.74%

Number of trees planted for terrestrial ecosystem protection and restoration
12.32 million trees
▲ +8.9%



Percentage of renewable energy consumption
17%
▼ -2.55%

Water withdrawal per unit of revenue
129 cubic meters per million THB
▲ +6.23%

Energy consumption per unit of revenue
17.82 GJ per million THB
▲ +4.50%

Percentage of waste diverted from disposal
86.91%
▲ +8.55%

Progress towards 2030 Sustainability Goals

	C.P. Group Goals	Indicators	Key Performance in 2024	Target	Relation to C.P. Group's Value Chain: Agriculture	Production	Packaging	Transportation	Marketing	Service	Relevant Stakeholders	Supporting the SDGs
HEART Living Right	Corporate Governance	100% of businesses recognized for corporate governance practices	2024 95.06%; 2023 95.06%	100%	●	●	●	●	●	●	Farmers, Communities and societies, Suppliers, Creditors, Employees and Families, NGOs, Governments, Competitors, Media, Shareholders and Investors, Customers and Consumers	12, 16
	Human Rights and Labor Practices	100% of businesses conduct human rights impact assessment on activities carried out by the organization and high-risk tier-1 suppliers	2024 100%; 2023 100%	100%	●	●	●	●	●	●	Farmers, Communities and societies, Suppliers, Creditors, Employees and Families	1, 3, 5, 8, 10, 16
	Education and Inequality Reduction	50 million people receive support in the form of access to quality education, lifelong learning or upskilling	2024 67.72%; 2023 63.02%	100%	●	●	●				Farmers, Communities and societies, Suppliers	1, 4, 5, 8, 10, 17
	Leadership and Human Capital Development	100% of employees receive training on sustainability every year	2024 100%; 2023 100%	100%		●	●				Creditors	1, 4
		All employees participate in sustainability activities or projects	2024 47.38%; 2023 46.10%	100%		●	●					
	Cybersecurity & Data Protection	100% of businesses certified with international standards on data and information security management	2024 100%; 2023 100%	100%	●	●	●	●	●	●	Farmers, Suppliers, Creditors, Customers and Consumers	9, 17
HEALTH Living Well	Health & Well-being	70% of total sales volume proceed from B2B and B2C products and services thatpromote good health and well-being	2024 34.40%; 2023 31.7%	70%	●	●			●		Farmers, Communities and societies, Suppliers, Creditors	2, 3
	Social Impact and Economic Contribution	5 million people receive job promotion to generate income for people in need, e.g., farmers, SMEs and vulnerable groups along our value chain	2024 75.1%; 2023 58.60%	5 million people	●	●	●				Farmers, Communities and societies, Suppliers	1, 2, 4, 8, 9, 10
	Food Security & Access to Nutrition	10 million children, population and people in poverty receive access to safe and nutritious food	2024 100%; 2023 84.60%	10 million children					●	●	Creditors, Communities and societies, Shareholders and Investors	2
	Innovation	7,500 patents and petty patents registered	2024 61.23%; 2023 54.2%	7,500 patents	●	●	●	●	●	●	Suppliers, Creditors, Communities and societies, Customers and Consumers	8, 9
	Stakeholder Engagement	80% engagement score from multi-stakeholder engagement survey	2024 81%; 2023 81%	80%	●	●	●	●	●	●	Farmers, Communities and societies, Suppliers, Creditors, Employees and Families, NGOs, Governments, Competitors, Media, Shareholders and Investors, Customers and Consumers	16, 17
HOME Living Together	Climate Resilience	Achieve carbon neutrality (Scope 1+2)	2024 12.58%; 2023 12.14%	100%	●	●	●	●	●	●		
		SBT near-term target for Scope 1+2, reduction by 42%	2024 9.65%; 2023 9.31%	42%	●	●			●	●	Farmers, Communities and societies, Suppliers, Creditors	7, 9, 11, 12, 13
		SBT near-term target for Scope 3, reduction by 25%	2024 -11.59%; 2023 -9.68%	25%	●	●			●	●		
	Circular Economy	Zero waste to landfill	2024 13.00%; 2023 15.76%	100%	●	●	●					
		100% of plastic packaging is recyclable, reusable, or compostable	2024 93.61%; 2023 94.10%	100%			●			●	Farmers, Communities and societies, Suppliers, Creditors, Governments, Competitors	8, 11, 12
	Water Stewardship	Reduce water withdrawal per unit of revenue by 20% compared to base year 2020	2024 100%; 2023 100%	100%	●	●	●	●			Farmers, Communities and societies, Suppliers, Creditors, Governments	6, 14
	Ecosystem & Biodiversity Protection	100% of businesses carry out projects in collaboration with relevant international partners to manage and monitor biodiversity	2024 59%; 2023 45%	100%	●	●	●				Farmers, Communities and societies, Suppliers, Creditors, Competitors	2, 6, 14, 15
	Responsible Supply Chain Management	100% of high-risk suppliers are audited	2024 91.31%; 2023 69.81%	100%	●	●	●				Farmers, Communities and societies, Suppliers, Creditors	2, 5, 8, 12, 13, 16

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

Awards and Recognitions 2024

Charoen Pokphand Group is committed to sustainable business practices and was honored with numerous prestigious awards from various institutions in 2024, reflecting the Group's leadership in sustainability both nationally and internationally. These accolades serve as a testament to the success of the Group's tangible implementation of strategies and guidelines in the environmental, social, and governance (ESG) dimensions. They also reaffirm the Group's commitment to creating a positive impact for all stakeholders. The Group remains dedicated to advancing excellence in business operations, driving long-term sustainable growth, and continuously delivering value to society.

S&P Global

Top 5%
S&P Global CSA Score
Industrial Conglomerates

Top 1%
S&P Global CSA Score
Telecommunication Services

Top 1%
S&P Global CSA Score
Food Product

Top 5%
S&P Global CSA Score
Food & Staples Retailing

Top 10%
S&P Global CSA Score
Industry Mover
Food & Staples Retailing

CDP

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

FTSE4Good

- true: Ranked in the Top FTSE4Good for the 8th Consecutive Year
- CPF: A Member of the FTSE4Good Index Series for the 7th Consecutive Year
- CP ALL: Ranked in the Top FTSE4Good for the 7th Consecutive Year
- CP AXTRA: A Member of the FTSE4Good Index Series for the 5th Consecutive Year

World Business Council for Sustainable Development

Recognized by WBCSD among the Top Performers in Reporting Matters 2024 for the 3rd consecutive year.

14TH ASIAN EXCELLENCE AWARD 2024



Charoen Pokphand Foods Public Company Limited (CPF) received 5 awards:

- "Asia's Best CEO"
- "Asia's Best CFO"
- "Best Investor Relations Professional"
- "Best Investor Relations Company"
- "Sustainable Asia Award 2024"



CP ALL Public Company Limited received 5 awards:

- "Asia's Best CEO"
- "Asia's Best CFO"
- "Best Investor Relations Professional"
- "Best Investor Relations Company"
- "Sustainable Asia Award 2024"



True Corporation Public Company Limited received 3 awards:

- "Asia's Best CEO"
- "Sustainable Asia Award 2024"
- "Asia's Best CSR"



Most Innovative MIKE 2024 Global Knowledge Enterprise

Charoen Pokphand Foods Public Company Limited (CPF) received the Global Most Innovative Knowledge Enterprise Award 2024 - Gold Level, which is the highest honor recognizing the company's potential in driving innovation and developing knowledge within the organization.



WEPs AWARDS

CP Axtra Public Company Limited is winner of the 2024 Asia-Pacific and Thailand WEPs Awards from UN Women for Transparency and Report to promote gender equality.

Our Portfolio

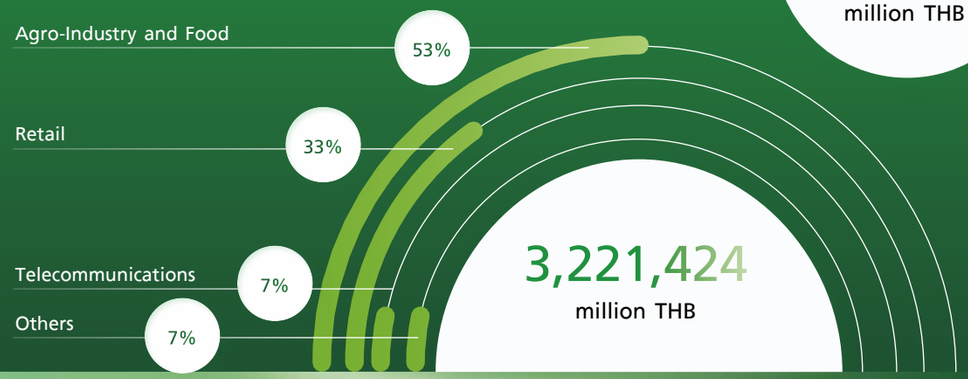
Charoen Pokphand Group's Vision

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



Tax paid to Government
22,322
million THB

Proportion of Sales by Business Line



Proportion of Sales and Employees by Country

Thailand (Headquarter)
49.88% of total sales
51.78% of employees

China
38.89% of total sales
19.39% of employees

Others
11.23% of total sales
28.83% of employees

	Thailand (Headquarter)	China	Others	Total
Production Plants (plants)	89	110	99	298
Livestock/Aquaculture (farms)	365	212	430	1,007
7-Eleven Stores (branches)	15,245	-	122	15,367
Makro Stores (branches)	165	-	10	175
Lotus's Hypermarkets/ Supermarkets/Mini-Supermarkets and Lotus's Supercenter (branches)	2,483	83	70	2,636
Research/Development Centers (centers)	44	42	5	91
Employees (persons)	236,232	88,479	131,543	456,252
Main Business Line	A B C D E F	A B E F G H	A B D F	A B C D E F G H

Symbol: Main Business Lines

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

C.P. Group Value Chain

Charoen Pokphand Group operates a diverse business covering Agro-industry and Food, Retail and Distribution, Media and Telecommunication, E-Commerce and Digital, Property Development and Infrastructure, Automotive and Industrial Products, Pharmaceuticals, and Finance and Banking. The Group has been integrating the strengths of each business group to sustainably maximize benefits and deliver utmost value to the country, the people and the Company. Furthermore, the Group has also been conducting integrated risk assessment across the value chain to efficiently manage risks, particularly in sustainability.



C.P. GROUP

Our Business

Charoen Pokphand Group Co., Ltd. serves as parent company of Charoen Pokphand Group as its holding company. It holds shares of subsidiaries in Thailand and overseas. The Group operates across many industries ranging from industrial, production to services.

8 Business Lines

23 Countries and Economies

More information available in Business Line

1. Agro-Industry and Food Business

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

2. Retail and Distribution Business

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

3. Media and Telecommunications Business

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

4. E-Commerce and Digital Business

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

5. Property Development and Infrastructure Business

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

6. Automotive and Industrial Products Business

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

7. Pharmaceuticals Business

- CP BIO [1]
- CP Pharmaceutical Group

8. Financial and Banking Business

- Zheng Xin Bank Company Limited

Remark: [1] Company that is listed in Stock Exchange

Analysis of Operating Context

In 2024, Charoen Pokphand Group faced increasingly complex and rapid changes across economic, social, technological, and environmental systems. These changes compelled each business group within the organization to comprehensively assess risks across multiple dimensions, while seeking new strategic opportunities to adapt effectively and strike a balance between business growth and long-term sustainability.

Agro-industry and Food Business



The Agro-industry and Food Business is one of Charoen Pokphand Group's core operations, playing a vital role in supporting global food security. Over the past year, the Group faced numerous challenges, including volatile raw material costs, risks from animal disease outbreaks, and trends in global trade regulations, such as the European Union's Carbon Border Adjustment Mechanism (CBAM), which has become a key driver urging entrepreneurs to accelerate the tangible reduction of greenhouse gas emissions across their supply chains. To maintain operational capability, deliver sustainable value, and uphold our leadership in the agroindustry, the Group has adopted Smart Farming technologies and embraced alternative protein production, such as plant-based and cultured meat. These innovations are complemented by enhanced traceability systems across the supply chain to build global consumer trust. In addition, the Group is working closely with suppliers to develop operations that reduce environmental impact in all dimensions, aiming to become a Net Zero Organization by 2050.

Retail and Distribution Business

Charoen Pokphand Group's Retail Business continues to serve as a vital mechanism for reaching consumers and driving the shift towards more sustainable consumption behaviors. Amid intense competition from online platforms and fluctuations in purchasing power caused by economic downturns, the Group has adapted by enhancing our omni-channel systems and analyzing customer purchasing behavior to develop personalized services. The Group also supports local and eco-friendly products sourced from community-based SMEs. In addition, the Group has implemented various environmental projects, including energy efficiency enhancement, installation of solar rooftops on convenience stores, and reduction of greenhouse gases from transportation, in order to move towards a retail business that is socially and environmentally responsible.



Media and Telecommunications Business



The Media and Telecommunications Business plays a crucial role in supporting the country's digital infrastructure and facilitating Thailand's transition towards a digital economy. In 2024, key challenges remained in areas such as competition, emerging technologies, cyber threats, and energy consumption of signal towers. For this reason, Charoen Pokphand Group is focusing on investments in energy-efficient 5G networks, the installation of solar panels on signal towers, the enhancement of cybersecurity systems, and the development of digital infrastructure that supports smart cities, while promoting equal access to services for all groups of people.

E-Commerce and Digital Business



Over the past 4-5 years, consumer behavior has rapidly shifted towards online platforms, driving continuous growth in the e-commerce and digital business sectors. However, this transformation has also brought about increasing concerns over personal data security and cyber threats. Charoen Pokphand Group has thus developed an integrated e-commerce platform, digital payment systems, and interconnected consumer data across our businesses to enhance personalized customer experiences. The Group also places emphasis on personal data management and cybersecurity. Additionally, the Group has adopted Artificial Intelligence (AI) and Blockchain technologies in the development of applications to improve transparency and long-term trust in our platforms.

Property Development and Infrastructure Business

The Property Development Business continues to face challenges from volatile construction material costs and rising expectations of investors and consumers regarding environmental performance, health, and safety. At the same time, climate change risks and natural disasters present significant pressures on business operations. In response to these evolving contexts, Charoen Pokphand Group has shifted the direction of the Property Development Business towards energy-efficient building design, using renewable and recycled materials, and installation of automated control systems to enhance energy management and minimize environmental impact. Furthermore, the Group promotes living that prioritizes health, safety, and convenient access to public transportation systems.



Automotive and Industrial Products Business



The Automotive Business is facing mounting pressure from the rapid transition to electric vehicles, driven by environmental regulations, rising consumer expectations, and competition from new players with advanced technologies. In addition, increasing raw material costs and carbon emission requirements across the supply chain are challenging the industry's ability to operate sustainably and continuously. In response to these changes, Charoen Pokphand Group has adjusted our strategy by enhancing production capabilities through partnerships in automated production technologies and smart control systems. The Group is also advancing comprehensive environmental management efforts, including the use of clean energy, waste reduction in production processes, and product designs that support recycling.

Pharmaceuticals Business



Amid shifting demographic trends, the spread of emerging diseases, and a growing public awareness of long-term health, the demand for high-quality, accessible, and specialized healthcare products continues to rise. At the same time, Thailand remains heavily dependent on imported medicines and medical supplies, posing risks to national health security, especially during crises such as the recent COVID-19 pandemic. Given these challenges, Charoen Pokphand Group has accelerated the development of the pharmaceutical and medical supply industry, focusing on the production of internationally standardized, high-quality medicines and quality control that aligns with both domestic and international safety regulations. Additionally, the Group provides community-level preventive healthcare services to improve quality of life while reducing disparities in healthcare access.

Finance and Banking Business

The Finance and Banking Business faces growing challenges from global economic volatility, evolving financial regulations, and cyber risks, all of which impact the stability of the financial system and consumer confidence. Additionally, sustainability trends and climate-related risk management have become major pressures driving financial institutions to develop tangible sustainability strategies. Charoen Pokphand Group responds to these changes by strengthening risk management systems, internal controls, and financial governance to ensure greater transparency and rigor. The Group also supports vulnerable populations in accessing financial services safely through digital tools.



About this Report

Charoen Pokphand Group is committed to conducting business sustainably, upholding the principles of transparency and accountability towards all stakeholder groups. This Sustainability Report reflects the Group's efforts in driving sustainability strategies, targets, and achievements throughout 2024. It encompasses economic, social, and environmental dimensions and aligns the Group's operations with international reporting frameworks to reinforce confidence and transparency.

For Charoen Pokphand Group, the sustainability report is more than a record of performance; it is a vital tool that enables the Group to drive business forward with responsibility. It enables stakeholders to access clear, verifiable information and contributes to effective risk management while building trust across stakeholder groups. Moreover, it equips the Group to adapt business strategies in response to global sustainability trends more effectively.

To further strengthen internal stakeholder trust and engagement, the information and performance data disclosed in this Sustainability Report have been reviewed for completeness and accuracy by relevant business units in each topic, prior to submission to the Sustainability Committee for consideration and approval for disclosure through various communication channels.

The Sustainability Report 2024 has been prepared based on various reporting standards and frameworks

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





More information available in:

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

Reporting Scope

Charoen Pokphand Group has consistently published the Sustainability Report since 2016, underscoring our strong commitment to sustainable development, transparent performance communication, and adherence to international standards. This report covers the sustainability performance of the Group and 8 business groups operating across 23 countries and economies worldwide. It emphasizes the economic, social, and environmental impacts of the Group's activities, as well as strategic direction aligned with the Group's 15 sustainability goals. The report also addresses the expectations of various stakeholder groups. In addition, the Group has adopted an enterprise risk management system to assess risks and opportunities related to sustainability, alongside good corporate governance practices to ensure that the operations of the Group and our business groups are conducted with transparency, accountability to society, and in accordance with governance principles.

For this report, Charoen Pokphand Group consolidated information from our Business Units. The Group has taken into account businesses where the Group holds shares of greater than or equal to 10%, with management and operational control authority. The reporting boundary of 2024 sustainability report is the same with 2023.

Third-party Assurance

Charoen Pokphand Group places importance on the credibility and transparency of our disclosures, recognizing that they not only strengthen stakeholder confidence but also promotes the establishment of standardized reporting practices across the Group. Therefore, the Group engaged an independent third-party assurance provider that operates independently from the Group's businesses and operations to verify the integrity, accuracy, and consistency of the Sustainability Report 2024's contents, according to the GRI Standards 2021 at the moderate level and the AA1000AS V3 Assurance Standard.

For 2024, the number and indicators for assurance change from the previous year, GRI 301-2 Recycled Input Materials Used is included as one of the verified indicator. This inclusion covers the Group's key sustainability issues such as climate resilience, waste management and resources consumption reduction, corporate governance, and responsible supply chain management. These indicators help the Group focus on continuously enhancing data quality and the effectiveness of verification processes, while also strengthening and aligning sustainability management practices with global trends. In addition to indicators that are consistent with the Group's material sustainability topics, the third-party assurance also covers the materiality assessment process and results as well as the enterprise risk management system to further reinforce stakeholder confidence in the Group's responsible operations and systematic preventive measures.

Maintaining continuity in indicators allows Charoen Pokphand Group to conduct clear and systematic year-on-year performance comparisons, enabling stakeholders to track the Group's progress transparently. This strategy to maintain the number of indicators emphasizes quality over quantity, aiming to deliver tangible sustainability outcomes and support long-term sustainable development.

Indicators Validated by External Third Party

Indicator	2022	2023	2024
GRI 2-24 Embedding Policy Commitments	●	●	●
GRI 2-25 Process to Remediate Negative Impacts	●	●	●
GRI 2-26 Mechanisms for Seeking Advice and Raising Concerns	●	●	●
GRI 301-1 Materials Used by Weight or Volume	●	●	●
GRI 301-2 Recycled Input Materials Used	●	-	●
GRI 302-1 Energy Consumption within Organization	●	●	●
GRI 303-3 Water Withdrawal	●	●	●
GRI 303-4 Water Discharge	●	●	●
GRI 303-5 Water Consumption	●	●	●
GRI 305-1 Direct (Scope 1) GHG Emissions	●	●	●
GRI 305-2 Energy Indirect (Scope 2) GHG Emissions	●	●	●
GRI 305-3 Other Indirect (Scope 3) GHG Emissions	●	●	●
GRI 305-7 Nitrogen oxides (Nox), Sulfur oxides (Sox), and other significant air emissions	●	●	●
GRI 306-3 Waste Generated	●	●	●
GRI 306-4 Waste Diverted from Disposal	●	●	●
GRI 306-5 Waste Directed to Disposal	●	●	●
GRI 308-1 New Suppliers that were Screened using Environmental Criteria	-	●	●
GRI 403-9 Work-related Injury	●	●	●
GRI 403-10 Work-related Ill Health	●	●	●
GRI 414-1 New Suppliers that were Screened using Social Criteria	-	●	●
Food Loss and Food Waste	●	●	●

More information available on page 266-267

Our Reporting Theme

Charoen Pokphand Group's Sustainability Report 2024 is presented under the theme "FORWARD FASTER for a Better Tomorrow," reflecting the vital role of innovation, digitalization, and technology in driving the organization towards a sustainable future while creating long-term value for society and the environment. The Group is committed to integrating technology across all dimensions of business, not only to enhance operational efficiency and strengthen competitiveness but also to minimize environmental impact and improve people's quality of life. Under this approach, the Group focuses on developing digital solutions, enabling smart supply chain management, and adopting green technologies to reduce resource consumption and greenhouse gas emissions.

In addition, Charoen Pokphand Group places importance on building collaborative networks with suppliers, stakeholders, and communities to jointly foster a strong and sustainable business ecosystem. By connecting knowledge, technology, and innovation across sectors, the Group aims to accelerate development and unlock new opportunities in a rapidly changing world.

Charoen Pokphand Group sincerely hopes that the contents of this report will provide stakeholders with a comprehensive understanding of the Group's sustainability approach, as well as our goals and unwavering commitment to leveraging technology and innovation as key drivers in creating a balanced and sustainable future for all.

Links to Other Reports and Website of Charoen Pokphand Group

Charoen Pokphand Group places importance on transparent and comprehensive sustainability disclosures. In addition to the annual Sustainability Report, the Group also publishes topic-specific reports to provide explanation about our approaches and performance on each topic in greater detail. As in previous years, the content of these topic-specific reports has been reviewed and approved by the Sustainability Committee to ensure their accuracy in reflecting the Group's actual progress. For reports in 2024, the Group has expanded the reporting scope even further. In addition to topic-specific reports, the Group also provides Sustainability Reports from individual business units, which highlight the sustainability performance of each business group while aligning with the Group's overall sustainability goals and strategies. Together, these reports reflect Charoen Pokphand Group's firm commitment to driving sustainability across sectors of the organization and creating long-term value for all stakeholders.



Double & Dynamic Materiality Assessment Report 2024



Stakeholder Engagement Report 2024



Sustainability Performance Report 2024



Sustainable Development Goals Report 2024



Climate & Nature Resilience Report 2024 (IFRS S2 & TNFD)



Human Rights Report 2023

Business Group Sustainability Reports

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

Contact

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FORWARD FASTER

Sustainability Governance

Charoen Pokphand Group recognizes that economic growth must go hand in hand with social and environmental responsibility. Amid a rapidly changing global landscape, the Group places strong emphasis on a robust sustainability governance system to ensure that our business direction aligns with global societal expectations and international goals. The Group has established a clear sustainability management structure, from policy-setting by top executives, comprehensive risk assessments, and identification of material issues that reflect stakeholder expectations, to the ongoing design of participatory processes with all relevant parties. These governance systems form a critical foundation for driving the Group's sustainability strategy toward impactful, scalable outcomes. They also serve as key enablers in advancing the UN Sustainable Development Goals (SDGs) and the UN Forward Faster initiatives.

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Sustainability Governance



For over 104 years, Charoen Pokphand Group has operated with steadfast commitment to the principles of **"integrity and honesty"** and the **"Three Benefits Principle"**, striving to create balanced value for the country, the people, and the organization. The Group also aims to integrate sustainability goals and key performance indicators into our business operations, while placing internal and external stakeholder engagement at the heart of this approach.

Amidst the rapid changes in today's world, we acknowledge that listening to stakeholder feedback is an essential factor that enables the organization to adapt promptly and respond to challenges appropriately. The Group, therefore focuses on advancing our businesses in tandem with embedding sustainability into the organization's core strategies.

Looking ahead, The Group, targets to unite all business groups to drive sustainable development across five key areas, namely 1. Carbon Neutral and Net zero, 2. Zero waste, 3. Access to quality education, 4. Food security, and 5. Empowering the new generation to drive sustainability in the future.

Charoen Pokphand Group realizes that the path towards the next 100 years of business requires dedication and collaboration from all sectors to shape a sustainable future in every dimension, including economic, social and environmental, for the benefit of our country, communities, and organization.

Dr. Teerapon Tanomsakyut
Chief Sustainability and Strategy Officer
Charoen Pokphand Group

Charoen Pokphand Group recognizes that sustainability is a fundamental pillar for responsible business operations, especially amidst fast-paced changes taking place around the globe. Leveraging innovation to create long-term value can connect the organization's development to a stable future. For this reason, sustainability has been designated as a key agenda item at the Board of Directors level. The Board of Directors is responsible for steering the organization's direction and strategies in alignment with the Sustainability Policy and Guidelines, which reflect responsibility towards society, the environment, and all stakeholders. Furthermore, the Board of Directors has entrusted the Executive Board to communicate our intentions on sustainability to the operational level, with focus on enabling all business groups to effectively incorporate the Sustainability Policy and Guidelines into daily operations in a measurable manner. This serves as a key mechanism in driving sustainability to achieve tangible results across all dimensions of the organization.

In addition to the oversight and supervision of overall sustainability operations by the Board of Directors and the Executive Board, Charoen Pokphand Group has also established the Sustainability Committee, which comprises senior executives from various business groups across the organization. This committee serves as a central body for directing, monitoring and accelerating sustainability efforts to keep abreast with the rapid changes occurring around the world. In 2024, the Sustainability Committee regularly convened meetings every two months to track progress, review goals, and provide strategic recommendations for sustainability initiatives. These include developing environmentally friendly products and services, strengthening supply chain traceability systems, reviewing greenhouse gas emission targets, as well as fostering collaboration with external partners to accelerate the transition to a low-carbon economy and society.



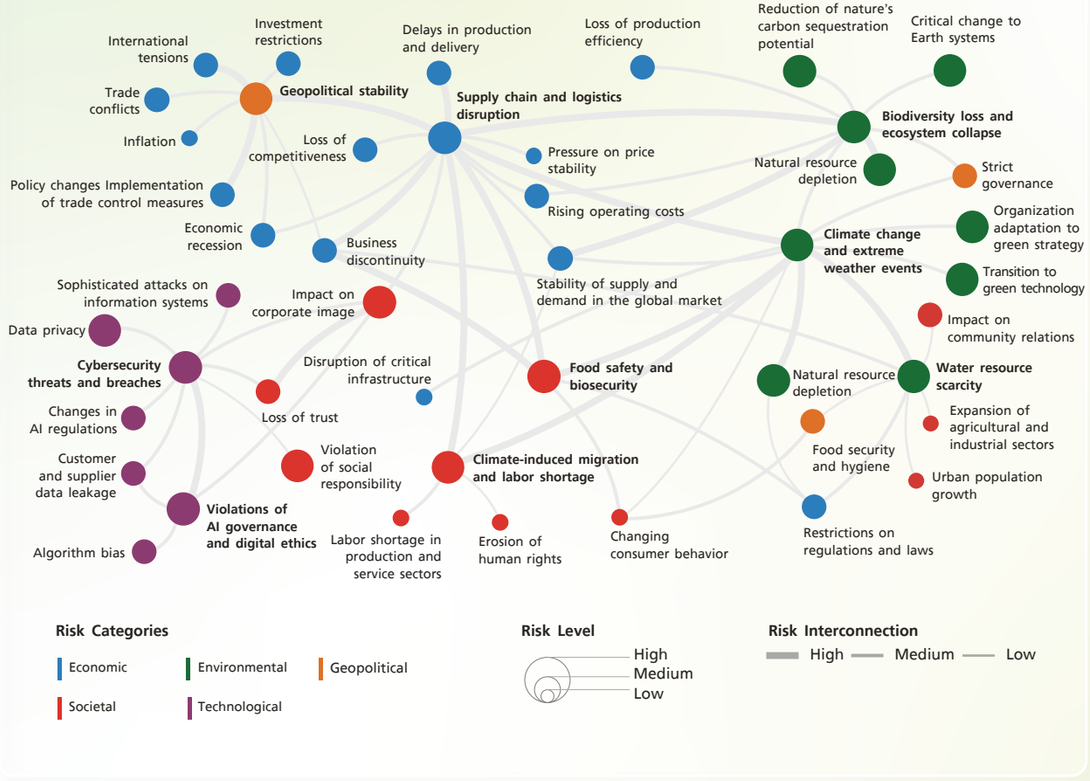
Driving Sustainable Development

To enhance the capacity for sustainability governance, Charoen Pokphand Group has promoted continuous training and learning on sustainability for the Sustainability Committee, executives and relevant employees. This is aimed at enriching their knowledge and understanding of global trends and international standards, such as sustainability risk management, setting net zero targets, disclosures in accordance with international standards, and integrating sustainable development with business. In addition, to create leadership-driven momentum, the Group has assigned performance towards the 2030 Sustainability Goals as key performance indicators for the annual performance evaluation and compensation of the Chief Executive Officer and relevant executives. These indicators encompass environmental, social and governance outcomes in which the executives are actively involved throughout the year.

External Impact Analysis

In the context of a constantly changing business world, Charoen Pokphand Group places great importance on effective enterprise risk management, which is the foundation of sustainable business operations. The Group has performed multi-dimensional risk analysis, covering internal processes, value chains, suppliers, and all stakeholder groups. Furthermore, impacts during different periods of time are taken into consideration in order to develop appropriate and timely response measures. In addition, the Group has systematically integrated sustainability issues into the risk management process to ensure the identification and assessment of risks related to business operations, as well as emerging risks that may affect governance, society, and the environment. This will, in turn, enhance adaptability and readiness to address future challenges in a sustainable manner.

Risk Factor Mapping



Climate Change and Extreme Weather Events

Risk Type: Environmental

Capital Impacted: Financial | Manufacturing | Relationship | Natural

Relevant Sustainability Issues: Climate Resilience I Responsible Supply Chain Management

Risk Impact

Climate change and extreme weather events are among the most significant risks that continue to impact the global economy. Extreme weather events, such as, heat waves, heavy rains, droughts, and severe storms, are gaining in frequency and severity, while producing negative impacts on natural resources, food security, infrastructure security, and overall economic stability. With businesses in agriculture, food, production and transportation, Charoen Pokphand Group is directly exposed to the impacts of climate change, such as damage to agricultural crops, reduced food production, damage to property and infrastructure, risks to transportation continuity, fluctuating energy costs, and impacts on consumer behavior and sustainability expectations. In addition, unpredictable weather events increase risks to the supply chain, which may lead to systemic impacts on the Group's operations.

Risk Management

Charoen Pokphand Group has implemented a systematic climate change risk management approach to mitigate the impacts of such risks, including planning climate adaptation at the business and supply chain levels, investing in climate resilient infrastructure, promoting sustainable production and agriculture, and accelerating the development of innovations and technologies that enhance adaptive capacity, including, precision agriculture and the use of renewable energy systems within the organization. The Group is also committed to achieving greenhouse gas reduction targets and enhancing the ability to manage water and natural resources with efficiency.



Geopolitical Stability

Risk Type: Geopolitical

Capital Impacted: Financial, Manufacturing, Relationship

Relevant Sustainability Issues: Corporate Governance I Innovation I Responsible Supply Chain Management

Risk Impact

In a business environment where international tensions, trade conflicts and geopolitical uncertainties are becoming increasingly complex and severe, Charoen Pokphand Group is aware of the potential risks from policy changes, trade control implementation and investment restrictions, which could directly impact the Group's operations, in terms of supply chain delays and disruptions, fluctuating raw material costs due to trade restriction, and overseas investment risks due to changes in laws and regulations. In addition, reputational risk may arise if the Group's suppliers encounter conflicts or become subject to international sanctions.

Risk Management

Charoen Pokphand Group has implemented comprehensive risk management measures to address geopolitical stability risks, such as, diversifying production bases, supply bases, and target markets to multiple countries, closely monitoring and analyzing international situations, developing strategic partnerships with partners in various countries, formulating contingency plans and business recovery plans in case of emergencies, and strengthening governance of overseas investment by taking into account all aspects of legal, social, and environmental factors.

Cybersecurity Threats and Breaches

Risk Type: Technology

Capital Impacted: Financial, Intellectual, Relationship

Relevant Sustainability Issues: Cybersecurity & Data Protection

Risk Impact

The rapid advancement of technology, particularly Artificial Intelligence (AI), has significantly enhanced the capabilities of cybercriminals to conduct increasingly sophisticated and difficult-to-prevent attacks on information systems. Incidents such as data breaches, malware attacks, and assaults on critical infrastructure, can have widespread consequences on consumer confidence, business continuity, and economic stability. For Charoen Pokphand Group, cybersecurity risks pose significant impacts across various dimensions of operations. These include the risks of customer and supplier data leakage, digital business system disruption, penalties due to violations of personal data protection laws, as well as reputational damage and loss of stakeholder trust.

Risk Management

Charoen Pokphand Group has implemented comprehensive preventive and response measures to strengthen cybersecurity and reduce risks posed by cyber threats, including investment in advanced cybersecurity technologies, including, proactive threat detection systems and cyber incident response platforms; development of cybersecurity policies and practices covering all business units; regular employee training and awareness programs on cyber security; and the establishment of a business continuity plan aligned with cyber risks. Additionally, cybersecurity measures are regularly reviewed and tested to ensure effective management of cyber threats, reinforcing stakeholder confidence and supporting secure growth in the digital economy era.

Food Safety and Biosecurity

Risk Type: Social

Capital Impacted: Manufacturing, Relationship, Natural

Relevant Sustainability Issues: Health & Well-being I Food Security & Access to Nutrition

Risk Impact

The outbreak of animal diseases, zoonotic diseases, and contamination within the food chain has escalated food safety and biosecurity to critical risks. A lack of systematic management can result in widespread impacts on consumer health, food security, and confidence in the global food production and distribution systems. As Charoen Pokphand Group plays a significant role in the global food chain, risks related to food safety and biosecurity have a direct impact on our operations. These include legal and governance risks, consumer health and safety risks, as well as reputational risks and loss of stakeholder confidence.

Risk Management

Charoen Pokphand Group has implemented stringent quality and safety control from upstream operations. The Group adopts international food safety standards, such as HACCP, GMP, ISO 22000 and BRC, in our production processes. We have also developed traceability systems that allow precise tracing of raw material sources and production processes. Furthermore, the Group has strengthened animal disease and emerging infectious disease surveillance systems. In this regard, the Group continues to invest in research and development to elevate biosafety standards.

Supply Chain and Logistics Disruption

Risk Type: Economic

Capital Impacted: Financial, Manufacturing, Relationship

Relevant Sustainability Issues: Cybersecurity & Data Protection

Risk Impact

The fragility of global supply chains and logistics systems has emerged as a major risk with broad economic implications. This is driven by pressure from trade conflicts, geopolitical uncertainties, climate change, and increased reliance on limited transportation networks, all of which are disrupting the flow of goods and raw materials while exerting pressure on price stability, global demand and supply, and long-term business viability. With operations across various industries, such as agriculture and food, commerce, e-commerce, automotive, energy, and transportation, Charoen Pokphand Group is faced with the risk of supply chain and logistics disruption with multifaceted impacts, such as production and delivery delays, increased operating costs, customer service disruption, and reputational risks that could undermine stakeholder confidence.

Risk Management

Charoen Pokphand Group has adopted proactive strategies to enhance the resilience and readiness of our supply chain, such as diversifying sources of raw materials and suppliers to reduce single-source dependency, investing in digital technologies to optimize the efficiency of supply chain management, leveraging predictive analytics to anticipate risks and potential disruptions, strengthening domestic and international logistics capabilities, and systematically developing contingency plans and supply chain recovery plans.

Emerging Risk Factors

In addition to analyzing and assessing current risks, Charoen Pokphand Group places strong emphasis on identifying and evaluating emerging risks that may potentially impact future business operations, especially in an increasingly complex and uncertain global landscape characterized by economic, social and environmental diversity. Therefore, the Group has developed plans to address emerging risks to enhance our ability to anticipate, adapt to, and respond swiftly.

Violations of AI Governance and Digital Ethics

Risk Type: Technology

Capital Impacted: Intellectual, Human, Relationship

Relevant Sustainability Issues: Corporate Governance I Cybersecurity & Data Protection

Risk Impact

The development and application of Artificial Intelligence (AI) technologies are accelerating transformative changes in business models across various sectors. As a result, regulators around the world are focusing on formulating new policies and regulations to ensure the responsible use of AI. At the same time, digital ethics issues, such as fairness, transparency, data security and personal rights protection, have come under heightened scrutiny. The absence of clear regulatory frameworks or the careless use of AI technologies can lead to business and societal damage, creating reputational, trust and compliance risks for organizations. Charoen Pokphand Group, which operates in multiple industries and implements digital technologies and AI in telecommunications, e-commerce, financial services and internal management systems, faces risks from changes in AI regulations and digital ethics requirements, including legal risks from non-compliance with new regulations, consumer trust risks, algorithm bias risks, and potential personal data leakage or breach.

Risk Management

To manage risks associated with AI governance and digital ethics, Charoen Pokphand Group has implemented comprehensive operational guidelines covering multiple dimensions, including establishing standards for AI development and application based on transparency, accountability, and respect for individual rights; continuously monitoring and assessing risks associated with AI application across all processes; enhancing knowledge and understanding of AI and digital ethics among executives and employees at all levels; forming a task force to oversee the responsible development of technology; and preparing the organization legally to comply with emerging AI-related laws that may be enforced in the future. These initiatives support the Group's commitment to responsible usage of AI and technology guided by the principles that uphold individual rights, fairness, and long-term social impacts, in order to build stakeholder confidence and enhance sustainable competitiveness in the digital economy era.

Biodiversity Loss and Ecosystem Collapse

Risk Type: Environmental

Capital Impacted: Financial, Manufacturing, Relationship, Natural

Relevant Sustainability Issues: Climate Resilience I Ecosystem and Biodiversity Protection I Responsible Supply Chain Management

Risk Impact

Charoen Pokphand Group recognizes the growing risks arising from natural environment degradation, driven by climate change, overexploitation of resources, and the expansion of unsustainable economic activities. These trends are accelerating the decline of critical ecosystems, such as forests, wetlands, coastlines, rivers, and marine ecosystems, while also contributing to the continued loss of biodiversity. The collapse of ecosystems and decline of biodiversity pose direct impact on the Group's operations, including the stable sourcing of agricultural raw materials and animal feed, reduced crop yield in the agricultural sector, rising costs for managing soil and water resources, and long-term risks in the supply chain. Furthermore, ecosystem degradation undermines nature's ability to sequester carbon, which may hinder the Group's ability to achieve long-term greenhouse gas reduction targets. This also increases the likelihood of stricter regulatory oversight and greater pressure from stakeholders regarding the conservation of natural resources.

Risk Management

Charoen Pokphand Group has adopted proactive measures to manage risks related to biodiversity loss and ecosystem collapse. The Group emphasizes on raw material sourcing and production practices that respect nature's regenerative capacity by expanding the use of certified sustainable raw materials and production sources according to international standards; applying modern agricultural technologies and innovations to improve natural resource efficiency and reduce environmental impact; implementing ecosystem restoration and conservation projects in areas where the Group operates or has business relevance, such as reforestation, land rehabilitation, and conservation of natural water sources. Additionally, the Group has developed a comprehensive biodiversity risk assessment process to identify key risks in operational sites and develop proactive management plans to reduce impacts on ecosystems, while promoting local community participation in natural resource conservation to foster long-term mutual growth between businesses and communities under a strategy that prioritizes harmonious coexistence with nature.



Water Resource Scarcity

Risk Type: Environmental

Capital Impacted: Financial, Relationship, Natural

Relevant Sustainability Issues: Water Stewardship

Risk Impact

Water scarcity has become an increasingly severe systemic risk in many regions, driven by climate change, urban population growth, the expansion of agricultural and industrial activities, and inefficient water resource management. The risk of water scarcity affects not only food security and hygiene but also has significant implications for long-term economic and social stability. For Charoen Pokphand Group, water scarcity poses a direct impact on the continuity of production processes, operating costs, and the ability to deliver products and services efficiently. This risk is likely to increase in regions where the Group operates that are frequently affected by droughts or where competition for water resources exists among different sectors. This can lead to stricter government restrictions on water use, rising water management costs, or long-term risks to sustainable business operations. Furthermore, water scarcity may strain relationships with local communities, especially if industrial water use competes with water needed for domestic consumption.

Risk Management

Charoen Pokphand Group has adopted a systematic approach to managing water scarcity risks. Accordingly, the Group focuses on enhancing water efficiency in production processes, investing in water recycling and reuse technologies, and exploring alternative water sources at operational sites. In addition, the Group integrates water conservation measures across the supply chain and promotes cooperation with local communities to establish shared sustainable water management systems. Water risk assessments are conducted regularly in each area to identify critical risks and develop appropriate risk reduction measures.

Climate-induced Migration and Labor Shortage

Risk Type: Social

Capital Impacted: Human, Relationship

Relevant Sustainability Issues: Climate Resilience I Ecosystem and Biodiversity Protection I Responsible Supply Chain Management

Risk Impact

Climate change and intensifying environmental impacts are accelerating population displacement in many regions across the globe, particularly in areas at high risk of natural disasters such as floods, droughts and severe storms. These are among the key factors contributing to economic and social uncertainty and impacting labor supply chains and long-term economic stability. Climate-related migration poses direct impact on Charoen Pokphand Group's operations, in terms of labor shortages in the production and service sectors, rising labor costs, and challenges in maintaining production efficiency and service quality. Moreover, the ability to expand operations in regions experiencing severe labor shortages may be compromised. In addition, rapid demographic changes due to migration can also place pressure on local societies and infrastructures where we operate.

Risk Management

Charoen Pokphand Group has established a systematic approach to manage these risks by enhancing labor supply chain resilience, continuously developing workforce skills in operating areas, and promoting sustainable local employment in order to support future business expansion and respond to changing socio-economic conditions. The Group also integrates the concept of "Just Transition" into business adaptation processes by establishing support mechanisms for workers affected by changes in the labor market. This includes promoting opportunities for reskilling and upskilling to empower workers to adapt and pursue new forms of employment sustainably in the long run. The Group also focuses on building partnerships with educational institutions, vocational training organizations, and government agencies to improve workforce quality in areas facing labor shortage tendencies. Meanwhile, the Group supports community engagement in shaping fair and inclusive economic development strategies for each area.



Stakeholder Engagement

Charoen Pokphand Group places importance on building engagement with all stakeholder groups. The Group's stakeholder engagement process aligns with the AA1000 SES standard to promote transparency, equality, and equity in building engagement with stakeholders. In 2024, the Group actively engaged 11 groups of stakeholders.

More information available in
Stakeholder Engagement Report 2024

	Importance of Engagement	Issues of Interest	Response Actions	Value for Stakeholders
Farmers	Farmers are Charoen Pokphand Group's key suppliers of raw materials and are also the most vulnerable to climate change impacts. Therefore, fostering engagement to build stability for farmers is essential to maintaining the stability of the value chain.	• Farmer capacity building • Addressing changes • Adequate and rapid access to resources • Income guarantee • Fair business practices • Product quality control	• Supporting sustainable farming to reduce environmental impacts • Promoting technology to improve product quality • Guaranteeing source of income • Making fair contracts in accordance with laws and regulations	• Creation of stable jobs, careers and income • Environmental protection and preservation • Security of global food system
Communities and Societies	Building positive relationships with communities is the foundation of a just transition that aims to ensure equitable distribution of benefits. Charoen Pokphand Group emphasizes on community engagement throughout every stage of transformation in order to drive business alongside society in a sustainable and fair manner.	• Participation in improving community quality of life • Employment promotion in communities • Impact from business operations on societies, communities and the environment • Adoption of innovation to improve work processes	• Organizing projects to improve the quality of life of communities and vulnerable groups • Supporting employment and building businesses in communities • Conducting projects to develop knowledge of communities and societies, especially in innovation and technology	• Employment within communities • Strong societies and communities • Environmental protection and preservation • Reduction of social inequality
Suppliers	Supplier operations play a role in supporting Charoen Pokphand Group's growth and operational efficiency. Therefore, empowering suppliers across all dimensions of sustainability is essential to maintaining stability.	• Supplier capacity enhancement for efficient and systematic business operations • Protection of human rights and reduction of environmental impacts • Fair business operations	• Formulating strategy for responsible supply chain management • Communicating and auditing suppliers, announcing the implementation of the Supplier Code of Conduct to ensure ethics in operations	• Supplier knowledge and capability development • Competitiveness in global market • Security of global food system • Environmental protection and preservation
Creditors	Creditors play a vital role in supporting the continuity of Charoen Pokphand Group's business. Strict compliance with loan conditions and transparent communication help build trust, strengthen cooperation and support access to future sources of funding.	• Good corporate governance • Transparent and effective performance disclosure • Reinforcement of business competitiveness • Giving back to society	• Conducting business in accordance with the laws and good governance principles • Strictly complying with creditors' terms and conditions • Collaborating with relevant agencies to improve operational efficiency and societies	• Financial and economic stability of the country • Ethical business operations • Long-term partnership
Employees and Families	Employees and their families are the driving force of Charoen Pokphand Group. Fostering engagement and participation lays the foundation for long-term sustainable success.	• Capacity development and career advancement support • Implementation of human rights principles • Workplace environment, occupational health and safety • Operational agility	• Continuously developing employee capacity • Establishing and enforcing human rights guidelines • Announcing the implementation of the Safety, Occupational Health and Environment Management Standards	• Stability in career field • Knowledge and skills for growth • Safety and equality
NGOs	NGOs are a key mechanism for shaping public opinion and driving policy change. Constructive engagement not only enables businesses to understand concerns but also creates opportunities for collaboration.	• Impacts from business operations on societies, communities and environment • Promotion of social well-being • Full and transparent information disclosure to the public	• Welcoming opinions and jointly discussing impact prevention measures • Regularly and transparently communicating and disclosing useful information to related parties	• Long-term partnership for social and environmental development • Ethical business operations
Governments and Governance Bodies	Constructive engagement with governments enhances transparency, ensures regulatory compliance, and improves risk management. It also creates opportunities to support policies that promote sustainable development.	• Compliance with relevant laws and regulations • Being a model of responsible business operations • Operations to enhance the well-being of communities and societies while supporting national strategies and goals.	• Monitoring and strictly obeying relevant laws and regulations • Collaborating and supporting the development of projects that create benefit for the country and communities	• Financial and economic stability of the country • Development of the country's infrastructure • Ethical business operations
Competitors	Constructive monitoring and engagement with competitors enhances competitive advantage while creating opportunities to collectively elevate industry standards and drive sustainable growth.	• Compliance with competition ethics, laws and trade regulations • Giving back to society	• Following rules/ethics of good competition • No action is taken to obtain trade secrets from competitors • Not damaging competitor's reputation through slander without truth	• Initiation of production and product innovations • Maintaining quality of products and services • Partnership for social and environmental development
Media	The media plays a crucial role in shaping the public perception and trust in the organization. Strategic, transparent and consistent engagement with the media enables Charoen Pokphand Group to address societal concerns and build long-term trust.	• Corporate governance • Full and transparent disclosure of information • Social, community and environmental impacts from operations	• Developing good relations with the media • Providing useful information based on facts and keeping up to date with circumstances	• Ethical business operations • Transparent and rapid disclosure of information
Shareholders/ Investors	Shareholders and investors are the driving force of the organization. Charoen Pokphand Group is committed to transparent communication and active listening to build trust and sustainable shared value.	• Corporate governance • Risk management • Full and transparent disclosure of information • Enhancement of business competitiveness	• Conducting business according to good governance principles and company regulations • Announcing the implementation of Risk Management Policy and Guidelines • Disclosing performance with transparency	• Financial and economic stability of the country • Ethical business operations
Customers and Consumers	Customers and consumers are at the center of innovation and sustainable value creation. Charoen Pokphand Group is committed to continuously listening to customers' needs and feedback to strengthen trust and engagement.	• Development of products and services for consumer health • Product traceability • Reduction of redundancy in purchasing system • Personal data security	• Developing products that promote good health and well-being for consumers of each age group • Developing traceability systems • Developing a convenient and connected online purchasing system	• Initiation of production and product innovations • Maintaining quality of products and services • Sustainable procurement

Cooperation for Sustainable Development

Charoen Pokphand Group places great importance on building ongoing collaboration with all sectors, guided by a business approach that prioritizes sustainable development across economic, social, and environmental dimensions. The Group recognizes that achieving sustainability goals requires active participation from all stakeholders, including business partners both domestically and internationally. To this end, the Group works closely with various organizations and agencies to jointly define directions, mechanisms, and sustainability targets, covering implementation practices, strengthening supply chain capabilities, mitigating the impacts of climate change, and promoting responsible and transparent business conduct.

Furthermore, the Group actively participates in national and international collaboration platforms to exchange knowledge and co-develop sustainable development strategies with partners across all sectors in a systematic and transparent manner anchored in the principles of accountability, transparency, and stakeholder engagement.

World Economic Forum: WEF

WEF is an international organization for public-private cooperation that brings together stakeholders from government, business, academia, and civil society. Its mission is to drive dialogue and collaboration on pressing global issues that impact the economy, society, and environment. The Forum emphasizes the exchange of knowledge, data, and policy perspectives that can catalyze systemic change particularly in areas such as climate change, social inequality, and the responsible development of technology.

Charoen Pokphand Group's Collaborative Approach

Charoen Pokphand Group actively engages with various WEF platforms through participation in annual meetings and knowledge-sharing initiatives. The Group also prioritizes cross-sectoral collaboration to promote sustainable development, focusing on key areas such as sustainable agriculture, renewable energy, food system safety, and the ethical advancement of digital technologies. These efforts aim to generate long-term positive impacts on both society and the environment.

The World Business Council for Sustainable Development: WBCSD

WBCSD is an international organization that promotes sustainable business practices. It aims to empower the global business community to drive positive impacts on society and the environment through collaborative action among its members. WBCSD's core mission is to support the achievement of the United Nations Sustainable Development Goals (SDGs), with key focus areas including efficient resource use, greenhouse gas emissions reduction, sustainable supply chain management, and the transition to a low-carbon economy.

Charoen Pokphand Group's Collaborative Approach

Charoen Pokphand Group has been an active member of WBCSD, contributing to knowledge exchange and the sharing of best practices with leading global organizations. The Group also supports key initiatives such as the Food Reform for Business Commission to Tackle Inequality program, which aims to transform global food systems to be more sustainable and supportive of human health. Furthermore, CP Group engages in policy dialogues to advance national and international agendas on food systems and nutrition development.

UN Global Compact: UNGC

UNGC is a UN initiative that encourages businesses to operate responsibly based on ten universal principles covering human rights, labor, the environment, and anti-corruption. The initiative aims to support the achievement of the Sustainable Development Goals (SDGs) through cross-sector collaboration, knowledge exchange, and the integration of these principles into corporate strategies and operations.



Charoen Pokphand Group's Collaborative Approach

Charoen Pokphand Group is an active member of the UNGC and continuously supports the activities of the UN Global Compact Network Thailand (GCNT). The Group works to strengthen cross-sector partnerships and share best practices in sustainability. In 2024, CP Group played a key role in promoting the concept of "Inclusive Business" to drive social equity alongside sustainable business growth. The Group also champions national-level projects focused on education and human capital development critical mechanisms for reducing inequality and fostering equal opportunities in Thai society.

Thailand Carbon Neutral Network: TCNN

TCNN is a collaborative initiative established by the Thailand Greenhouse Gas Management Organization (Public Organization) to support the reduction and offsetting of greenhouse gas emissions. Its goal is to accelerate the transition of Thai organizations toward carbon neutrality, through knowledge sharing, capacity building, and the promotion of sustainable business practices aligned with the Sustainable Development Goals (SDGs).

Charoen Pokphand Group's Collaborative Approach

Charoen Pokphand Group places high importance on mitigating climate impacts and is committed to achieving long-term carbon neutrality. The Group is a member of TCNN and actively engages in emissions reporting, supports concrete carbon offsetting initiatives, and participates in knowledge-sharing activities related to low-carbon technologies. These efforts are designed to drive progress toward Net Zero, in alignment with national environmental objectives and the SDGs.





More information available in
Collaboration for Sustainable Development

Materiality Assessment

Charoen Pokphand Group recognises that sustainability and social responsibility are fundamental to long-term success. Therefore, adapting to ever-evolving global challenges is essential to ensuring sustainable growth into the next century. To this end, the Group conducts annual sustainability materiality assessments to ensure stakeholder confidence in the alignment of our strategies with both business resilience and societal expectations.

As in previous years, Charoen Pokphand Group has conducted rigorous materiality assessments using Double Materiality and Dynamic Materiality approaches. These serve as essential tools to effectively identify, prioritize and respond to sustainability issues. They also ensure that the Group's business strategies are aligned with international sustainability standards. In addition to the annual review of material topics, the Group also conducts comprehensive materiality assessments every three years to enable deeper analysis.

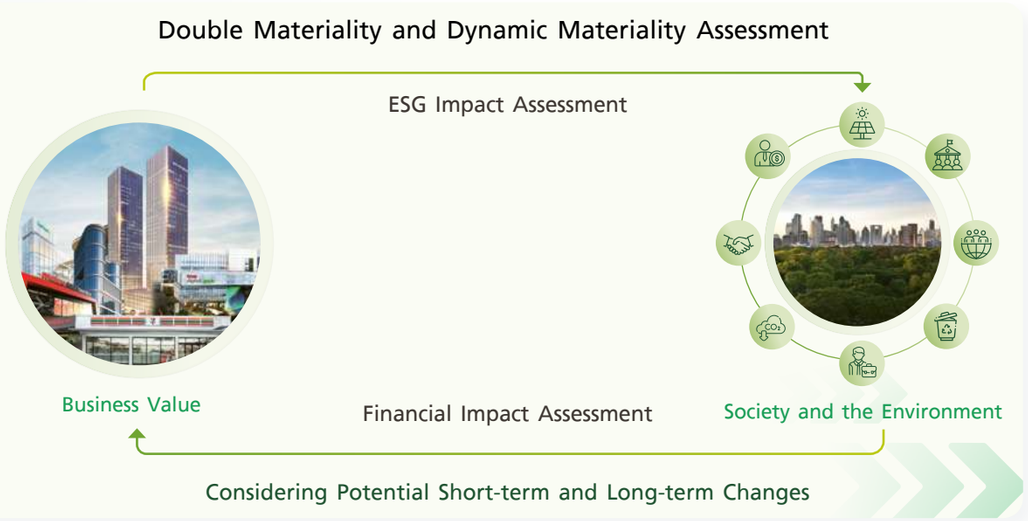
The Importance of Annual Materiality Reviews

Effective Adaptation to Change
Enables Charoen Pokphand Group to efficiently adapt to changes in the market, regulations and emerging sustainability issues.

Compliance Operations
Ensures sustainability operations align with global expectations and enhance preparedness for future changes.

Proactive Risk Management
Supports close monitoring of risks, regulations and shifting stakeholder expectations.

Enhancing Business Resilience
Facilitates the identification of emerging impacts, risks and opportunities in alignment with international sustainability frameworks.



Reviewing Material Sustainability Issues in 2024

Charoen Pokphand Group's materiality review process is structured into five key steps, focusing on identifying and prioritizing the most critical sustainability issues for both the Group and stakeholders. At every stage, the Group fully integrates the consideration of Impacts, Risks, and Opportunities (IROs). The five steps are as follows:

1. Secondary Research
Charoen Pokphand Group conducted a review of material sustainability topics to ensure that the issues identified in 2023 continue to reflect the latest changes across environmental, social and governance dimensions. The process involved the study of data from multiple sources, including sustainability frameworks, industry benchmarking, and global trends, with the aim of identifying potential risks and opportunities from existing and emerging issues that may be relevant.

2. Internal Stakeholder Engagement
Charoen Pokphand Group communicated the findings of the secondary research to the Sustainability Committee and executives from various departments as well as conducted detailed IROs analysis on each topic, using the Double Materiality assessment framework, which consists of Impact Materiality and Financial Materiality.

3. External Stakeholder Engagement
After identifying the IROs, Charoen Pokphand Group integrated data from the annual stakeholder engagement survey and interviews with experts from various fields into the materiality assessment process to gain a comprehensive understanding of how each topic, including its related impacts, risks and opportunities, affects stakeholders.

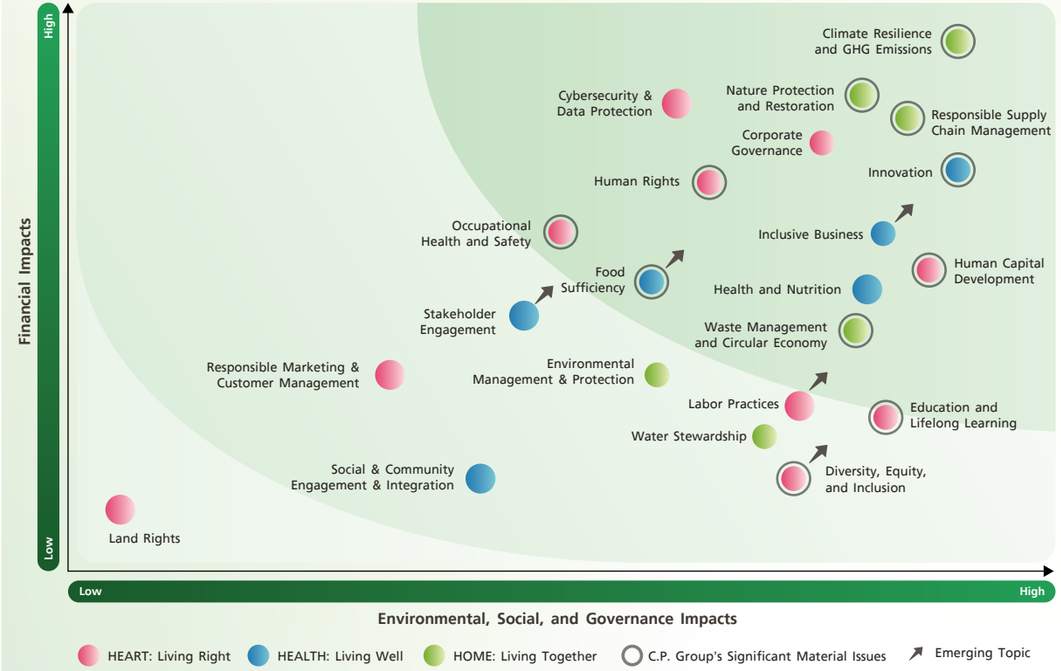
4. Third-party Verification
Charoen Pokphand Group requires that the materiality assessment process be verified by a credible independent third-party organization, separate from the Group's business and operations. In this regard, the verification focuses on transparency and traceability.

5. Review and Approval
The Sustainability Committee is responsible for reviewing the results of the materiality assessment and third-party assurance before reporting to the Executive Board for acknowledgement and approval prior to public disclosure.

Results of Materiality Review 2024

From the 2024 Materiality Review, Charoen Pokphand Group identified significant changes in the prioritization of sustainability topics, as well as the impacts on external stakeholders and business operations. The results of this review have been used to refine the Group's strategies and related operational approaches to strengthen the commitment to sustainable growth and deliver long-term value to stakeholders. Significant changes can be summarized as follows:

- Climate adaptation and greenhouse gas emissions reduction remain top-priority issues. Additionally, issues related to responsible supply chain management as well as nature protection and restoration have been adjusted to reflect the focus on building environmentally responsible business ecosystems.
- Innovation and technology management, as well as cybersecurity and data protection, have been elevated to high-priority issues to reflect the growing importance of innovation, technology and information security.
- Human capital development has also been significantly elevated in priority, alongside health and nutrition, and education and lifelong learning, highlighting the Group's continued and sustainable investment in human capital.
- The importance of issues related to human rights has been slightly downgraded as the Group has demonstrated increased effectiveness in managing in areas through governance systems, supply chain audits, and enhanced labor policies.



Material Issues	Impacts on Economy, Society, Environment and Human Rights	Impact Type
Climate Resilience and GHG Emissions	Climate change has significant impacts on supply chains, production capacity, and food security. Charoen Pokphand Group prioritizes reducing greenhouse gas emissions, using renewable energy, and enhancing energy efficiency, alongside adapting production systems.	Long-term positive impact ⊕
Responsible Supply Chain Management	Traceability systems, transparency and supply chain certifications play a crucial role in building trust among consumers, suppliers and investors. Charoen Pokphand Group focuses on sustainable and safe supply chain management at all levels.	Realized positive impact ⊕
Nature Conservation and Restoration	Healthy ecosystems and biodiversity are vital to long-term business operations, especially water and soil resources, which are closely linked to agriculture and food production. Therefore, Charoen Pokphand Group has implemented projects to restore forests, wetlands, and promote sustainable soil and water management in multiple areas, while also expanding the scope of traceability operations to cover a broader range of raw materials.	Long-term positive impact ⊕
Innovation	The application of innovation helps increase production efficiency, reduce costs, and boost competitiveness, while delivering environmentally friendly products and services to meet consumer needs, which are crucial factors for the organization's sustainable growth.	Realized positive impact ⊕
Corporate Governance	Conducting business with good governance, transparency and accountability builds stakeholder trust and reduces legal and reputational risks, especially in an era where sustainability governance is under close scrutiny from both the government and financial sectors.	Long-term positive impact ⊕
Human Capital Development	Enhancing employees' skills and capabilities to keep pace with technological and business changes continuously strengthens the organization's competitiveness, while also fostering long-term engagement.	Realized positive impact ⊕
Food Sufficiency	Ensuring food sufficiency and security involves sustainable agricultural practices and efficient supply chains. It also supports human rights by promoting access to nutritious and affordable food.	Potential negative impact ⊖
Education and Lifelong Learning	Promoting continuous and flexible learning, both within organizations and in society, helps build future skills and supports an effective workforce transition in the technological era.	Long-term positive impact ⊕
Inclusive Business Practice	Operating business in various areas can impact communities, especially during technological or economic transitions, which may disrupt traditional jobs or community access to resources.	Potential negative impact ⊖

⊕ More information available in

Double and Dynamic Materiality Assessment Report 2024

Sustainability Strategy and Goals

Charoen Pokphand Group has established the 2030 Sustainability Strategy and Goals, encompassing all three dimensions of sustainability, namely economic, social, and environmental. These strategies and goals serve as the primary framework guiding the operations of the Group and subsidiaries with the aim of continuously creating shared value for stakeholders.

In 2024, Charoen Pokphand Group conducted a comprehensive review of the 2030 Sustainability Strategy and Goals, using insights from the materiality assessment, stakeholder feedback, and industry, national and global trends. The analysis confirmed that the existing strategy and goals remain comprehensive and well-aligned with the current context. As such, no changes were made at this time.

However, the Group plans to review goals that have already been achieved to ensure they remain challenging and aligned with relevant directions.

Charoen Pokphand Group's sustainability goals continue to consist of 15 main goals, with particular emphasis on three key priorities:

- **Net Zero Organization**
- **Zero Waste Organization**
- **Organization that Reduces Social Inequality**

C.P. GROUP

To Be a Leading Tech And Innovation Conglomerate, Providing Food for Body and Mind, that Creates Shared Value and Brings Health and Well-Being For All

Three-Benefit Principle

Sufficiency Economy Philosophy	C.P. Excellence Management Approach	The 10 UNGC Principle 17 UN SDGs & UNGP	Regulations and Standards

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

Enabled by Partnerships, Capability, and Culture of Sustainability

Operational Approaches for the Three Key Priorities



Net Zero Organization

Charoen Pokphand Group has set a target to become a carbon-neutral organization by 2030 and achieve net-zero emissions by 2050. To achieve these goals, the Group is significantly increasing the proportion of renewable energy usage across businesses and operations. Additionally, the Group is strengthening partnerships with suppliers to reduce Scope 3 greenhouse gas emissions, which represent a major portion of total emissions and pose the greatest management challenges. At the same time, the Group is collaborating with various sectors to develop cutting-edge technologies aimed at reducing emissions throughout the value chain.

Zero Waste Organization

Charoen Pokphand Group has set a goal to become a zero waste to landfill organization by 2030. One of the core strategies to achieve this target is to reduce resource consumption, minimize waste at the source, improve production efficiency, and promote reuse, upcycling, or recycling of waste across the value chain. These efforts encompass the management of raw material scraps, by-products, and waste generated from products and services, as well as product design, the use of sustainable packaging, and food waste reduction. Pilot initiatives include BSF insect farming from fruit and vegetable waste, and vaccine packaging recycling in the agri-business group. Additionally, the Group is establishing collaborative networks with partners to drive systemic change in a tangible manner.





Organization that Reduces Social Inequality

Charoen Pokphand Group recognizes the role of the business sector in reducing inequality and promoting social fairness. The Group is committed to creating shared value with communities by promoting career, developing skills, improving quality of life, and enabling vulnerable groups to access education, basic services, and long-term self-reliance, guided by the concept of "leaving no one behind." The Group has integrated the Just Transition approach into sustainable development projects to ensure that economic, technological, and environmental transitions at all levels do not affect vulnerable populations, with emphasis on creating equal access to opportunities, capacity building, and genuine community participation.

Value Creation Process

Input Factor

Financial Capital
- **2,791,095 million THB** total expenses

Manufacturing Capital
- **298** production plants
- **1,007** animal farms and horticultural/ crop farms
- **15,367** 7-Eleven branches
- **2,636** hypermarkets/superstores

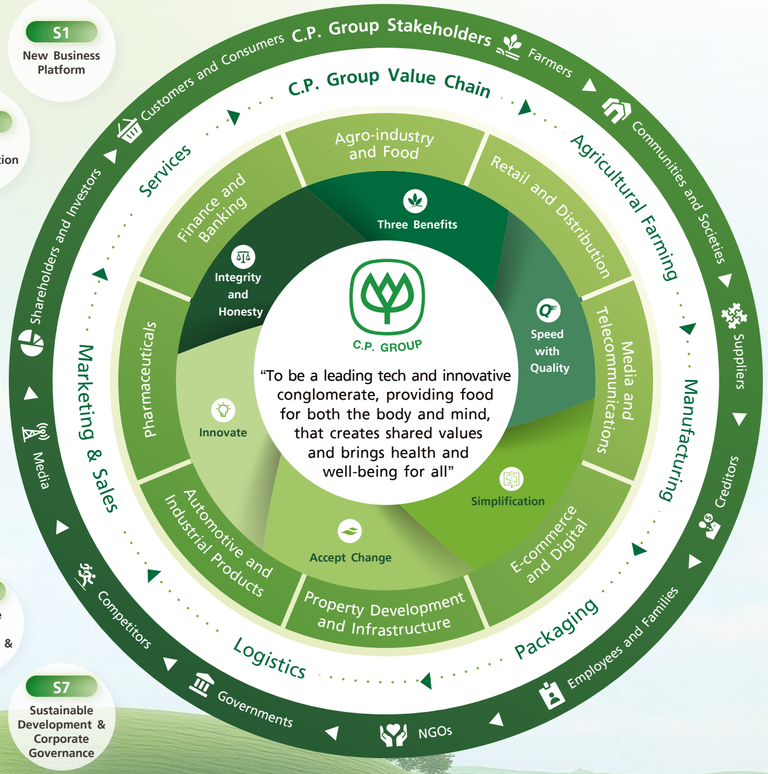
Intellectual Capital
- **91** R&D centers
- **33,607 million THB** R&D expenses

Human Capital
- **456,252** employees
- **538 million THB** training expenses
- **213,233 million THB** employee related expenses

Relationship Capital
- Relationship with stakeholders
- Membership in organizations

Natural Capital
- **57.42 million GJ** energy use
- **415 million cubic meters** water withdrawal
- **314.23 thousand tons** natural renewable resources (biomass) used

Value Creation Process through Charoen Pokphand Group's Operations



S1 New Business Platform

S2 Digital Transformation

S3 R&D/ Excellence Center

S4 Global Talent & Leadership Development

S5 Investment for Growth & Competitiveness

S6 Sustainable Growth through Data & Analysis

S7 Sustainable Development & Corporate Governance

Sustainability Goals

Heart: Living Right

Health: Living Well

Home: Living Together

External Impacts and Risks
- Climate change and extreme weather events
- Geopolitical stability
- Cybersecurity threats and breaches
- Food safety and biosecurity
- Supply chain and logistics disruption
- Violations of AI governance and digital ethics
- Biodiversity loss and ecosystem collapse
- Water scarcity
- Climate-induced migration and labor shortage

Output

Financial Capital
- **3,221,424 million THB** total sales

Manufacturing Capital
- **100% production plants** certified with international standards
- **100%** of businesses certified for data security

Intellectual Capital
- **9,688** researchers and innovators
- **4,592** patents and petty patents in 2024
- **2,985** innovative products and services

Human Capital
- **100%** of businesses assessed for human rights risks
- **100%** of employees received training
- **51.75%** of female employees
- **29.98** average training hours per year
- **22 employee and contractor** fatalities
- **168,636 employee** resignations

Relationship Capital
- **81.8%** stakeholder engagement score
- Establishment of global sustainability networks with more than **7 member organizations**
- **3.75 million people** supported with job creation
- Impact on corporate reputation

Natural Capital
- **21.6 million CO_2e** reduction in GHG emissions (Scope 1 & 2)
- **53.3 million cubic meters** water recycled/reused
- **6.71 thousand tons** increase of waste from production process

Value for Stakeholders

Financial Capital
- Create opportunities to promote social well-being and environmental protection through sustainable operations

Manufacturing Capital
- Create safety in production processes as well as products and services delivered to customers and consumers
- Promote safety for communities, societies and related stakeholders

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

Human Capital
- Create a safe, equitable and inclusive workplace
- Protect Group employees and suppliers in accordance with human rights principles
- Provide assurance in the Group's business continuity
- Offer equal benefits to employees
- Provide employees with opportunities to access useful knowledge, abilities and skills
- Become a reliable organization with reputation for retaining good and capable employees and attracting talented personnel

Relationship Capital
- Increase opportunities for sustainable growth of suppliers across the supply chain
- Offer attractive returns on investment
- Engage stakeholders in protecting the environment and comprehensively raise the level of sustainability management
- Become a reliable organization

Natural Capital
- Reduce impacts on soil, water and and the well-being of living things
- Reduce dependency on natural resources
- Support the achievement of the global net zero emissions target

SDGs

Supporting the UN SDGs

Over the past decade, sustainability has emerged as a key issue for responsible business practices, not only among governments and the private sector, but also among the general public, whose awareness of sustainable products and services has significantly increased. As a result, frameworks such as the Sustainable Development Goals (SDGs) have played a key role in shaping development strategies and measuring long-term value for organizations worldwide.

In 2024, Charoen Pokphand Group reaffirmed our commitment to supporting and advancing the SDGs by embedding sustainability operations into core strategies, risk management processes, and increasingly robust monitoring systems. This year, the Group refined our SDG prioritization process to more accurately reflect and respond to the global context, leveraging international tools such as the SDG Compass and the SDG Guidebook for Thai Listed Companies, while integrating materiality assessments and stakeholder engagement outcomes.

Based on the 2024 review, the Group has identified 9 SDGs as strategic priorities as follows:

SDG 1: No Poverty
SDG 2: Zero Hunger
SDG 4: Quality Education
SDG 8: Decent Work and Economic Growth
SDG 12: Responsible Consumption and Production
SDG 13: Climate Action
SDG 14: Life below Water
SDG 15: Life on Land
SDG 17: Partnerships for the Goals

SDG 1 and SDG 2 have been elevated to strategic priorities, underlining Charoen Pokphand Group's role in strengthening food systems and promoting inclusive development. Meanwhile, SDG 3 has been classified as a core target, in line with the Group's integrated approach to employee health and workplace safety.

More information available in

Sustainable Development Goals Report 2024

SUSTAINABLE DEVELOPMENT GOALS	C.P. Group's Value Chain	C.P. Group's Corporate Strategy	C.P. Group's Sustainability Strategy	C.P. Group's Material Issues	Prioritization	Relevant Topics
SDG 1: No Poverty	Very High	Very High	Very High	High	Strategically Important Goals	• Social Impact & Economic Contribution
SDG 2: Zero Hunger	Very High	High	Very High	Very High	Strategically Important Goals	• Food Security & Access to Nutrition • Health & Well-being
SDG 3: Good Health and Well-being	Very High	Very High	High	High	Important Goals	• Food Security & Access to Nutrition
SDG 4: Quality Education	Very High	Very High	Very High	Very High	Strategically Important Goals	• Education & Inequality Reduction • Leadership & Human Capital Development
SDG 5: Gender Equality	Very High	High	High	High	Important Goals	• Human Rights & Labor Practices
SDG 6: Clean Water and Sanitation	High	High	High	High	Important Goals	• Water Stewardship
SDG 7: Affordable and Clean Energy	High	High	High	Very High	Important Goals	• Climate Resilience
SDG 8: Decent Work and Economic Growth	Very High	High	Very High	Very High	Strategically Important Goals	• Human Rights & Labor Practices • Social Impact & Economic Contribution
SDG 9: Industry, Innovation and Infrastructure	High	High	High	High	Important Goals	• Innovation
SDG 10: Reduced Inequality	High	High	High	High	Important Goals	• Human Rights & Labor Practices
SDG 11: Sustainable Cities and Communities	High	High	High	High	Important Goals	• Climate Resilience
SDG 12: Responsible Consumption and Production	Very High	Very High	Very High	Very High	Strategically Important Goals	• Climate Resilience • Circular Economy • Responsible Supply Chain Management
SDG 13: Climate Action	Very High	Very High	Very High	Very High	Strategically Important Goals	• Climate Resilience
SDG 14: Life below Water	High	Very High	Very High	Very High	Strategically Important Goals	• Ecosystem & Biodiversity Protection
SDG 15: Life on Land	High	Very High	Very High	Very High	Strategically Important Goals	• Ecosystem & Biodiversity Protection
SDG 16: Peace, Justice and Strong Institutions	High	Very High	Very High	High	Important Goals	• Corporate Governance
SDG 17: Partnerships for the Goals	Very High	High	Very High	Very High	Strategically Important Goals	• Stakeholder Engagement • Cybersecurity & Data Protection

Connection: Medium | High | Very High | Strategically Important Goals | Important Goals

Strategically Important Goals

SDG 1 No Poverty

The Group supports sustainable poverty reduction by creating quality jobs, expanding access to education and health services, while building a foundation for long-term economic and social stability.

3.48 million persons

supported with career promotion to earn income

SDG 4 Quality Education

The Group focuses on expanding borderless communication networks while enhancing knowledge and skills needed for the future world to enable equal growth for all.

33.8 million persons

Children, youth and adults with access to education and necessary skill development

SDG 12 Responsible Consumption and Production

The Group provides opportunities for suppliers and partners to participate in developing eco-friendly products that reduce natural resource consumption.

94.5%

Percentage of packaging that are reusable, recyclable and compostable

SDG 14 Life Below Water

The Group collaborates with partners from the public, private and community sectors on marine resources conservation.

17 provinces

Coastal provinces in Thailand with marine resources conservation projects

SDG 17 Partnerships for the Goals

The Group places importance on becoming a member of national and international sustainability networks in order to advance towards a sustainable and better future for all.

7 organizations

Organizations on sustainability with which the Group has affiliation and continued operation

SDG 2 Zero Hunger

The Group aims to enhance food security through sustainable approaches to eradicate global hunger, including promoting climate-resilient smart farming, developing the capacity of smallholder farmers, and investing in innovations to increase productivity while reducing environmental impact.

13.4 million persons

Children, youth and the poor with access to safe and nutritious food

SDG 8 Decent Work and Economic Growth

The Group performs human rights risk assessment across the Group and plans to expand its coverage across the entire supply chain.

0 case

Complaints about illegal employment within the Group and supply chain

SDG 13 Climate Action

The Group targets to achieve net-zero emissions by 2050. Relevant action plans include alternative energy transition, renewable energy in the organization, and reduction of GHG emissions in the value chain.

0.63 million tons

Carbon dioxide equivalent to reduced GHG in 2024

SDG 15 Life on Land

The Group has announced the Zero Biodiversity Impact Target and has been accelerating the rehabilitation process and protection of forest resources through partnerships.

12.3 million trees

planted worldwide

FORWARD FASTER

HEART
Living Right

Charoen Pokphand Group believes that sustainable development must begin with “people”, the heart of progress for both the organization and society. The Group places strong emphasis on respecting human rights, promoting gender equality, and upholding human dignity, which extends to employees, suppliers, and workers throughout the supply chain, ensuring that everyone grows together. C.P. Group also supports lifelong learning, skills development, and equal opportunity to enhance the quality of life for individuals and societies. At the same time, in response to the rapidly evolving global landscape, both socially and technologically, the Group remains committed to strengthening governance systems, enhancing transparency in corporate oversight, and improving readiness in cybersecurity and personal data protection. These efforts help build trust among stakeholders and ensure preparedness for sustainable growth in the digital era. Driven by Heart: Living Right, the Group is committed to creating positive, scalable impact while actively supporting the concrete achievement of UN Forward Faster goals.

Corporate Governance 64

Human Rights and Labor Practices 82

Education and Inequality Reduction 98

Leadership and Human Capital Development 108

Cybersecurity and Data Protection 120



Value Creation Process

Input Factor

Manufacturing Capital

- **100%** of businesses received information security certifications

Human Capital

- **456,252** employees
- **45** employee nationalities
- **538 million THB** training expenses
- **213,233 million THB** employee-related expenses

Relationship Capital

- Establishment of a stable relationship between the Group and all stakeholders
- Partnership with various sectors to build a sustainable society and organization

Value Creation Process through Charoen Pokphand Group's Business Operations



Activities

In 2024, Charoen Pokphand Group has strengthened governance practices, covering both internal operations and external partnerships, to enhance trust and transparency among all stakeholders. The Group is committed to reducing inequality by promoting equality, respecting human rights, and continuously improving employees' quality of life, particularly in terms of safety, occupational health, and learning opportunities. Additionally, the Group has adjusted our cybersecurity strategy to keep abreast with risks posed by technological changes, emphasizing the protection of personal and critical information of all related parties. This is aimed at maintaining trust in the digital age and ensuring stable organizational growth in a rapidly changing global context.

Output

Human Capital

- Number of complaints related to the Code of Conduct and ethics **increased by 68.75%** compared to 2023
- Number of employees with STEM knowledge **45,227 positions,** of these **45.13%** are female
- **100%** of businesses assessed for human rights risks every three years, and **40%** assessed annually
- **100%** of employees received training
- **52%** of female employees in the Group
- **29.98** average training hours per employee per year
- **22 employee** and contractor fatalities
- **168,636 employee** resignations
- Employee engagement score **82%**

Relationship Capital

- Impact on corporate reputation

Value for Stakeholders

Human Capital

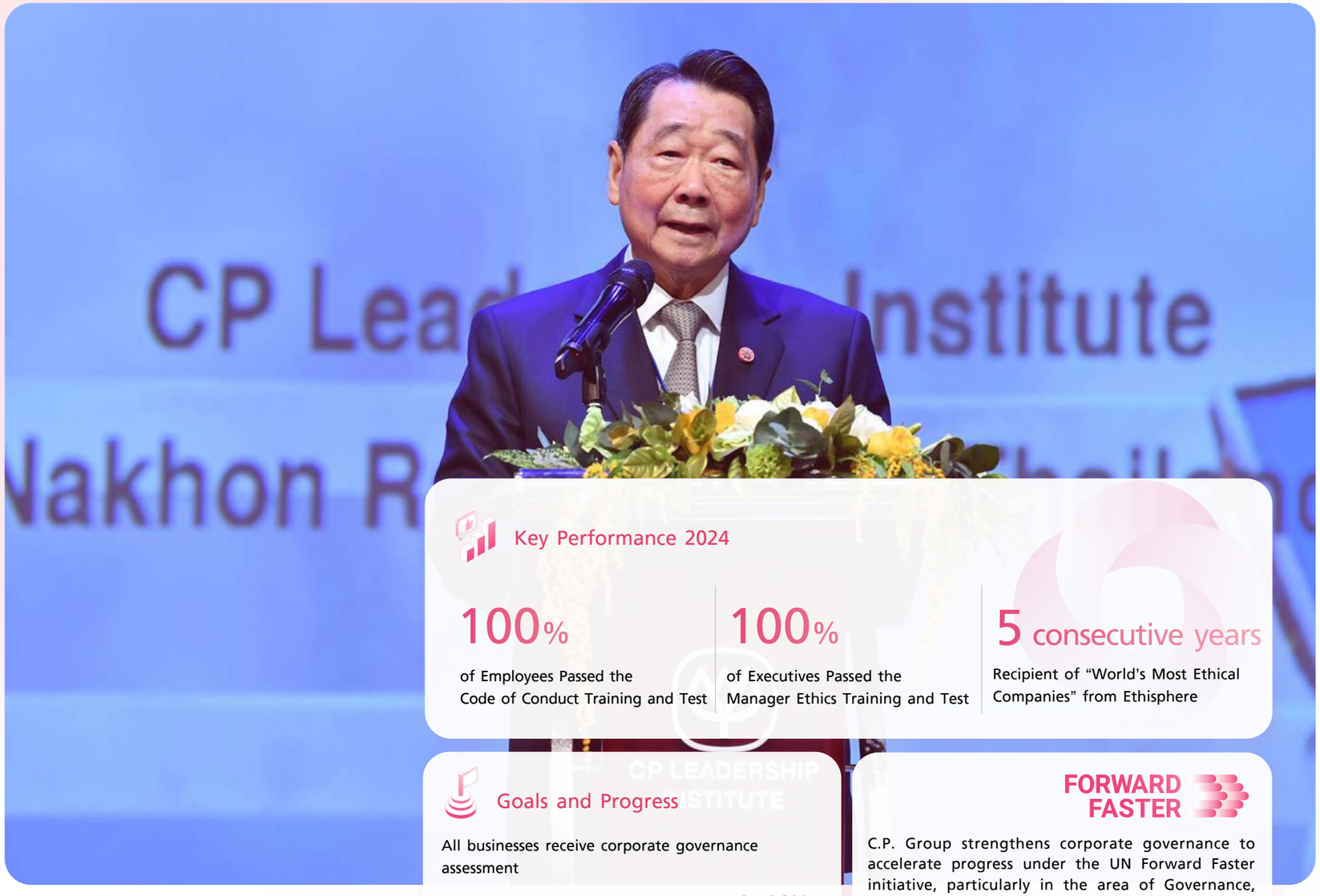
- Promote knowledge and essential skills for work and living in the technological and digital era
- Create a transparent and ethical workplace
- Create a safe, equitable and inclusive workplace
- Protect the Group's employees and suppliers according to human rights principles
- Provide equal benefits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

SDGs

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

Corporate Governance

Charoen Pokphand Group believes that Corporate Governance, Risk Management and Compliance (GRC) is a foundation for driving transparent, responsible and sustainable business, as well as a mechanism to build trust among all stakeholders. In 2024, the Group upgraded our operational framework by establishing interconnected policies and guidelines at the Group level across all three dimensions of sustainability, while enhancing the efficiency of GRC digital platform to support effective, transparent and auditable management. Furthermore, the Group aims to encourage all employees to be “good people” with morality, ethics and mutual respect while jointly creating a good corporate culture to enhance strength and sustainable growth in the long run.



Key Performance 2024

100%
of Employees Passed the Code of Conduct Training and Test

100%
of Executives Passed the Manager Ethics Training and Test

5 consecutive years
Recipient of “World’s Most Ethical Companies” from Ethisphere

Goals and Progress

All businesses receive corporate governance assessment

2024 95.06%

2023 95.06%

0% 50% 100%
Target 2030

FORWARD FASTER

C.P. Group strengthens corporate governance to accelerate progress under the UN Forward Faster initiative, particularly in the area of Governance, through the following initiatives:

- Enhances sustainability oversight
- Integrates anti-corruption into the governance practices
- Increases transparency through disclosures aligned with international standards.

Supporting the SDGs

12.6
16.5
16.7
16.b

More information available in
Sustainable Development Goals Report 2024
Sustainability Performance Report 2024

Corporate Governance

Charoen Pokphand Group believes that Governance (G), Risk Management (R) and Compliance (C) are the most crucial elements in enabling transparency, responsibility and sustainability in businesses. These principles, or GRC, contribute to forging credibility and trust from all parties. The Group focuses on the continuous improvement and development of GRC to keep abreast with complex business, legal and social environments. We have thus established a robust risk management system, independent internal audit, and safe whistleblowing channels. All of these to ensure that the Group operates in alignment with international standards, reduce risks, and grow sustainably. In addition to an effective governance system, the Group encourages our employees to be "good people" who uphold morality and ethics while creating a positive corporate culture with respect for one another because we believe that these foundations will build a strong organization and create long-term sustainable benefits for the economy, society and environment.

"Corporate governance and sustainability are deeply related and interconnected. Both are grounded in the principles of integrity and ethics, or **compassion**, which is the essential foundation for safe and harmonious coexistence in society."

Mr. Suphachai Chearavanont
Chief Executive Officer
Charoen Pokphand Group



Governance Structure

Charoen Pokphand Group has established a robust corporate governance system to oversee our subsidiaries to ensure that operations are aligned with our goals, strategies, corporate governance principles and the Code of Conduct.

This governance structure is divided into three levels. The Board of Directors, which sits at the highest level, defines policies and corporate direction. It is also responsible for nominating members to the Executive Board, who are then in charge of implementing policies and plans. The Executive Board then appoints steering committees and subcommittees to oversee and drive specific matters, such as the Corporate Governance, Risk and Audit Steering Committee, the Compliance Steering Committee, etc.

In 2024, all committees performed their duties in accordance with their prescribed charters. The committees' performance is evaluated as a whole and individually, the results of which are reported to assist in operational efficiency improvement for the following year.

Full Board Evaluation

Evaluation Criteria
1. Board structure and qualifications
2. Roles, duties and responsibilities
3. Meetings
4. Self-development

Performance Evaluation Result
Full Executive Board **84%**

Individual Evaluation

Evaluation Criteria
1. Attend meetings regularly
2. Study documents and information beforehand
3. Express constructive opinions for business operations
4. Demonstrate courage to express opinions in disagreement
5. Express opinions independently
6. Abstain from decision-making on agendas that may involve conflicts of interest
7. Appropriately monitor management operations

Performance Evaluation Results
Average individual Executive Board member **86%**

Board of Directors and Executive Board

Composition

	Number	Male/Female	Chair	Non-executive Directors
Board of Directors	11 persons	11/0 persons	Chairman and CEO are separated	10 persons
Executive Board	31 persons	25/6 persons	CEO is Chairman of the Executive Board	**Members** Top executives of each business group

Roles and Responsibilities

Board of Directors
Board of Directors Charter

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

Executive Board
Executive Board Charter

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

Knowledge and Skills of the Board of Directors and the Executive Board

Charoen Pokphand Group believes that high-capacity leaders equipped with knowledge, capability, strategic vision and understanding of risks and business trends are the key to a sustainable organization that is ready to meet future challenges. Therefore, the Group focuses on continuously promoting capacity and knowledge development for the Board of Directors and the Executive Board.

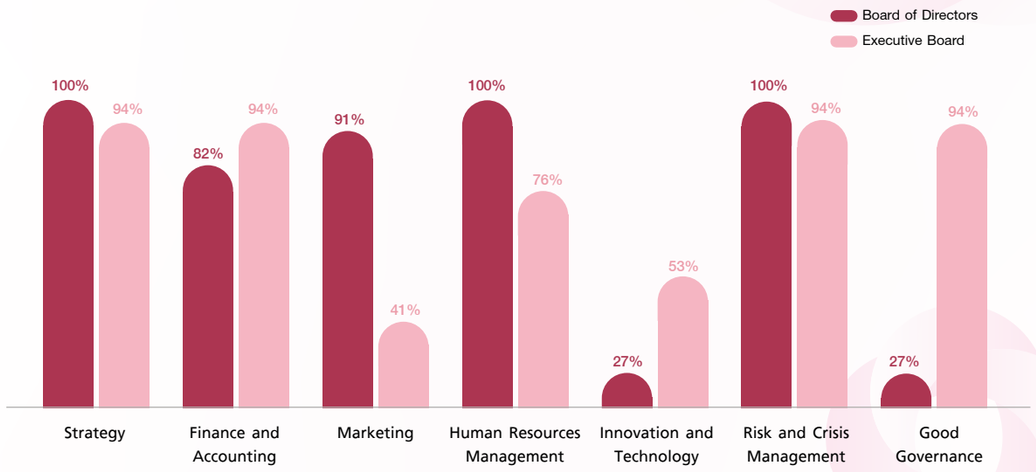
These development focuses on major global issues in terms of technology, economic changes, society, and sustainability. The Group also supports lifelong learning through a wide range of activities, including those organized within the Group and through participation in training, seminars, and knowledge exchange with external organizations, such as the Thai Institute of Directors (IOD) and other regulatory agencies.

The main goal of leadership development is to enhance the Board's ability to define corporate direction, drive innovation, and lead the organization to adapt and navigate changes with resilience, while creating sustainable business opportunities to ensure maximum value for the organization and society.

Examples of Factors Used in Considering the Diversity of the Board of Directors and the Executive Board to Support Effective Performance

- Knowledge
- Experience
- Expertise
- Age
- Gender
- Ethnicity
- Nationality
- Domicile

Skill Matrix of the Board of Directors and the Executive Board
(Categorized in line with the Global Industry Classification Standard (GICS) for Industrial Conglomerates)



Compliance with Policies and Code of Conduct

Charoen Pokphand Group has established Group-level policies, guidelines, and the Code of Conduct to ensure that all employees perform their duties ethically and responsibly, covering important environmental, social, and governance (ESG) issues. The Group targets that all employees conform to the same standards, which will lead to transparent, efficient and sustainable operations. In order to ensure that these policies and the Code of Conduct are implemented, the Group has employed systematic approaches such as:

Development and Review of Group-level Business Policies and the Code of Conduct

New and Updated Policies in 2024

1. Occupational Safety, Health and Working Environment Policy and Guidelines
2. No Deforestation Policy

Hearing Process

100% Business Groups Delegated Executives and Employees to Participate in the Hearing Process

Policy Communication through Digital Channels and Follow-up

100% Business Groups with Access to CG Policy Deployment and CG Policy Tracking Platforms

Training and Testing on Governance and the Code of Conduct



100% Employees Passed the Code of Conduct Training and Test

Building a Corporate Culture of Ethics and Governance

Charoen Pokphand Group believes that good corporate governance and ethics are the foundation for conducting business with transparency, social responsibility and sustainable growth. This is the heart of creating a strong and adaptable corporate culture in a changing world.

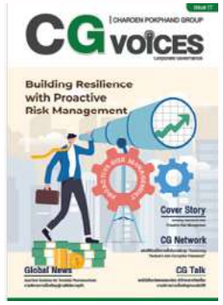
In our operation across the globe, Charoen Pokphand Group has adopted the ESG principles and international standards (such as SDGs, OECD) to guide a strong and globally recognized governance system to ensure that good governance and ethics are truly embedded in the corporate culture. The Group has implemented key measures, such as:

- Raising awareness and promoting correct behavior through continuous training and knowledge testing for executives and employees.
- Making comprehensive communication by developing learning materials in various formats and languages to facilitate understanding of principles and practices for all.
- Promoting engagement by welcoming feedback from employees and using them to improve policies and operations.
- Evaluating performance to enable development in accordance with the principles of good governance and constantly exploring means of enhancing efficiency.

CG Voices: A Magazine the Fosters Understanding and Corporate Culture

CG Voices is an essential communication tool that “educates, creates understanding, shares perspectives and encourages participation” on governance to Charoen Pokphand Group’s employees that are located in 23 countries and economy across the globe.









100% Business groups in Thailand, China and overseas communicated the contents of CG Voices internally

Value Creation

Human Capital Relationship Capital

In 2024, Charoen Pokphand Group continus our efforts to strengthen the Group’s culture of good ethics and governance by:

1. **Designing the 3rd Manager Ethics Program**
   with contents and tests focusing on enabling managers’ understanding on “Conflict of Interest”.
2. **Surveying Employee Perception on Corporate Governance and Compliance across the Group**
   to study the opinions and understanding of Group employees and utilize the survey results to improve work processes, training and communication.



100%
of executives passed the Manager Ethics training and test

116,202 persons
Number of employees who completed the survey

The survey result in 2024 found that employees had greater understanding and awareness of ethics and governance than the previous year in all areas.

Examples of Topics with Implementation Performance Exceeding 85% in 2024	Percentage of Employee Awareness in 2023	Percentage of Employee Awareness in 2024	Change
Employees are aware of job-related risks while clear and adequate procedures are put in place to prevent illegal or unethical activities (e.g., fraud, corruption, and human rights and safety issues)	89.72%	**92.64%**	+2.92
Employees adhere to the Code of Conduct as part of their work	91.83%	**94.70%**	+2.87
Employees view supervisors as role models of ethical behavior	87.81%	**90.21%**	+2.40
Employees believe that compliance with the Code of Conduct promotes reputation and image	91.70%	**93.96%**	+2.26
Employees understand the essence of the Code of Conduct	90.34%	**92.30%**	+1.96
Employees view senior executives as role models of ethical behavior	87.80%	**89.62%**	+1.82
Employees apply the Code of Conduct to their work	92.40%	**93.71%**	+1.31
Employees are able to appropriately adopt policies, practices, rules, regulations, etc.	92.07%	**93.37%**	+1.30

3. Building an Anti-corruption Culture

Charoen Pokphand Group attaches great importance to preventing and rejecting all forms of corruption. With a determination to foster a transparent and corruption-free working culture, the Group has established the Anti-Fraud and Anti-Corruption Policy and Guidelines as a common standard across all Group companies. We have also implemented other additional measures to embed this culture, such as:

- **No Gift Policy**
  Charoen Pokphand Group encourages all subsidiary companies to refrain from accepting gifts by requiring all levels of employees to strictly comply with the Gifts and Benefits Policy and Guidelines.

- **Awareness Posters**
  Charoen Pokphand Group creates and distribute posters across the Group to raise awareness and encourage compliance with the No-gift Policy.

- **Self-Assessment on Anti-corruption**
  The Group's unlisted businesses have conducted anti-corruption assessments, the results of which are used to develop internal control systems.

Objectives

1. Evaluate efficiency by verifying that the existing internal control and anti-corruption system is functioning and in compliance with the law.
2. Explore weaknesses and improvements to analyze defects in the control system to enable enhancement and reduce corruption risks.
3. Increase transparency, foster organizational culture and promote a culture of transparency and anti-corruption across the entire Group through training and communication.



100%
of businesses
has communicated
the No Gift Policy



100%
of the businesses
have undergone
corruption
risk assessment



4. Fostering a Culture of Transparency through Conflict of Interest Disclosure

Conflict of interest is a major issue that produces significant impact on the operations of an organization. It can undermine transparency, credibility, and lead to various problems in the organization. Besides defining policies and guidelines related to conflict of interest, Charoen Pokphand Group has developed a new platform to facilitate employees in reporting any potential conflicts of interest, helping to prevent problems and promote transparency in the workplace.

Conflict of Interest Certification Platform





Charoen Pokphand Group places great emphasis on preventing and managing conflicts of interest in order to build a transparent, ethical and trustworthy organization. The Group has developed the Conflict of Interest Certification Platform, a digital platform that allows all directors, executives and employees to disclose personal or business relationships that may affect the company's work or interests. This enables the Group to track and manage conflicts of interest systematically, transparently and in a timely manner, reducing corruption risks and building credibility.

Key Principles

- Secure storage of disclosed information
- Strict enforcement privacy protections
- Disclosure of information conducted annually and with changes in material information, with participation across the organization to achieve a culture of transparency.

53,783 persons
Accessed the conflict of interest certification platform

Value Creation
Human Capital Relationship Capital

5. Creating Incentive with Recognition and Rewards

Charoen Pokphand Group enhances corporate governance excellence across the organization in accordance with international standards while continuously striving to elevate standards. In 2024, the Group incentivized executives and employees to participate more in driving good governance by offering awards at the “CP-CG Day” event. Meanwhile, the CG Network (representatives from all business groups) acts as a key mechanism in supporting operations and monitoring results.

Charoen Pokphand Group adheres to ethics and good governance in each and every process of business operation, taking into account impact on the environment, society and communities. The organization’s leaders are role models in creating a transparent and verifiable culture. We also encourage our suppliers to uphold the same principles. Based on the commitment to and the continuous cultivation of an ethical and governance culture, the Group has been recognized as one of the World’s Most Ethical Companies by Ethisphere for the fifth consecutive year. In this regard, the Group continues to enhance governance to meet international standards.



C.P. Group Received Outstanding Scores in 3 Major Dimensions

100 points
Environmental and social impacts, reinforcing commitment to sustainability

95 points
Supplier management, reflecting the development of an ethical supply chain

85 points
Ethical culture as a result of encouraging employees to adhere to ethical principles

Charoen Pokphand Group continuously develops corporate governance throughout the organization, using the Subsidiary Governance Framework as the basis for planning, providing knowledge, and raising awareness while systematically monitoring and evaluating performance with technology in order to establish an efficient management system, increase long-term value for stakeholders, and enable business growth in tandem with sustainable economic and social development.

CP-CG Day: Toward Excellence: The Next Era of Corporate Governance



In order to align governance operations with sustainability strategies, Charoen Pokphand Group has worked with the CG Network, which consists of officers in charge of governance, appointed by the CEOs of each business group in Thailand, China and overseas, to drive continuous progress on governance goals and plans.

Charoen Pokphand Group hosted the CP-CG Day to demonstrate our vision on governance, provide knowledge on governance practices, and exchange operational guidelines with the Group’s listed companies to drive the implementation of governance standards by all businesses.

Furthermore, Charoen Pokphand Group creates incentives by offering awards for governance, such as ESG Corporate Excellence Awards for business groups that are leaders in ESG, and CG Achievement Awards for executives and employees who play major roles in driving governance according to the Group’s standards. The Group also provides a space for sharing experience, knowledge, and practices among the CG Network to raise operational standards and reinforce ethics in the organization.

In order to extend implementation to a wide range of employees, Charoen Pokphand Group has made communications in the form of video clips, quotes from Group leaders, and CG Knowledge content to promote understanding of good governance. We have also held quiz games with prizes to encourage participation from both employees and the public via the WeAreCP Facebook page and each business group’s internal channels.

23 business groups in Thailand and

48 business groups overseas and in China

received CG Network Awards, totaling 233 persons

Value Creation

Human Capital

Relationship Capital

Risk Management

Charoen Pokphand Group recognizes the importance of risk management as a key mechanism in enhancing business stability and sustainability. With operations in diverse industries and regions, the Group is exposed to a variety of challenges, ranging from economic volatility, regulatory changes, to environmental and social risks. Therefore, effective risk management is essential in preventing and mitigating potential impacts.

Charoen Pokphand Group has established a well-defined Risk Management Policy and Guidelines, focusing on systematic risk management and building an organizational culture that prioritizes risk management throughout the organization. In this regard, a strong risk management system contributes to building stakeholder confidence and supports the organization's sustainable growth in the long run.

Enterprise Risk Governance Structure

Charoen Pokphand Group has adopted the internationally recognized risk management framework of the Committee of Sponsoring Organizations of the Treadway Commission (COSO). The Group has also established a clear risk management structure that is independent from operations and management while defining the roles and responsibilities of personnel at all levels, from the Board of Directors through to related business units and employees. This enables the systematic and effective identification, assessment and management of risks, taking into account both internal and external environments, including economic, social, political, technological trends, market and regulatory changes, and the perspectives of relevant stakeholders. This is to ensure that the risk management process is comprehensive and can be used as a basis for business decision-making.

In addition, Charoen Pokphand Group has defined a common risk assessment criteria across the Group to prioritize risks according to the business context. The Group also requires businesses to establish regular performance monitoring, alongside reporting of risk performance progress on a quarterly basis, or more frequently, depending on the risk situation. This is to enable the Group to adapt to changes in a timely manner, respond to challenges promptly, and transform risks into factors for development and create competitive advantages.

Managing Risks with Technology

In order to ensure that risk management across all business groups meets the same standard, Charoen Pokphand Group has developed well-defined policies, strategies and plans covering key dimensions of operations. We have leveraged technology to enhance the efficiency of risk management by developing the Risk Management Intelligence (RMI) software for reporting and monitoring risks in order to obtain accurate and up-to-date risk information. The Group places importance on the rapid communication of risk information obtained from assessments in an easy-to-understand format, The Group also requires businesses to establish regular performance monitoring, alongside reporting of risk performance progress on a quarterly basis, or more frequently, depending on the risk situation.

RMI:
Risk Management Intelligence

Risk Assessment | Insightful Dashboard | Risk Posture Benchmark

Power by Advanced Analytics and AI

Building a Risk Management Culture

Fostering a risk management culture is the heart of proactive risk management. Therefore, Charoen Pokphand Group has fostered risk awareness throughout the organization by relying on coordination from all sectors, from the organization's leaders to operating staff, to reduce the likelihood and impacts of risks that may occur in every part of the operation. The Group places emphasis on creating "mindfulness", which is the foundation of risk management, and drives a culture of risk management through three activities (3C):

1. **Communicate** policies, targets, and risk information to employees continuously and provide necessary resources and tools, while executives act as role model.
2. **Cultivate** a culture of risk awareness among employees by allowing them to participate in risk reporting.
3. **Create** online and offline integrated risk learning program.

C.P. Group Risk Intelligence Forum



Charoen Pokphand Group organized the Risk Intelligence Forum as a platform for exchanging views and strengthening risk management practices for the Group and our businesses in a systematic and efficient manner. The event was chaired by Mr. Soopakij Chearavanont and attended by the Risk Network from all business groups in Thailand and overseas. The Group's priority issues include: 1. systematic and continuous risk management, monitoring and implementation of risk reduction measures; 2. using risk information to support business decision-making in order to enhance competitiveness; and 3. creating cooperation between risk management teams of each company within the Group.

Risk Network
160 persons

Value Creation
Human Capital
Relationship Capital

Compliance

Charoen Pokphand Group prioritizes policies and management processes that meet international standards. Establishing policies and operating processes that comply with legal requirements is one of the Group's key strategies and goals in creating competitive advantages and strengthening long-term business stability. In addition, raising awareness among employees and executives is a key factor in preventing violations of laws and regulations. Meanwhile, training and information on legal requirements, ethics and best practices are continuously provided to ensure employee understanding and proper compliance. In 2024, the Group joined forces to foster knowledge and understanding for employees in the operations of various business groups in order to protect the organization from actions that may violate significant laws.

Compliance Standard System

Compliance is an integral factor in building a solid foundation for sustainable business growth. It contributes to reducing legal, financial and investment risks, promotes transparency, and builds trust among stakeholders. Furthermore, it nurtures a corporate culture that highlights ethics and social responsibility.

In 2024, the Group elevated the operational standards of business groups to enhance their capacity in overseeing compliance in accordance with the Group's **Compliance Maturity Model (CMM)**. This is a key mechanism that will help the Group become a world-class organization by 2030.

88%
Business groups that have passed the Group's targeted standard (Competence Level Up)

60%
Business groups that have passed high compliance standard (Collaboration and Cultivation Level)

Training on Personal Data Protection Act (PDPA)



45.24% have been trained and tested on knowledge and understanding of operations in accordance with the Personal Data Protection Act (PDPA)

Remark: Number of executives and employees of listed and unlisted companies in Thailand (349,233 people)

Value Creation
Human Capital

In 2024, the Group elevated standards and practices of the Conflict of Interest Procedure & Guidelines and developed a platform for disclosing conflicts of interest as a means of preventing conflicts of interest and building stakeholder confidence. The Group also updated and improved the Gifts and Benefits Policy and Guidelines. Furthermore, the Group has emphasized the importance of impartially enforcing Non-compliance Incidents Management policies, and applying disciplinary measures rigorously to prevent any recurrence.

Procedures for Upgrading Standards and Practices

March - April 2024
Study related information and standards

May - July 2024
Prepare draft procedure

July - August 2024
Receive comments from relevant units

September 2024
BUs Hearing Process

October 2024
Committee makes deliberation



Compliance Audit

In 2024, Charoen Pokphand Group regularly audited compliance with the Group's Human Rights Due Diligence (HRDD) to ensure that operational processes are in line with international standards. In addition, the Group has plans to review compliance with relevant rules and regulations of Group companies in order to develop and enhance the efficiency of operational processes and internal control, in line with applicable laws and regulations. The Group also promotes appropriate practices at all levels of the organization. Internal compliance audits have been integrated into all operational audits to ensure better corporate governance in business operations and sustainable business development in accordance with the Group's goals.

Key Elements in Developing Compliance Audit:

Assessment of Compliance with Relevant Laws, Regulations and Standards
Covering operations in all countries of operation to ensure compliance with legal requirements and international standards.

Assessment of Compliance with Group Policies and Guidelines
Reviewing compliance with policies, regulations, rules and guidelines established by Charoen Pokphand Group to ensure that internal standards are effectively implemented.

Assessment and Management of Non-compliance Risk
Identifying and monitoring red flags that may indicate risks of non-compliance with relevant regulations, laws and policies as well as establishing appropriate risk management guidelines.



Grievance Process

In addition to launching more than six grievance and whistleblowing channels, Charoen Pokphand Group is also committed to fostering a speak-up culture. The Group has developed "Spot and Report" campaign posters and a case study video on "Conflict of Interest" in four languages (Thai, Chinese, English and Vietnamese) to encourage and raise awareness among employees to report any unethical behavior in the organization.

Number of Complaints Relating to Employee Misconduct and Management Measures in 2024

	2021	2022	2023	2024			
	Completed	Completed	Completed	No. of Cases	Under Investigation	Completed	
						Substantiated	Unsubstantiated
Complaints Relating to Ethics and Morality (case)							
Fraud and Corruption	1	2	3	5	-	5	-
Conflict of Interest	3	2	2	-	-	-	-
Non-compliance	4	7	5	7	-	7	-
Discrimination	2	-	3	6	-	6	-
Harassment	3	1	3	3	-	3	-
Insider Trading	-	-	-	-	-	-	-
Anti-competitive Behavior	-	-	-	-	-	-	-
Unfair Treatment of Suppliers	-	-	-	6	-	6	-
Complaints Relating to Information Security (case)							
Customer Privacy Data	-	-	-	-	-	-	-
Total (case)	13	12	16	27	-	27	-

Remark: The number of complaints received through stakeholder complaint channels on Charoen Pokphand Group website: https://grc.cpgroupsustainability.com/GRC/Whistleblower/WBForms/GlobalWB

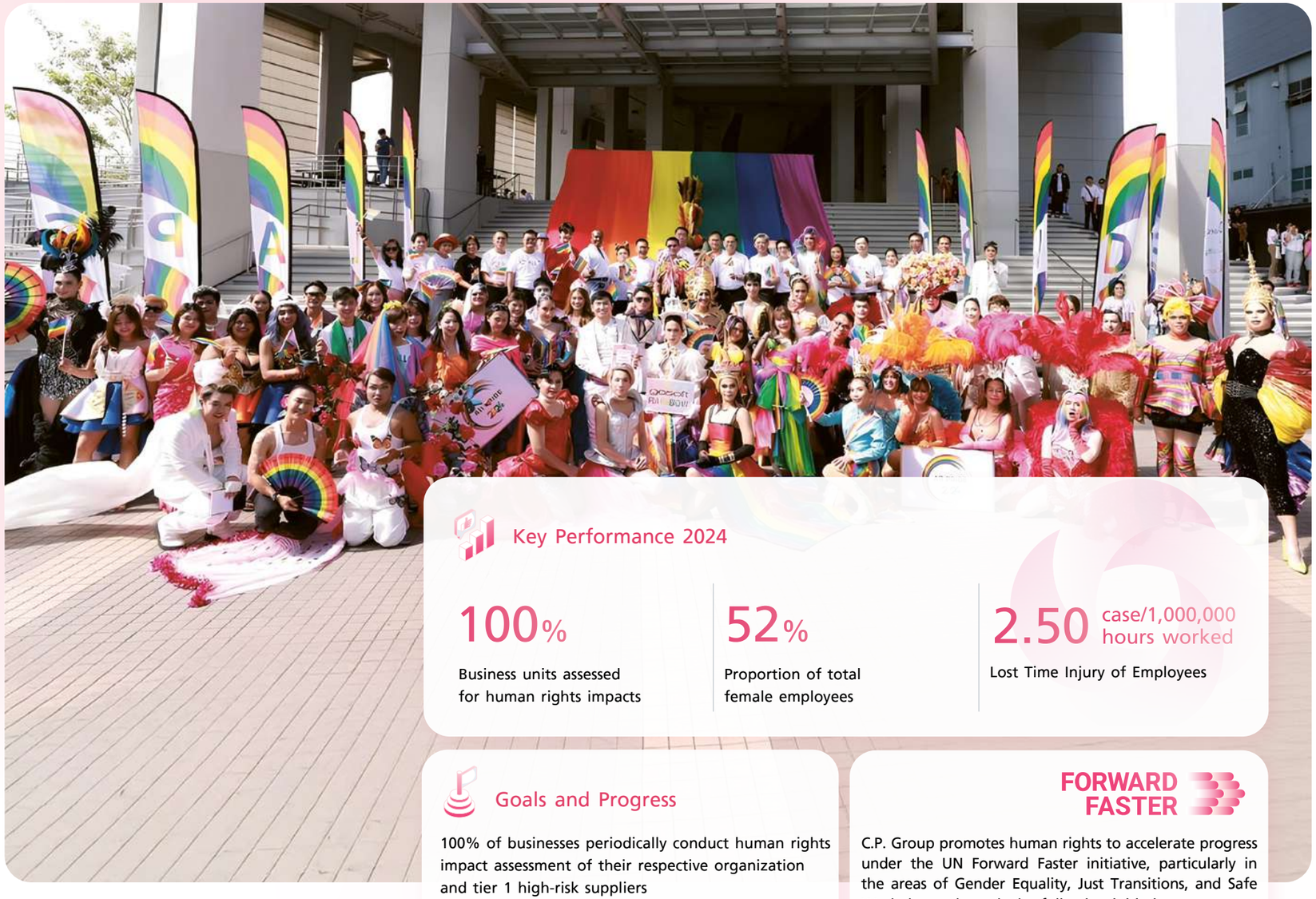
Human Rights and Labor Practices

Human rights, labor practices, and occupational health and safety are the key forces driving an organization because a fair and safe working environment that respects human dignity contributes to optimizing work efficiency, employee engagement, and long-term sustainability. For this reason, Charoen Pokphand Group has plans to elevate human rights operations across the value chain. We have also improved the efficiency of relevant support tools and monitoring systems. Meanwhile, the Group upholds the principles of fair labor and promotes appropriate employment conditions, fair compensation, right of assembly, and capacity building. In terms of occupational health and safety, the Group implements standards and practices that comply with the law, conducts risk assessments in the workplace, organizes training, and fosters a safety culture at all levels to ensure that protection of human rights and labor as well as safety are truly a part of our corporate culture.

Supporting the SDGs

1.1
3.6
5.1
5.2
5.5
8.5
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10.7
16.2

More information available in Sustainable Development Goals Report 2024
Sustainability Performance Report 2024



Key Performance 2024

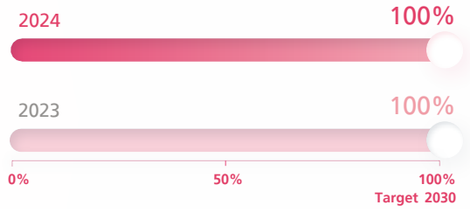
100%
Business units assessed for human rights impacts

52%
Proportion of total female employees

2.50 case/1,000,000 hours worked
Lost Time Injury of Employees

Goals and Progress

100% of businesses periodically conduct human rights impact assessment of their respective organization and tier 1 high-risk suppliers



FORWARD FASTER

C.P. Group promotes human rights to accelerate progress under the UN Forward Faster initiative, particularly in the areas of Gender Equality, Just Transitions, and Safe Workplaces, through the following initiatives:

- Strengthens human rights due diligence across the value chain
- Enhances labor practices, including fair treatment, and non-discrimination
- Promotes occupational health and safety through safety-first culture

Protecting Human Rights throughout the Value Chain

Human rights promotion and protection is a major challenge for today's businesses. This is a result of the intensification of regulations and laws by relevant international organizations, which in turn affects stakeholder expectations. Therefore, in order to align our human rights protection operations with national and international regulations and laws, such as, the UN Guiding Principles on Business and Human Rights (UNGPs) and International Labour Organization (ILO) requirements, as well as the expectations of various stakeholder groups, Charoen Pokphand Group has established a comprehensive human rights protection management system across the value chain. The Group also places importance on building engagement with external sectors to collaboratively drive and elevate the protection of human rights.

Human Rights Management

Conducting business with respect for human rights is one of Charoen Pokphand Group's top sustainability strategies. The Group has adopted the UN Guiding Principles on Business and Human Rights (UNGPs) in governance through main and sub-policies pertaining to human rights, including the Human Rights and Labor Practices Policy and Guidelines, Discrimination and Harassment Prevention Policy, Diversity, Equity and Inclusion Policy, and Migrant Workers Recruitment Policy. It has also been incorporated into the processes of assessing and monitoring risks and potential human rights impacts on the business as well as current and future activities across the value chain, integrating corrective and preventive measures into business operations, determining indicators and evaluating performance, communicating to create understanding among stakeholders, building relationships with relevant stakeholder groups, and ensuring fair and transparent remedies and complaint management. The Group has worked continuously to improve the efficiency of our human rights due diligence process.

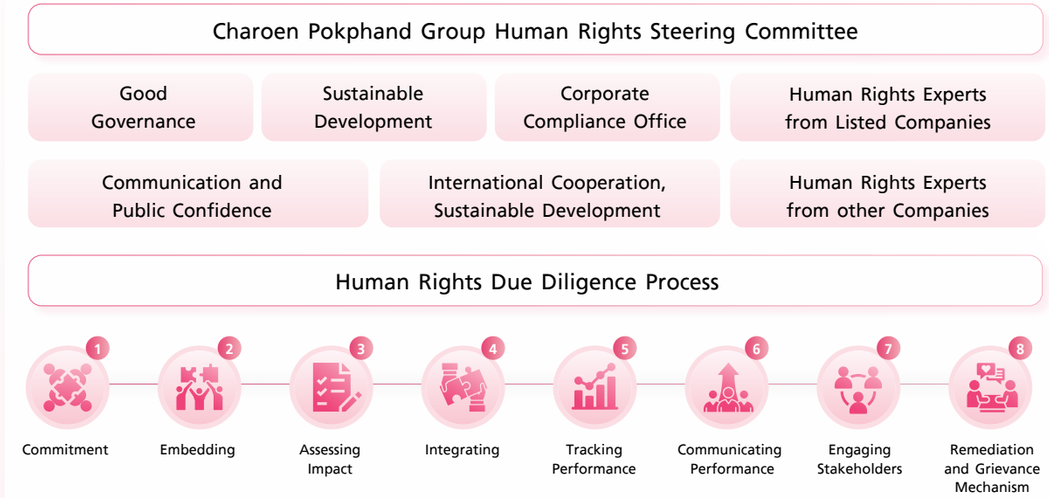
Human Rights Management throughout the Organization

In 2024, Charoen Pokphand Group adjusted governance approaches and structure related to human rights protection in line with the nature of the Group's human rights impacts. Accordingly, Group-level governance structure focuses on leveraging the expertise of each business unit in managing human rights issues at the organizational level. In addition, the Group provides opportunities for our subsidiaries to take part in exchanging knowledge.

The improvement of the human rights management system has enabled Charoen Pokphand Group to efficiently share resources, knowledge and expertise within the organization, leading to greater effectiveness in the management of human rights issues. Furthermore, the Group has enhanced the monitoring of potential human rights issues through internally linked complaint channels, which have facilitated stakeholders to access and report concerns with ease. This course of action has strengthened the complaint mechanism to be more comprehensive while offering a more convenient option for all parties wishing to communicate with the Group.

Charoen Pokphand Group also places emphasis on respecting the rights of indigenous peoples in accordance with the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), with focus on self-determination, cultural preservation, sustainable resource consumption, and community participation. The Group has adopted the Free, Prior and Informed Consent (FPIC) principle to ensure transparency in obtaining consent for all projects while promoting continuous social impact due diligence to align our business with sustainability standards and respect for the rights of all parties.

Charoen Pokphand Group Human Rights Steering Committee and the Human Rights Due Diligence Process



Auditing for Compliance with UNGPs





Since 2024, Charoen Pokphand Group's Corporate Compliance Office has audited the human rights and labor practices performance of our business units by adopting the United Nations Guiding Principles on Business and Human Rights (UNGPs) as the audit criteria and standard. This has enabled the assessment results to reflect operational status and effectively identify gaps for improvement. In 2024, audits were conducted on 8 business units to obtain data from rights holders. Additionally, the Human Rights Working Group will use the audit results as information for improvement to encourage the Group's internal business units to enhance their human rights operations.

Number of business units audited

8 business units

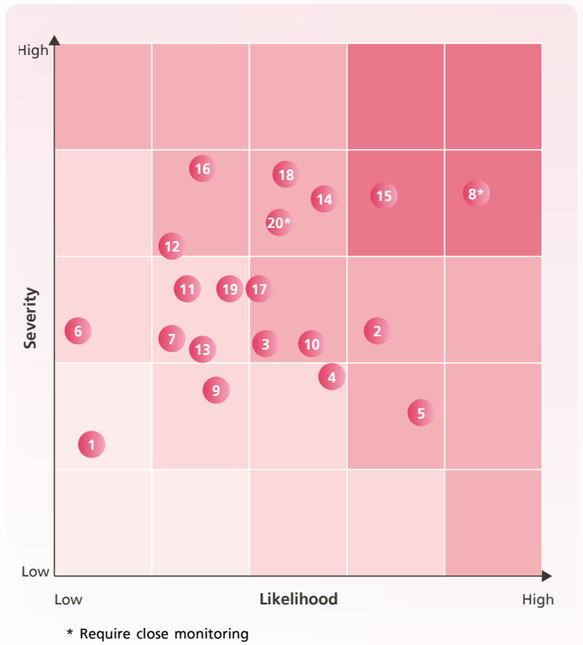
Value Creation

Human Capital Relationship Capital

Human Rights Due Diligence and Impact Assessment

Charoen Pokphand Group places importance on Human Rights Due Diligence and Impact Assessment to ensure that our business operations comply with international human rights principles and do not violate the rights of stakeholders within the value chain. This process covers the assessment of both internal and external human rights risks with consideration for the potential impacts of business operations, starting from procurement, production, service provision, through to the working conditions of employees and workers in the supply chain, as well as service and product usage. Based on the assessment results, the Group has defined appropriate risk mitigation guidelines and practices to prevent and resolve any potential problems. The Group is committed to establishing a strong system that respects and promotes human rights at all levels of the organization and supply chain.

In 2024, Charoen Pokphand Group conducted human rights risk assessments on all 81 domestic and overseas business units, which can be classified into 33 companies in Thailand and 48 companies in foreign countries where the Group operates. The assessment found that the majority of affected groups included communities, and customers, and mainly involved with Retail and Distribution Business, and E-commerce and Digital Business. The result is different from 2023, where the majoring of affected groups were online customer in the Media and Telecommunication Business, and Retail and Distribution Business.



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

Correction and Remedies

In 2024, Charoen Pokphand Group detected three cases of harassment and six cases of discrimination. Mitigation and remedy actions have been taken against the offenders, including 21 verbal warnings, two written warnings, A besides the mitigation actions,and the Group also arranged for four dismissed or contractor termination. Arranged for an official apology nine cases, and five cases of financial compensation and remedy. For each case of non-compliance, there care have more than one type of mitigation and remedy actions.

Key Measures on Human Rights Management and Impact Mitigation

	Occupational Health and Safety	Forced Labor	Discrimination and Harassment	Climate Change	Data Privacy and Cybersecurity
Impacted Stakeholders	Workers, contractors in 8 business units	Migrant labors in suppliers in 8 business units	Employees in 8 business units	Communities and agricultural sector in 23 countries and economy	Customers, employees in 41 business units
Businesses at Risk	Media and Telecommunications Business	Agro-industry and Food Business, Retail and Distribution Business, Property Development and Infrastructure Business	All business groups	Agro-industry and Food Business	Retail and Distribution Business, and E-commerce and Digital Business
Example of Incidents	Accidents involving contractors while performing electrical and technical work	Migrant labors working for contractors must pay high brokerage fee to seek employment in Thailand	Employees submitted complaints of harassment by coworkers	Insufficient water in major river during dry season, causing water shortage in communities	Attacks on business unit website and attempts to steal customers' personal information
Correction Plans	Upgrade technical standards for specific risk jobs, e.g., electrical work, work in confined spaces, work at heights, etc.	Regulate and verify supplier compliance with the Foreign Workers Recruitment Policy	Disclose cases of violation to enable learning	Plan production to meet available supply; Promote stricter compliance with Charoen Pokphand Group's Water Management Policy	Define measures regarding access to personnel data based on necessity; impart knowledge on safe usage to risk groups, e.g., customers and employees utilizing the system
Mitigation Plans	Require supervisors to closely monitor operations and implement strict compliance with technical standards in all 470 areas	Create understanding and commitment to the Group's Foreign Workers Recruitment Policy in all 470 areas	Formal apology or dismissal in severe cases	Relocate some production to locations with no water shortage	Track and alert unusual transactions, including delaying processing time to allow for notification and investigation
Results	Decline in general accident statistics; however, hazardous work-related accidents have not decreased	Increase in number of agencies complying with ethical recruitment	Slight increase in complaint statistics but no recurrences in the same location	Reduction in conflicts with communities	Attack number still high but system has high protection capability, preventing damages

Equal Labor Practices

Charoen Pokphand Group places priority on fair labor practices and the promotion of diversity, equality and non-discrimination. Nevertheless, the effort to maintain labor standards in line with current local and international laws is a challenging task, especially when managing a large workforce across diverse industries and under different forms of employment. In this regard, the Group has established policies and procedures to identify and manage risks at all levels of the value chain. This has not only created an inclusive and equitable working environment but has also contributed to attracting and retaining talent, as well as enhancing the organization's innovation and competitiveness. Furthermore, the Group has been working continuously to align our operations with and support the achievement of the United Nations Sustainable Development Goals (SDGs) and the UN Global Compact's Forward Faster initiative.

Creating a Culture of Equality

Charoen Pokphand Group emphasizes fostering an organizational culture that upholds the principles of equality, diversity, and inclusion. We strive to create an open environment where all employees are entitled to equal and fair growth opportunities within the organization. The Human Resources Management Committee has been appointed to take charge of monitoring compliance with strategies and goals. Furthermore, the Group has established and published the Diversity, Equity, and Inclusion Policy, which clearly sets out guidelines for promoting equality in terms of gender, race, nationality, age, religion, belief, and sexual identity in order to ensure that each and every personnel feels valued, accepted, and able to fully utilize their potential. Additionally, the Group has also established the Discrimination and Harassment Prevention Policy, which specifies guidelines for protecting employees against all forms of discrimination or harassment, whether verbally, physically, or by using technology to violate the rights of others. The Group has defined stringent preventive measures as well as a safe, transparent, and fair grievance mechanism to ensure that all complaints are investigated and dealt with appropriately.

In addition to announcing policies and requiring strict implementation by employees, Charoen Pokphand Group also aims to promote employee physical and mental well-being through a wide range of programs, including Work-Life Balance, Flexible Working Hours, Work from Home or Work from Anywhere. The Group also focuses on creating an environment conducive to safe work and improving welfare to meet employee needs, e.g., fair compensation, health insurance, maternity leave, family care, breastfeeding rooms, and retirement plans, etc. These initiatives reflect our commitment to comprehensive employee care.

"The Group is committed to fostering an organizational culture that respects diversity and upholds human rights, as these are the true foundations of long-term sustainability, both within the organization and across society."



Ms. Pimonrat Reephattanavijitkul
Chief People Officer
Charoen Pokphand Group
and Director of CP Leadership Institute

"CPF firmly believes that every employee deserves equal opportunity, respect, and fair treatment. No matter how different we may be, diversity is the driving force that empowers us to grow sustainably."



Ms. Paphitchaya Suwandee
President
CP Future City Development
Corporation Limited (CPFC)

Transparent Performance Evaluation

Equality in an organization is not just about providing equal opportunities but also involves creating a safe space where employees can openly express opinions and raise concerns. Charoen Pokphand Group requires all employees to undergo an annual performance evaluation. This serves as another tool that enables the constructive communication and discussion between managers and employees, leading to improvements and career advancement. The Group offers a wide range of evaluation methods, such as KPI performance evaluation, 360-degree evaluation, and discussions to enable improvement. Such a variety allows employees to understand their responsibilities and develop themselves continuously.

Empower Together: Pride & Women United...For A Better Tomorrow



Charoen Pokphand Group and our subsidiaries have collaborated with all sectors to reaffirm the Human Rights Policy in empowering gender diversity and women through the "Empower Together: Pride & Women United…For A Better Tomorrow" campaign to join forces with all sectors in support of gender equality by empowering everyone, especially LGBTQ+ and women. This is an important step in advancing towards the Sustainable Development Goals. Additionally, the Group continues to host Pride Month events annually.

Event atmosphere

Value Creation
Human Capital
Relationship Capital

"We support diversity and appreciate differences as they help to strengthen our organization."



Ms. Siriporn Dechsingha
Chief Corporate Sustainability
and Communication Officer
CP Axtra Public Company Limited

"Competency-based organization, with no regard for gender; equality is in our DNA"



Ms. Monsinee Nakapanant
Co-President
Ascend Money Group

Creating Value through Fair and Equal Compensation System

Charoen Pokphand Group places importance on fair and equal compensation at all levels of the organization. We believe that providing appropriate and fair compensation is not only a fundamental right of workers but also a crucial element in creating motivation, enhancing the organization and maintaining competitiveness in a sustainable manner. The Group has defined compensation management guidelines focusing on “equality of pay for work of equal value” without discrimination, regardless of gender, age, race, religion or social status. We also encourage regular reviews of the compensation structure to align with the reality of the labor market and economic conditions in each region where we operate.

Charoen Pokphand Group has also adopted the Living Wage principle, placing priority on our employees before extending to suppliers. The Group is currently in the process of consultation and assessment, as we evaluate the necessary wages required by employees in each different region and country. In our assessment, we are working with stakeholders to compare the wages we pay to the costs of necessary living expenses in each area, including housing, food, education, medical care, and other basic expenses - as well as whether there is enough left over for saving and spending for improved quality of life. The implementation of the Living Wage principle is an important starting point in improving employee quality of life. It is also a long-term strategy that aims to create sustainability from within the organization before spreading out to the value chain and communities in which we operate.

Driving the Organization with Diversity and Equality

Charoen Pokphand Group places emphasis on fostering an inclusive corporate culture that values diversity. We believe that individual differences are the key driver of innovation and organizational success. Employees of all genders, ages, and backgrounds are entitled to equal opportunities to demonstrate their potential, advance their career, and achieve success on their chosen path. The Group is committed to implementing policies related to diversity, equity, and non-discrimination to build a work environment that promotes equality by supporting all employee groups, including women and gender-diverse individuals, to receive fair opportunities in terms of career development, fair compensation, or promotion to management levels.

43%
Percentage of female executives to total executives

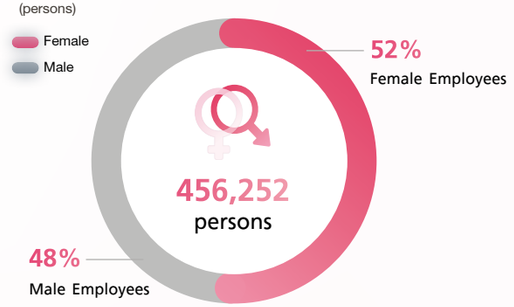
61%
Percentage of female employees in revenue-generating functions

45%
Percentage of female employees in STEM-related positions

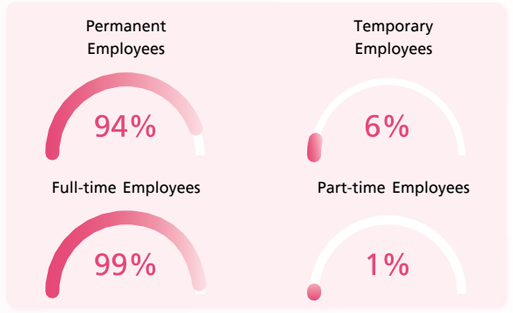


Data on Employee Diversity

Total Employees
(persons)



Employees by Employment Type
(persons)



Employees by Age Group
(persons)

Employees by Level
(persons)

Top Management 494 persons
Middle Management 1,886 persons
Management 27,363 persons
Employees/Officers 130,165 persons
Worker 296,344 persons

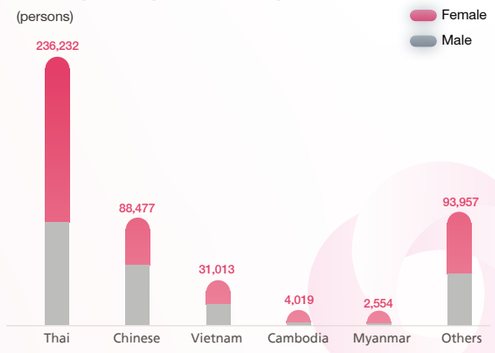
Employees by Geography
(persons)

Thailand
59% Female Employees
41% Male Employees

China
37% Female Employees
63% Male Employees

Others
36% Female Employees
64% Male Employees

Employees by Nationality
(persons)



Occupational Health, Safety and Working Environment

Charoen Pokphand Group attaches great importance to creating a safe and healthy working environment for all employees. However, we have continued to witness complex and changing occupational health and safety challenges over the years, such as climate change impacts increasing employee health risks, and technological changes bringing new safety risks when working with machinery and industrial control systems. Another key factor involves the complexity of the supply chain and contractors, transportation and delivery of products. Therefore, in order to tackle with such challenges, the Group has announced the Occupational Safety, Health and Working Environment Policy and Guidelines and the Fleet Safety Management Policy at the Group level, as well as the "Life Saving Rules" to reduce fatality prevent accidents and reduce potential risks.

Occupational Health, Safety and Working Environment Management

Charoen Pokphand Group emphasizes occupational health and safety management as we commit to the creation of a safe and healthy working environment for employees, contractors, suppliers and all stakeholders. The Group has established the Occupational Safety, Health and Working Environment Policy and Guidelines, which cover all activities performed by the Group, our employees, suppliers and relevant contractors. We have been operating in accordance with ISO 45001 as well as other national and international safety requirements. Furthermore, the Group has defined quantitative targets in a continuous effort to enhance safety standards. This Policy has been considered and approved by the Group's Board of Directors, which places emphasis on compliance with international standards and safety requirements in tandem with the participation of employees and safety representatives, as well as the continuous development and improvement of safety management systems.

Risk and Hazard Assessment in the Workplace

Charoen Pokphand Group conducts workplace risk and hazard assessments to identify factors that may cause harm while implementing systematic risk control and reduction measures. The results are monitored and evaluated to reduce occupational health problems and accidents in conjunction with regular internal audits and independent third-party audits on related operations to ensure compliance with specified international standards. Charoen Pokphand Group also focuses on preventive measures and emergency preparedness. We have laid out clear guidelines for emergency preparedness and response, including safety training for employees, contractors, and business partners to raise awareness and reduce work-related risks. The Group has also established an investigation process for work-related accidents and occupational illnesses for future improvement and prevention.



Charoen Pokphand Group acquired 88 outstanding awards for occupational safety, health and environment in 2024

Platinum Award: **25** business units

Diamond Award: **21** business units

Gold Award: **42** business units

Charoen Pokphand Group Signs Safety Declaration on Creating a Safety Culture



Charoen Pokphand Group is committed to promoting and developing a tangible workplace safety culture. Accordingly, the Group participated in the signing of the Safety Declaration on Creating a Safety Culture, which is a cooperation between the Ministry of Labor and the private sector, in order to raise occupational health and safety standards in our establishments and throughout the supply chain. Over the past years, the Group has implemented proactive measures by integrating occupational health and safety practices into all levels of our management system. We have also established standardized policies and measures to prevent work-related accidents and diseases across the organization as well as encouraged employees, contractors, and suppliers to adjust their working behavior, ensuring safety, reducing workplace risks, to foster an environment conducive to the health, hygiene, and well-being of workers within and beyond the Group.

In addition, Charoen Pokphand Group has continued to organize safety training and learning programs while enforcing strict governance mechanisms, such as occupational health risk assessment, risk analysis and correction, internal audit, and enforcement of international standards, etc., in order to enable the organization's sustainable behavior changes in safety.

Charoen Pokphand Group targets to achieve zero fatality and lost time injury rate

with focus on making the Group's establishments a model for effective safety management and a center for transferring knowledge to the industrial sector and communities in order to create strong and sustainable safety standards at the national level.

Value Creation

Human Capital Relationship Capital

Creating and Managing Occupational Health, Safety and Working Environment

Charoen Pokphand Group supports actions to foster a good and safe working environment by requiring Group companies to operate in accordance with Charoen Pokphand Group's Working Environment, Occupational Health and Safety Management Guidelines to enhance health care, safety and efficiency of employees, as follows:

1

Workplace Design and Layout

Equipment and tool layout must be well-organized, enabling employees to work with convenience and safety. The workplace should also provide sufficient lighting and good ventilation while noise level should not exceed the specified level to ensure comfort and good health.

2

Risk and Hazard Control

Identify and assess potential risks as well as establish risk control and reduction measures, e.g., installing safety equipment, using personal protective equipment (PPE), and formulating accident prevention plans, etc.

3

Promoting Employee Health and Well-being

Organize health promotion activities, e.g., exercise, health consultation, mental health promotion programs, and listening to employees, to enable good health, work efficiency, and happiness.

4

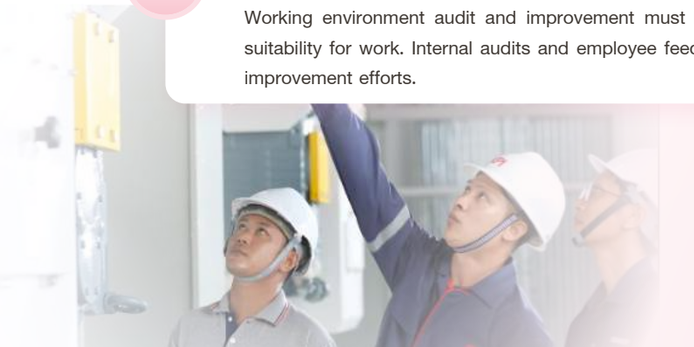
Training and Communication

Regularly raise awareness and understanding about employee safety and health as well as communicate information related to safety and health to all employees.

5

Audit and Improvement

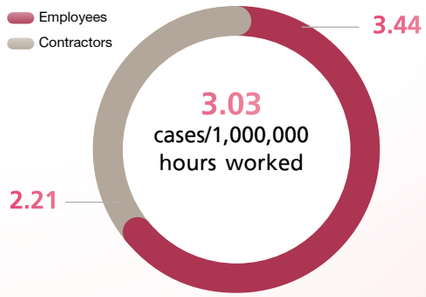
Working environment audit and improvement must be carried out continuously to ensure safety and suitability for work. Internal audits and employee feedback will contribute to optimizing the efficiency of improvement efforts.



Data on Occupational Health and Safety

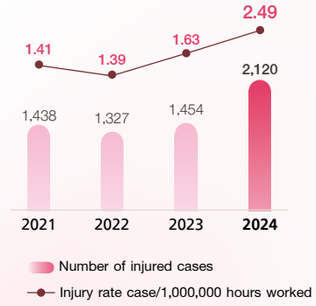
Total Lost Time Injury

(cases/1,000,000 hours worked)



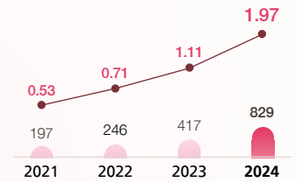
Lost Time Injury

(Employees)



Lost Time Injury

(Contractors)



Lost Time Injury by Geography

(person/1,000,000 hours worked)

	Employees	Contractors	Total
Thailand	1.60	2.04	**1.76**
ASEAN	1.95	0.70	**1.67**
China	7.89	0.23	**6.51**

Recordable Injury

(Employees)

Recordable Injury

(Contractors)

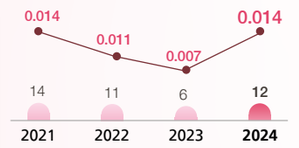
Number of Fatalities by Cause

(persons)

	Employees	Contractors	Total
Vehicle accident	5	9	**14**
Machine	4	0	**4**
Confined space	2	1	**3**
Electrocution	1	0	**1**

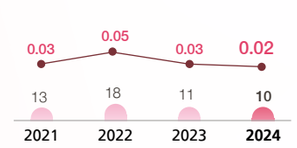
Occupational Fatality

(Employees)



Occupational Fatality

(Contractors)



Enhancing Fleet Safety and Efficiency

Charoen Pokphand Group recognizes the importance of safety in transporting goods and using vehicles in operations, which are essential in running an efficient and sustainable business. However, with the number of vehicles used in a wide range of operations, one of the Group's challenges lies in maintaining vehicle safety standards in accordance with laws and standards, as well as managing risks related to transportation, such as road accidents, adverse weather conditions, and driver fatigue, which are the Group's priorities. The Group has implemented various measures to enhance fleet safety, including the introduction of technology to optimize efficiency and safety in transportation. Such commitment has not only reduced accidents and losses but has also built consumer and stakeholder confidence while reflecting our responsibility towards society.

Freight Safety Management System

Charoen Pokphand Group places importance on safety in freight transportation. The Group aims to minimize accident risks and raise safety standards for our own employees and employees of contractors and suppliers through the freight safety management system. This system has been implemented continuously to create a safe and efficient transportation system that meets international standards. The Group has established key guidelines, namely identifying and assessing freight transportation risks with GPS technology and driving behavior tracking system to monitor and improve the driving behavior of delivery staff. The Group also conducts alcohol and drug screening in a systematic manner in order to reduce potential risks that may arise from human factors.

Moreover, Charoen Pokphand Group places emphasis on training and raising safety awareness through the "Train-the-Trainer" initiative to educate delivery and related staff on safe driving practices. The Group also conducted the Driving Contest campaign, a safe driving competition for employees and delivery staff, to encourage safe and fuel-efficient driving behavior. Awards were handed out to personnel who displayed good driving behavior. Besides using the GPS system in the Driving Contest, it has also been utilized to track and improve the driving behavior of employees and delivery staff. Once speeding is detected, the system will automatically issue a warning, which will affect performance evaluation, procurement evaluation upon contract expiration, and wage adjustment as a result of risky behavior that causes accidents and damage the company. In order to demonstrate our commitment to minimize accidents and impacts from goods transportation, Charoen Pokphand Group has set the target to reduce freight vehicle accidents to zero by 2030.

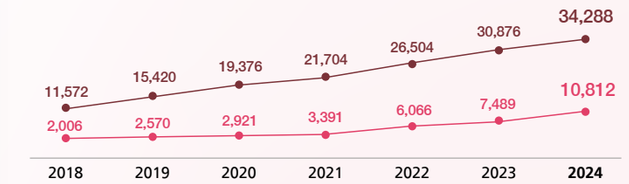
Data on Fleet Safety

Total number of fatalities of freight vehicle drivers of the Group and suppliers

14 persons or **0.024** persons/ 1,000,000 kilometers driven by Group employees and contractors

In 2024, the number of kilometers driven by Group employees and contractors was 584,017,026 kilometers.

Number of personnel who passed training and were issued the Group's driving license



Freight Safety Management Project



Charoen Pokphand Group and our freight suppliers held a seminar to mutually define measures and agreements on using GPS to enhance the monitoring of delivery personnel driving behavior. The system will automatically issue a warning in case speeding is detected, which will affect the procurement evaluation upon contract expiration and the adjustment of the wage rate as a result of risky behavior causing accidents and damage to the company. In addition, the system has designated rest areas for long-distance transportation contractors on routes exceeding 250 kilometers or lasting more than 4 consecutive hours. In this regard, the rest areas must provide a safe parking space where contractors can rest to reduce fatigue from driving.

Seminar participants
192 persons

Value Creation
Relationship Capital
Natural Capital

Safe Driving and Fuel Saving Project

Charoen Pokphand Group strives to reduce the risk of work-related accidents for suppliers' freight drivers through the Safe Driving and Fuel Saving Project. The project aims to define safety standards for freight transportation, create safety awareness among executives, officers, employees, delivery units, freight forwarders, and delivery staff, instil a sense of safe driving, prevent freight vehicle accidents, and reduce loss of life and property from freight vehicle accidents. As a result, freight vehicle accidents have decreased and delays caused by freight vehicle accidents have declined, responding effectively to Charoen Pokphand Group's target to achieve the strategic sustainability goal of "Zero Accident" by 2030.

The Safe Driving and Fuel Saving Project features a competition for safe and economical driving among delivery staff. Data from the GPS vehicle tracking system is monitored and recorded to encourage safe and economical driving behavior among delivery staff. It also harnesses technology to reduce accidents and losses caused by freight vehicles. Delivery personnel with excellent driving behavior will receive awards.



Seminar participants
127 persons

Value Creation
Relationship Capital
Natural Capital

Education and Inequality Reduction

Supporting access to quality education not only reduces social inequality, but also enhances individual potential, creates a skilled workforce, drives innovation, and fosters sustainable economic growth. For Charoen Pokphand Group, supporting access to quality education is one of our core missions. The Group has therefore set a long-term development plan to foster a digital mindset in all children and equip them with practical skills catering to the needs of the future world by leveraging technology as a tool for equal and accessible learning. This includes, in particular, key 21st-century skills, such as Artificial Intelligence (AI), Coding, Network Systems, Communication, and IT Management, to build the foundation for human capital, prepare for change and collaboratively drive a society of opportunities that leaves no one behind.

Supporting the SDGs

1.1 | 4.1 4.2 4.4 4.7 4.a 4.b 4.c | 5.5 | 8.6 | 12.8 | 17.6

More information available in Sustainable Development Goals Report 2024
Sustainability Performance Report 2024



Key Performance 2024

33.8 million persons

Cumulative number of children, youth, and adults who have been given access to quality education and essential skill development

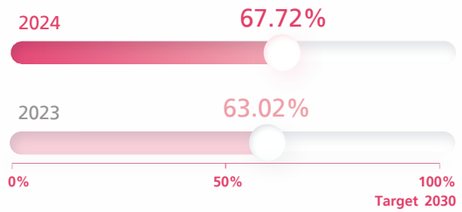
categorized by delivery method:

Online: 26.22 million persons

Offline: 7.62 million persons

Goals and Progress

50 million people received support in the form of access to quality education lifelong learning or upskilling



FORWARD FASTER

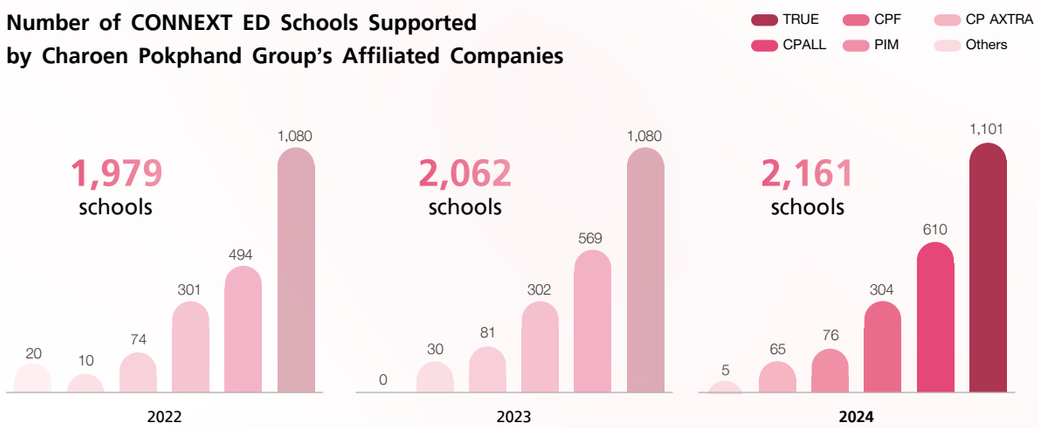
C.P. Group promotes access to quality education and reduces inequality to emphasize social inclusion, particularly in the areas of Education, Gender Equality, and Social Protection, through the following initiatives:

- Expands inclusive education programs
- Strengthens partnerships with public and private sectors
- Promotes equal opportunity through community empowerment and digital inclusion

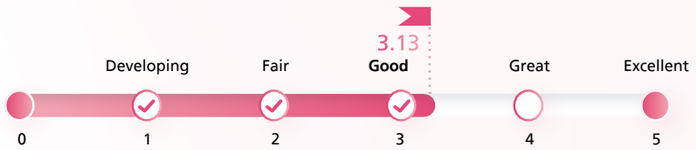
Elevating Quality of Education

CONNEXT ED is an educational development project in Thailand that is a result of cooperation between the public sector, private sector, and civil society. The project targets to elevate the quality of education in schools nationwide in alignment with the skills needed in the 21st century. It focuses on developing educational personnel, learner-centered curriculums, and digital infrastructures to enable students to learn and grow efficiently in the digital age. Charoen Pokphand Group joined CONNEXT ED with the aim to promote and develop the potential of school principals and teachers, upgrade curriculums, and support digital infrastructures to enhance the quality of Thai education and keep abreast with global changes under the strong cooperation of three main sectors, namely the government, civil society, and private sector.

Number of CONNEXT ED Schools Supported by Charoen Pokphand Group's Affiliated Companies



School Quality Assessment Results 2024



Overview	3.13	School Principals and Teachers	2.99
Students	3.10	Curriculum and Teaching	2.76
Participation	3.75	Infrastructure	3.43

Performance of Educational Reform Process Implementation in 2024

(Cumulative data)

Transparency
Published information on
6,951 CONNEXT ED schools
via www.connexted.org/foundation/

Market Mechanisms
1,900 School Partners
2,400 ICT Talents

Hight-quality Principals & Teachers
Training for
82,000 school principals and teachers

Child Centric & Curriculum
Established
27 Learning Centers

Digital Infrastructures
CONNEXT ED Crowdfunding
23 million THB fund raised for "Notebook for Education"
46,536 donated second-hand computers and equipment
4,802 computers from 7-Eleven outlets (cumulative data)

AI for Education: Unlocking New Possibilities

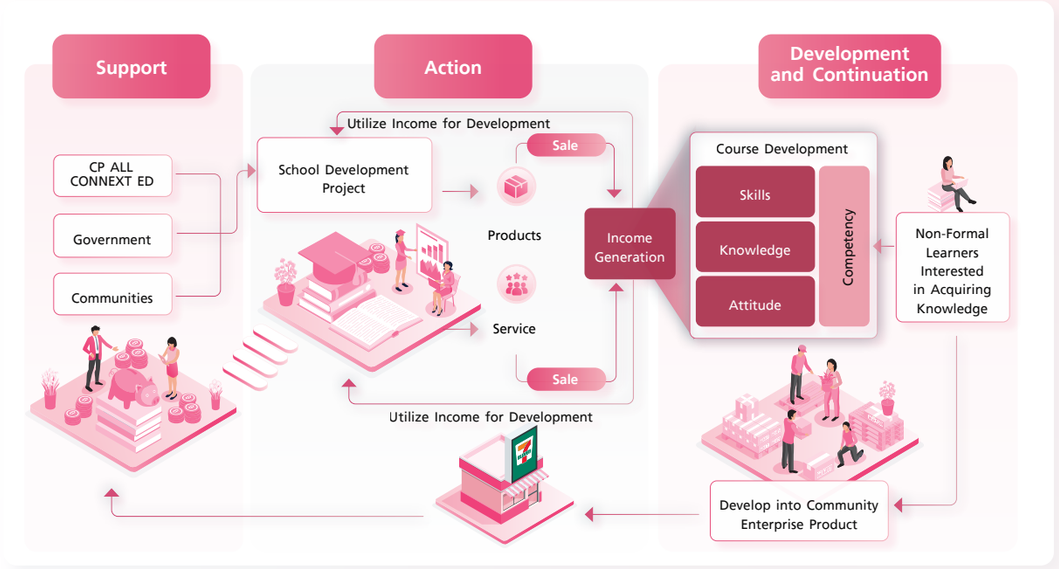


True Corporation Public Company Limited stands ready to address technology-driven changes in education to match the context of each school while enhancing the potential of teachers for education in the AI-era. Accordingly, the True Click Life Education Workshop 2024 was held under the theme of "AI FOR EDUCATION: UNLOCKING NEW POSSIBILITIES" for more than 500 school principals and teachers who employ the True Click Life Curriculum. The workshop targets to enhance efficiency and strengthen school administration skills while elevating education in the AI era and optimizing efficiency in teaching for five courses, which are: Computational Technology, English, Chinese, Robotics, and Music.

Value Creation
- Intellectual Capital
- Human Capital

School Enterprises

From School Enterprises to Community Enterprises, Cultivating Mini Entrepreneurs



From School Enterprises to Community Enterprises: “Mini Entrepreneurs”



CP ALL Public Company Limited has supported many schools through CONNEXT ED, covering an accumulated total of 610 schools and more than 160,000 students, in an effort to elevate education, create careers, and generate income. Accordingly, CP ALL has launched the “Mini Entrepreneur” model which focuses on curriculums that enable learning, vocational and life skills development in consistent and on par with global advancements. This opens opportunities for good and capable students to become entrepreneurs and create community products. Products co-developed by students and schools that stand out and meet quality standards will be considered for sale at 7-Eleven stores.

Schools with outstanding product development
2 schools

Schools with potential product development
15 schools

Value Creation

- Intellectual Capital
- Human Capital
- Relationship Capital

CPF Builds on Thai Children's Dreams towards a Future with Digital Skills



Participating schools
74 schools

Participating students
6,600 students

Value Creation

- Intellectual Capital
- Human Capital
- Relationship Capital

Charoen Pokphand Foods Public Company Limited enhances learning in CONNEXT ED schools with cutting-edge innovation and technology while taking English language learning to another level with Edsy AI Speaking Coach. This AI tool helps to develop communication skills according to CEFR standards. It allows students to practice speaking, listening, and responding in English more naturally, ready to step into the global arena with confidence. Furthermore, CPF has also laid the foundations of technology with “Amazing Coding by Micro:bit”, a project that offers students the opportunity to learn coding through Block-based Programming and Micro:bit devices. This helps to enhance logical thinking and systematic problem-solving skills, ready to advance into the digital world of the future. In addition to technology, CPF has also introduced students to the world of integrated farming through the cultivation of sugarcane for juice, guava, banana, vegetable, as well as fish farming, in conjunction with the use of an innovative automatic water system. This has not only enhanced agricultural knowledge but also allowed students to gain vocational skills and earn income from produce used in the school lunch program, which has contributed to increasing food security.

True Creates Model Connext ED School with SI Model

True Corporation Public Company Limited has leveraged its potential in digital technology to support 1,101 Connext ED schools and 2.13 million students while cultivating 80 ICT Talents and 250 School Partners. The company has also provided support in terms of digital infrastructure and expertise in ICT and technology to empower education, in line with the Sustainable Intelligence (SI) Transformation Model, in order to achieve tangible outcomes and impactful changes. As a result, a model Connext ED school was established at Ban Tamru School (Wing Pracha Songkhro) in Prachuap Khiri Khan Province.



Participating CONNEXT ED schools
1,101 schools

Value Creation

- Intellectual Capital
- Human Capital
- Relationship Capital

Promoting Learning Opportunities and Reducing Inequality

Creating knowledge for human resources through an effective education system to produce personnel with future skills, who are able to build an intellectual society, create continuous value, and adapt to every situation with satisfaction, positive mindset, morality and intelligence, is of crucial importance. If a country or organization lacks readiness in terms of personnel, overcoming obstacles, limitations and challenges could become a strenuous task. For this reason, Charoen Pokphand Group is committed to promoting education and reducing inequality.

We aim to promote physical, mental and intellectual readiness in Thai people, ensuring comprehensive development and good health in all stages of life. Moreover, the Group also focuses on instilling public consciousness, responsibility towards society and others, discipline, morality, and 21st-century skills. In this regard, all dimensions of human capital development must be driven in an integrated manner by all sectors. It also requires the preparation of a new ecosystem that is conducive to learning in order to cope with future challenges.

Reforming Thai Education by 2030

In a world facing rapid changes, education is the groundwork for national development. Charoen Pokphand Group recognizes the role of the private sector in the creation of a quality education system to prepare youth for future challenges. Therefore, the Group has implemented education reform through the “Sustainable Intelligence Transformation” (SI Transformation) Model, which has been designed for building a sustainable education system that meets the needs of the modern world. From the Group’s perspective, education reform is not just about improving curriculums or schools, but rather a structural change that takes into account all sectors. The SI Transformation Model comprises five main pillars, namely:

- **Transparency** which enables all parties to openly take part in education development.
- **Market Mechanism** which supports education to meet the needs of the industrial sector and labor market.
- **Leadership & Talents** to cultivate teachers and school principals with vision.
- **Child Centric/Empowerment** which emphasizes developing skills according to each child’s potential.
- **Technology** to increase access to quality education via digital platforms.



“Every child today deserves access to a secure digital environment. By leveraging AI to ensure safety and appropriate content, we can empower children to use technology as a powerful tool for learning. This enables them to explore knowledge aligned with their curiosity and interests. Schools must transform into Learning Centers that foster critical thinking and intellectual discovery.”

Mr. Suphachai Chearavanont

Chief Executive Officer, Charoen Pokphand Group
at THE STANDARD ECONOMIC FORUM 2024
13 November 2024

Learning opportunities play a critical role in reducing social inequality. Charoen Pokphand Group thus provides continuous support to the learning process. We also build an ecosystem conducive to learning, create inspiration, offer career guidance, develop knowledge and skills, provide training and strengthen vocational skills for children, youth, adults and vulnerable groups, enabling them to access formal and informal education as well as necessary skills for employment.

Promoting Education and Career Opportunities for Discharged Soldiers

Charoen Pokphand Group has collaborated with the Ministry of Defence to enhance knowledge and skills for military conscripts in preparation for employment post-discharge. The Group also offers free scholarships for Vocational Certificate, High Vocational Certificate, and Bachelor’s Degree studies as well as opening job positions for soldiers to create a career and generate stable income after discharge.





Autism Digital Learning Center

True Corporation Public Company Limited established the Autism Digital Learning Center to provide a learning and skill development space for people with autism and their families. The center provides modern courses to develop their digital skills and creativity, readying them to step into the modern world with confidence. It also promotes vocational skills and income generation opportunities to create a stable quality of life and a sustainable future.

“Youth for Sustainability” Enters 6th Year

Basic agricultural training to promote agricultural knowledge for students, allowing hands-on practice through four learning bases focusing on the correct use of agricultural equipment, nutrients in fertilizers, good insects that are good and bad insects for vegetables, and simple compost making. This contributes to creating safe food, enriching diet with nutrients, reducing food inequality, and instilling the foundation of an agricultural career.

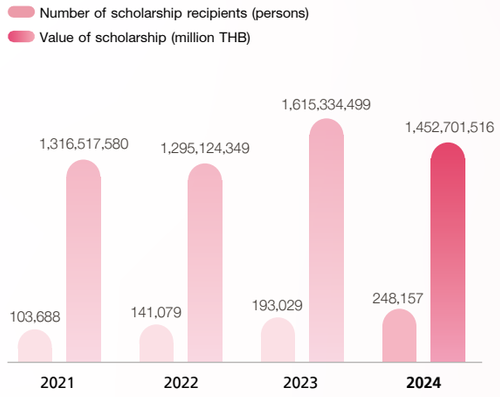


Promoting Education and Career Development

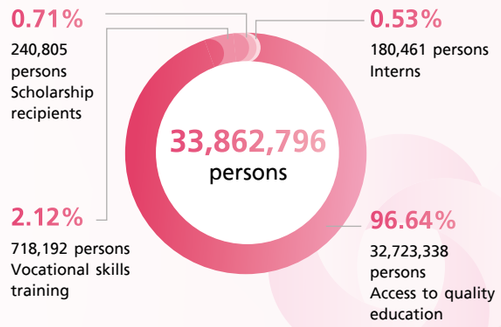


Education and vocational skills are the key to a secure future. The C.P. Group Scholarship aims to support high-potential students to receive equal opportunities in education in order to open the door to a stable and sustainable future, especially for youth with dreams and aspiration to enhance their skills for quality labor markets. In the digital age driven by technology and innovation, possessing specialized skills is crucial. The “Innovator Scholarship” has been designed to support underprivileged, high-potential youth with proper education and vocational skills training demanded by the market. The project sponsors students in three levels of education, namely high school, Vocational Certificate, and High Vocational Certificate, to enable the application of knowledge to further their studies and create stable careers. Based on this concept of promoting education and developing vocational skills, Charoen Pokphand Group is committed to building a strong foundation for Thai youth and achieving a truly sustainable society.

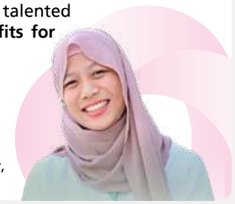
Scholarship Recipients and Value



Children, Youth and Adults Supported with Access to Quality Education and Necessary Skills Development by Charoen Pokphand Group



“C.P. Group Scholarship does not only offer financial support but also provides greater educational opportunities as it allows us to learn about AI, technology, marketing, and various language skills, fostering talented individuals **who can create benefits for society in the future.”**



Ms. Sasina Sae-ma

C.P. Group Scholarship until Bachelor's Degree, “The Star” Batch
School of Sinology, Business Chinese Major, Mae Fah Luang University

“C.P. Group Scholarship places importances on every field of study that can create benefit for the country. I chose to study Nursing because I want to take care of my family. I intend to give my all to studying as I believe that education is the only way to change my life.”



Mr. Wirat Longhan

Faculty of Nursing, Third Year
Prince of Songkhla University, Hatyai Campus,

Agricultural Managers: Using Knowledge to Develop Stable Career

In response to the belief that farmers are the key players and the foundation of people’s lives in every era, Panyapiwat Institute of Management has implemented the work-based education model to shape Chotiros Chainarin (‘Khongkhwan’), a graduate from the Innovative Agricultural Management Program, Faculty of Innovative Agricultural Management, into a new-generation agricultural manager. Currently Senior Staff Quality Control at the Quality Assurance Department, Makro Mahachai Warehouse, she is ready to utilize and develop her knowledge and experience into a stable career.

More information

Agricultural Manager





From Youth Farmer to Innovative Durian Orchard Owner

Siriyakorn Thammajit (‘Ning’), owner of “Luk Sao Kam Nan” durian orchard, is determined to empower the innovative growth of the agricultural sector. Panyapiwat Institute of Management’s Faculty of Innovative Agricultural Management aims to cultivate professional agricultural managers through the work-based education model where learners can acquire skills that answer to operations across the agricultural supply chain, e.g., the use of innovation to optimize business efficiency, analytical thinking for business management, and business value creation that meets market demands.

More information

Youth Farmers

Leadership and Human Capital Development

Charoen Pokphand Group's commitment and investment in leadership and human capital development has contributed to fostering a culture of learning and innovation, enhancing employee performance, and supporting the organization's long-term growth. In 2024, the Group built partnerships with various agencies to continuously drive the development of new-generation leaders. We have also moved forward to develop learning centers, in line with the 17 United Nations Sustainable Development Goals (SDGs), to support the diversity of future skills and prepare human resources for changes in the knowledge-based economy era. The Group also plans to expand our operations and cooperation to cover wider groups of people.



Key Performance 2024

29.98 hours/person/year
Average employee training hours in 2024

100%
Employees received annual performance evaluation

2,781 persons
Executives and employees participating in leadership programs in 2024

Goals and Progress

All employees receive annual sustainability training

2024 100%
2023 100%
0% 50% 100% Target 2030

All employees participate in sustainability activities or projects

2024 47.38%
2023 46.10%
0% 50% 100% Target 2030

FORWARD FASTER

C.P. Group is committed to leadership and human capital development, which is crucial for accelerating progress under the UN Forward Faster initiative, particularly in the areas of Gender Equality, and Just Transitions, through the following initiatives:

- Develops employee potential through lifelong learning
- Cultivates diverse leadership through inclusive talent pipelines
- Embeds sustainability and innovation in leadership development

Supporting the SDGs

1.1 4.3 4.4 4.5 4.6

More information available in Sustainable Development Goals Report 2024
Sustainability Performance Report 2024

Developing Leaders and Human Resources

In an era where technology is changing rapidly and work trends are shifting with the digital economy, the ability to develop leadership and build employee capacity has become an essential factor contributing to the steady growth of businesses. Aware of such challenges, Charoen Pokphand Group thus enhances employee skills to align with fast-changing labor market trends. Another dimension that requires close attention is the management of a multi-generation workforce. Accordingly, the Group focuses on work flexibility and building an innovation-driven organization, such as a platform where employees can access courses suiting their abilities and career paths anytime, anywhere. By implementing these approaches, the Group has not only strengthened the organization's competitiveness but also prepared employees for a rapidly changing future while reinforcing economic and social stability as a whole.

Driving Human Resources Strategy

Charoen Pokphand Group acknowledges that human capital is the key to driving the organization towards sustainable success. With a vision that focuses on creating value for society, the Group has implemented a comprehensive and effective human capital development strategy to enhance the capacity of employees and stakeholders in all sectors. The Group emphasizes on fostering a culture of continuous learning and capacity building by establishing C.P. Leadership Institute (CPLI) to develop world-class leaders. CPLI focuses on "Action Learning" and experience sharing from one generation of leaders to the next in order to nurture socially responsible and quality leaders. Furthermore, the Group promotes the development of necessary future skills, such as digital literacy and data analysis, to keep employees abreast with changes in the business world.

Charoen Pokphand Group believes that a good and happy working environment will allow employees to fulfill their potential. Hence, the Group invests in human capital development plans and other programs that prioritize participation at all levels, encourage teamwork, and provide equal opportunities regardless of gender, age, race, or religion. The Group also places importance on supporting stakeholders in the supply chain, including small-scale farmers, community enterprises, and vulnerable groups, to enhance their skills, expand opportunities, and generate income by sponsoring distribution channels, providing knowledge, and networking.

Attracting and recruiting good and capable individuals worldwide	• Recruit good and talented individuals to drive strategies and create sustainability for the organization • Retain high-potential personnel in the long term by assigning challenging tasks and decision-making authorities, with guidance, not directions, from supervisors
Creating leaders and developing future skills	• Emphasize on Action Learning Program • Create opportunities for advancement, digital skill development, problem-solving skills, leadership, capacity, roles, duties and responsibilities as deemed appropriate.
Building startups and modular organizations	• Become a flexible organization that can adapt to change • Encourage cross-functional work within the Group for comprehensive development of human resources
Strengthening a culture of love for the organization	• Instill the Six Core Values • Emphasize on creating motivation, love, engagement and pride in being part of the Group

Effective Human Resource Development

Charoen Pokphand Group has established a Human Resources Management Committee, chaired by Mr. Suphachai Chearavanont, Chief Executive Officer, with human resources management executives from all business groups and countries as Committee members. The Committee's roles include driving and monitoring operations to ensure compliance with the Human Resources Strategy, monitoring relevant regulations and appropriately applying them to the Group. The Committee regularly holds meetings on a monthly basis. In 2024, the Committee deliberated and decided on key issues, including, reviewing the Human Resources Strategy in line with business growth targets through three approaches, namely flat organizational structure, strategic workforce planning, job rotation, and supporting employee diversity to ensure equal and equitable rights.

Charoen Pokphand Group has adopted the Human Capital Return on Investment (HCROI) principle as a key tool in assessing the return on investment in human resources. This has enabled the Group to analyze the effectiveness of our human resources investment in a systematic and measurable manner. Moreover, it can be used as strategic information for various aspects of decision-making, such as allocating resource budget, creating incentive system, and designing organizational structure to meet long-term goals.

Human Capital Return on Investment (HCROI)
12.39 times

"Charoen Pokphand Group is committed to strengthening the human capital supply chain, from upstream to downstream, through technology, innovation, and an entrepreneurial mindset. This is driven by our six core values, guiding individuals to become capable, ethical, and sustainable contributors to society."

Mr. Narong Chearavanont
Senior Vice Chairman
Charoen Pokphand Group



Supporting New Generations at One Young World

Charoen Pokphand Group has supported 20 young representatives from the Group and affiliates to take part in exchanging knowledge and experience at the world's largest youth leadership summit, One Young World 2024, in Montreal, Canada. As part of the Thai private sector, the Group has been sponsoring young representatives to participate in this event for eight consecutive years. The Group's delegation, under the theme "Sustainable Intelligence," joined the summit, which united 2,000 youth from over 190 countries to exchange insights and seek cooperation to solve urgent global issues. These young representatives participating in the One Young World are the creators of projects that have contributed positive changes and improved the quality of life.



C.P. Group representatives over 8 years
205 persons

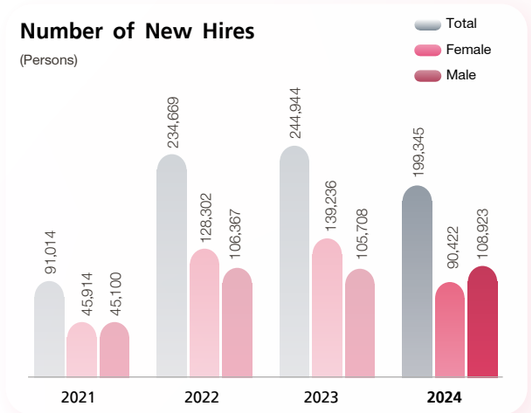
Value Creation
- Intellectual Capital
- Human Capital
- Relationship Capital

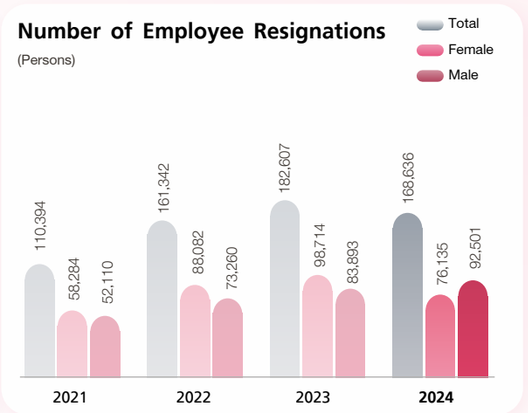
Talent Recruitment and Retention Strategy

Recruiting Talent

A fundamental factor enabling Charoen Pokphand Group's sustainable growth is good, knowledgeable, and talented human resources in line the organization's values. The Group focuses on recruiting well-rounded new generations with positive attitude and discipline who have the courage to think and act. Talented individuals from around the world are recruited through social media, referrals among friends and acquaintances, and bilateral cooperation with third-party agencies.

Furthermore, the Group has developed courses to support diverse businesses. In this regard, the Group has collaborated with 17 educational institutions to design courses that focus on improving skills to meet business needs through the Co-creation Program.





CP CUP 2024: Shaping New Generations for International Competition



The "CP CUP 2024" program offers university students from Thailand and China a unique opportunity to showcase their potential and creativity by developing business plans that address real-world challenges posed by C.P. Group. The competition reflects the power of the new generation. Participants will gain hands-on experience in a real business environment, learn essential skills, and receive advice from experienced experts. The program also supports personal growth across multiple dimensions, including creativity, teamwork, and the ability to turn ideas into tangible results.

Value Creation

Intellectual Capital Human Capital

Total number of applicants

60,664 persons

Retaining Talent

Charoen Pokphand Group firmly believes that employees are the most valuable resource in driving business towards success and sustainable growth. Therefore, the Group places great importance on caring for, retaining, and developing the capacity of our personnel in all dimensions. By implementing a human resource management approach focusing on attracting "good and capable people" as well as creating an environment that encourages them to grow and work with the organization in the long run, the Group strives to create suitable incentives that enable happiness at work and ensure readiness to advance towards common goals. In addition, the Group encourages job rotation within the organization to promote diverse learning, develop skills needed in a rapidly changing working world, and formulate individual career development plans. The Group defines targets and conducts performance evaluation with transparency and fairness to ensure that compensation is suitable for performance and responsibilities. In addition, the Group adjusts the compensation structure in line with the cost of living in each area and offers comprehensive welfare beyond legal requirements to enable employees to lead a stable, comfortable and quality life. In order to efficiently care for and retain employees while responding to their various needs, the Group conducts the annual "Employee Engagement" Survey to obtain data and feedback for improving and elevating human resources policies to truly address both business and employee happiness.

HR Asia Best Companies to Work for in Asia 2024





CP Axtra PLC., a leader in wholesale business under the brand "Makro" and its retail subsidiary "Lotus's", won two "HR Asia Best Companies to Work for in Asia 2024" awards from HR Asia magazine, Asia's leading human resource magazine. Makro has received the "Best Companies to Work for in Asia" award for the fourth consecutive year. This accolade reaffirms Makro's success and commitment in continuously developing and caring for its employees. The company instils a work culture that is the DNA of success in all executives and employees by, for example, empowering employees through training and skill development while fostering a pleasant working atmosphere and a learning organization. The company also promotes career advancement, provides a platform for employees to demonstrate their potential and practice their abilities to drive the organization's sustainable growth.

Value Creation

Human Capital Relationship Capital

Makro has won the award for

4 consecutive years

C.P. Leadership Institute Aims to Nurture Leaders and Develop New Skills

“Leaders” Must “Create Leaders”

“Human resources” is the key force driving Charoen Pokphand Group’s businesses towards future sustainable growth. The Group has developed a new generation leadership development program through C.P. Leadership Institute (CPLI), in line with its vision “A Global Leadership Development Institute that Excels in Building Leaders” embodied with C.P. entrepreneurial spirits, comprehensive excellence for sustainable and successful business creation for the Group worldwide. CPLI programs use the principle of “Action Learning”, a form of teaching and learning that allows learners to learn through hands-on practices, enabling them to have clear knowledge in their work, learn from mistakes, and expand on successes. Learners in every program will receive the power to make decisions on the job, allowing them true accountability, reducing work processes, and solving problems in parallel with follow-up on a daily basis and self-assessment through that work. Learners will develop their knowledge and various skills through actual practices instead of classroom teaching, and receive 360-degree evaluation from their team, subordinates, supervisors, and directly involved individuals, based on the thinking principle that true leaders emerge from the acceptance of those around them. During the learning process, CPLI and learners will jointly “extract lessons and distil knowledge” to share highlights, lessons, and mistakes among learners from various levels and store them as Charoen Pokphand Group’s knowledge that can be continuously updated to keep up with the global situation.

Executives and Employees Participating in Leadership Development Program 2024

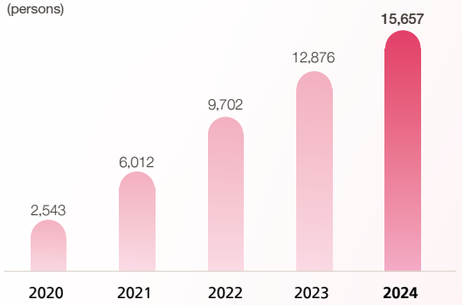
(persons)



Executives and Employees Participating in Leadership Development Programs

(Cumulative Data)

(persons)



Program	Male (persons)	Female (persons)	Total (persons)
CP Future Leaders Development Program (FLP) Aim to create fully-equipped new generation leaders	559	764	**1,323**
CP Potential Leaders Development Program (PLP) Focus on business development and team management	554	775	**1,329**
CP Leaders Development Program (LDP) Focus on synergy and reforming the supply chain	41	52	**93**
CP Senior Leaders Development Program (SLP) Focus on strategic projects for further development	23	13	**36**

CP Senior Leaders Development Program (SLP): Carbon Credit Business



Covering rice cultivation area of

120,000 rai

Value Creation

Human Capital Relationship Capital

The CP Senior Leaders Development Program (SLP) is a collaboration between senior executives from various business groups that focuses on developing projects to achieve the goal of carbon neutrality by 2030. This involves a plan to develop a carbon credit business to jointly manage carbon. One approach lies in the development of low-carbon rice production to minimize greenhouse gases in rice fields. Accordingly, the Low Carbon Rice Project was implemented in collaboration with internal and external partner companies as well as jasmine rice farmers in an effort to expand on Royal Umbrella Rice’s initiative to support and educate jasmine rice farmers in accordance with sustainable farming standards, such as Good Agricultural Practices (GAP) and Farm Sustainability Assessment (FSA).

“Tao Kae” Shapes New Generation Leaders towards World-Class Business Management

Charoen Pokphand Group develops young talents to support the organization’s growth into its second century through the “Tao Kae” leadership model that aims to create not just capable employees, but business owners. With the belief that “new challenges require new leaders”, the new generation is given the opportunity to manage real businesses and take responsibility for profits and losses, with guidance from senior executives as mentors. Now in its 17th cohort, over 10,000 people have participated in the training, many of whom have risen to senior management roles at Charoen Pokphand Group before the age of 30, generating an average of 60 million baht in revenue each by expanding business domestically and internationally.

“CP Group’s ‘Tao Kae’ program is a platform that opens up opportunities for the new generation to co-ideate, collaborate, and drive change together. Our goal is to empower everyone to realize their potential and grow with an entrepreneurial spirit and a true sense of ownership because we believe that ‘people’ are at the heart of building a sustainable business.”

Ms. Natchachanok Na Takuathung

Chief Executive Officer
Fruit & Vegetable Business
CP Fresh Company Limited
Director
Supermarket & Mini-Supermarket
CP Axtra Public Company Limited



“CP Group allows young people to try their hand at real work, take responsibility for billion-THB projects at a young age; that is a life-changing opportunity.”

Ms. Katesurang Dechongkit

Vice President
Charoen Pokphand Foods Public Company Limited &
CEO's Assistant
for Bellisio Foods in USA



“The ‘Tao Kae’ model has given me courage to think and act, grow quickly, and share success in teambuilding and creating leaders.”

Ms. Thita Tangruethaiwanich

Chief Operating Officer
Feed Ingredients Trading
India and China 2



Empowering Human Resources, Developing the Organization Towards the Future

Human Resource Development Strategy and Projects

Charoen Pokphand Group believes that “people” are the key to driving the organization towards sustainability. Even though the world is moving towards a digital era where technology plays an increasingly important role, cutting-edge technology is still the result of human creativity and capabilities. Therefore, the Group places importance on the continuous development of employee capacity, especially by enhancing the capabilities of the new generation to be ready for fast-paced changes. The organization must ensure that everyone is equipped with skills consistent with its vision, capable to meet the needs of future businesses and ready to drive valuable innovations.

Based on the concept that focuses on creating “good and capable individuals”, Charoen Pokphand Group has developed modern learning and training approaches while creating an internal ecosystem that is conducive to comprehensive development. Employees at all levels are given the opportunity to enhance essential skills through learning processes that are aligned with their roles and are supported to grow steadily in their chosen careers. In addition, the Group provides employees with opportunities to develop cross-functional skills to gain diverse experiences and enhance their ability to adapt to changes in the business world.

Charoen Pokphand Group strives to develop and enhance the capabilities of our personnel with readiness, knowledge, and ability to apply technology to achieve maximum efficiency. Based on such strategy, the organization not only prepares employees for the future, but also creates a strong foundation for the organization, society, and economy’s sustainable growth.

Equipping Employees with ‘AI Technology’, to Drive and Support Sustainable Business Growth



Charoen Pokphand Group holds the vision to leverage innovation and technology to create a ‘Bionic Organization’, an organization that can harmoniously combine the work of people and machines to yield maximum benefits. Charoen Pokphand Foods Public Company Limited has driven the organization towards its sustainable growth target with innovation and technology, equipping employees at all levels with Artificial Intelligence (AI), enhancing work efficiency throughout the supply chain, from upstream to downstream, and preparing employees for the future by educating them about the potential of AI and incorporating GenAI into the business by using the ImRu GPT tool which was specifically designed for the company.

Employee login
>20,000 persons

Value Creation
Intellectual Capital Human Capital

Charoen Pokphand Group Ignites Ideas, Launches CP Exponential Surge to Encourage Employees’ Creative Potential in Building Businesses for Sustainable Growth



Charoen Pokphand Group organized “CP Exponential Surge: Accelerating to 10X” for the first time as a platform for creating ideas. All Group employees are given an opportunity to propose their business ideas to create changes in accordance with the business group’s strategic mission and create exponential growth. The Group’s core values are implemented to develop innovations and products that meet the needs of the modern world in order to sustainably drive Charoen Pokphand Group into our 104th year. Employees from various business groups in 11 countries displayed their interest and submitted 764 project entries.

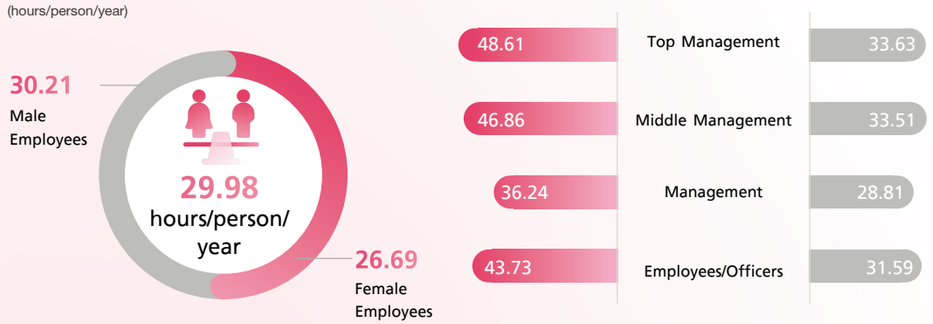
After intensive deliberation by a committee, 8 teams were chosen to present their projects in front of a panel of judges at C.P. Leadership Institute in Nakhon Ratchasima Province. On this occasion, Mr. Dhanin Chearavanont, Senior Chairman, and Mr. Soopakij Chearavanont, Chairman, joined the panel to listen to the presentations in the Final Pitching Round and offered additional suggestions to the contestants. This reflects the project’s target to enhance strategic potential to enable employees in designing and implementing projects that truly deliver the desired outcomes.

Participants
3,194 persons

Value Creation
Intellectual Capital Human Capital

Employee Training Hours

(hours/person/year)



Evaluating Performance to Drive Employee Potential with Equality

Empowering Human Resources through Fair and Transparent Evaluation

Charoen Pokphand Group focuses on fair and systematic compensation management, informed by impartial performance evaluations which takes into consideration both performance and behavior according to the Group's values. Performance evaluations are available in various formats, such as Management by Objectives, Multidimensional Performance Appraisal, Team-based Appraisal, and Agile Conversations. Employees' individual goals are set in line with their responsibilities. These goals are communicated to employees throughout their work along with advice and suggestions in order to achieve performance goals at both individual and organizational levels.

100%
Employees received evaluation, capacity building and career advancement

Average compensation ratio between female and male employees
1:1.03



Strengthening a Culture of Love

Building a Unified Corporate Culture

Charoen Pokphand Group places importance on building a strong and sustainable corporate culture to enable more than 450,000 employees around the world to grow with pride alongside the organization. The Group implements this approach by continuously instilling the Six Core Values, fostering an environment conducive to collaboration, and supporting employees to be good and capable individuals with morality, ethics, and love for the organization.

To ensure that the working environment still meets the needs of our employees, Charoen Pokphand Group conducts an annual employee engagement survey. In 2024, the Group collaborated with leading companies to assess employee satisfaction levels across multiple dimensions in order to obtain data to improve the efficiency of human resource management policies and approaches. The Group aims to enhance employee engagement to meet international standards, so that each and every person feels valued and grows with the organization in a stable and sustainable manner.

Employee Engagement Survey Results 2024
81.8%

C.P. Super KOL Searches for the Best Content Creators to Share Group Stories



C.P. Super KOL is the result of collaboration between the Information Strategy and Communication Office and the Human Resources Management Office of Charoen Pokphand Group. The program searches for individuals with the potential to speak out and convey the values and positive images of Charoen Pokphand Group in a creative and effective manner. The Group supports employee capacity and skills development by giving finalists the opportunity to learn and develop professional content creation skills from well-known coaches and influencers at the C.P. SUPER KOL Bootcamp Day. Participants used their creativity to adapt and create new things with an attitude that we can create positive changes for Thai society and the global community.

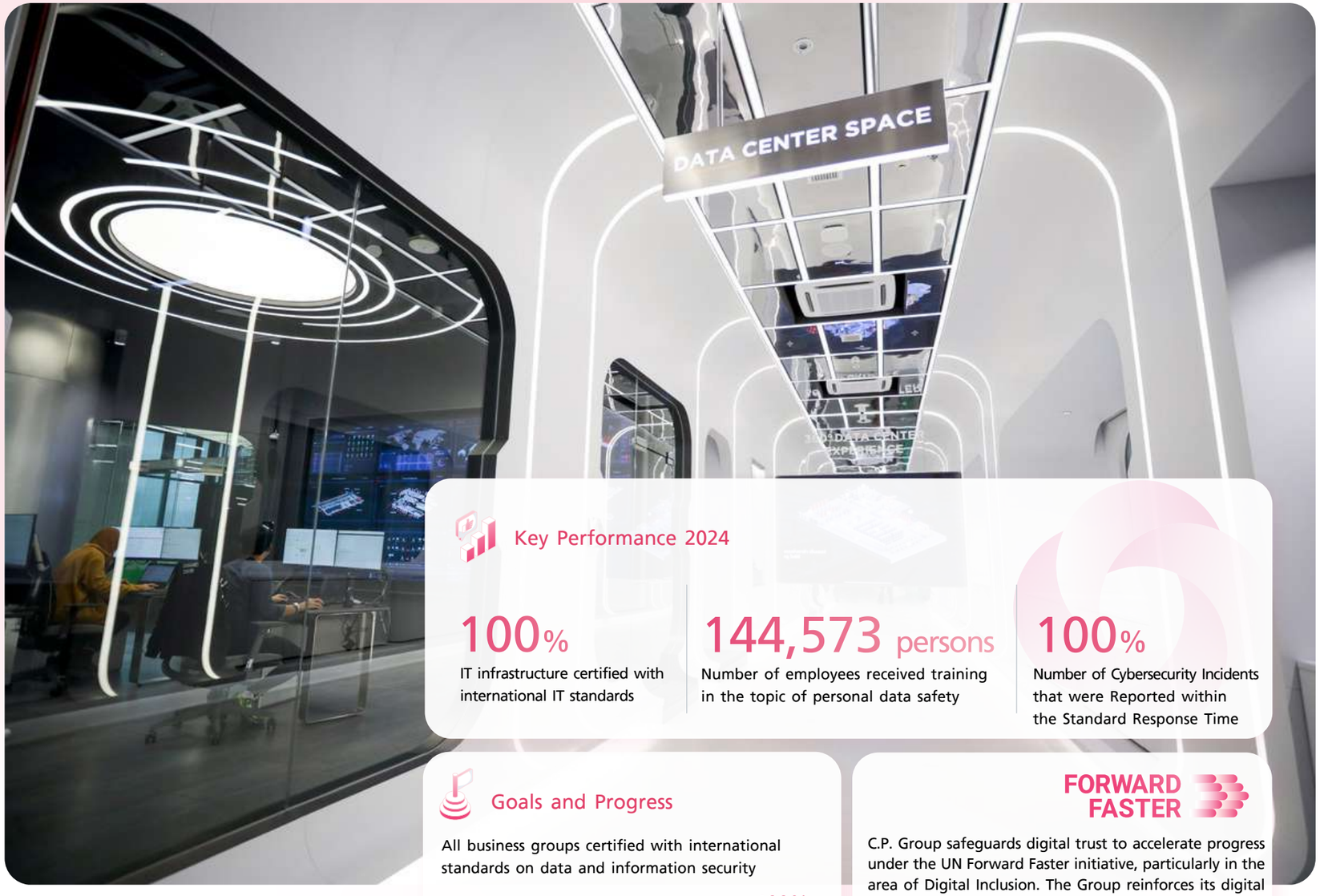
More than
96,000 views

Value Creation
Relationship Capital

C.P. Super KOL works

Cybersecurity and Data Protection

Cybersecurity and data protection are pivotal for businesses in the digital age. Strict and stringent implementation will contribute to maintaining the credibility of the organization and boost confidence among customers and all groups of stakeholders. In order to ensure the continuity of Charoen Pokphand Group's operations and readiness for future risks, the Group and our subsidiaries have therefore planned to optimize cyber risk management to keep abreast with rapidly changing threats by upgrading policies, practices, and cyber risk assessment systems at both the corporate level (C.P. Group Cyber Risk Assessment) and specific levels, such as Source Code Risk Assessment or Program Library Risk Assessment, as well as expediting the Rapid Cybersecurity Assessment to achieve effective and continuous advance risk prevention.



Key Performance 2024

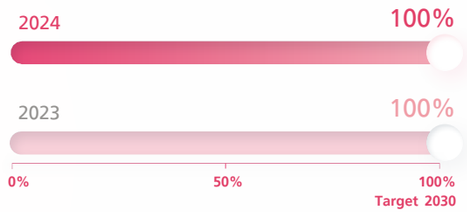
100%
IT infrastructure certified with international IT standards

144,573 persons
Number of employees received training in the topic of personal data safety

100%
Number of Cybersecurity Incidents that were Reported within the Standard Response Time

Goals and Progress

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



FORWARD FASTER

C.P. Group safeguards digital trust to accelerate progress under the UN Forward Faster initiative, particularly in the area of Digital Inclusion. The Group reinforces its digital infrastructure and governance through the following initiatives:

- Strengthens cybersecurity systems across all business operations
- Enhances employee capabilities through digital literacy and cyber awareness programs
- Upholds data privacy and ethical AI usage

Supporting the SDGs

9.c
17.6
17.8

More information available in
Sustainable Development Goals Report 2024
Sustainability Performance Report 2024

Cybersecurity and Data Protection

In this era of rapid digital and technological development, cybersecurity and data protection have become a factor of priority for every organization. This is especially true nowadays where cyberattacks are increasing and Artificial Intelligence (AI) is being used to develop attacks. Cybersecurity and privacy are crucial factors that determine the credibility of an organization in the digital age. In light of such risks, Charoen Pokphand Group has enhanced digital operations to align with international standards such as ISO 27001 and NIST Cybersecurity Framework (NIST CSF), and comply with relevant laws, such as PDPA (Personal Data Protection Act) and the Computer Crime Act. Recognizing opportunities to strengthen cybersecurity, the Group has invested in state-of-the-art security systems and partnered with relevant regulatory bodies and industry associations to exchange best practices and threat intelligence. These actions have helped strengthen the organization's security standards and build trust with customers and stakeholders.

Cybersecurity and Data Protection Governance

Charoen Pokphand Group has established the Cybersecurity and Information Security Committee to oversee and ensure that the Group's cybersecurity and data protection operations comply with international standards and frameworks, as well as applicable Group policies and practices. Chaired by Mr. Suphachai Chearavanont and comprising IT and cybersecurity executives from all Business Groups, the Committee has defined key cybersecurity policies and practices, e.g., Information Technology Management, Personal Data Protection, Risk Management, and Information Security.

The Committee also implements cyber risk management, monitors situations and responds to cybersecurity incidents, oversees the readiness of the Business Continuity Plan (BCP), and performs External & Internal Audits for regular verification of cybersecurity system consistency. Additionally, Mr. Sunsern Samaisut has been appointed as Charoen Pokphand Group's Chief Technology Officer. Such strong governance enables the organization to systematically control and prevent threats.

Charoen Pokphand Group's Cybersecurity and Information Security Committee Structure

Board of Directors
↓
Chief Executive Officer
↓
Cybersecurity and Information Security Committee
↓
Cybersecurity Working Group

Role and Responsibilities

- Screen and review strategies
- Screen and review policies and practices
- Screen and review key performance indicators
- Approve cybersecurity action plans and projects
- Oversee cybersecurity incident management
- Oversee the adequacy of cybersecurity preparedness
- Provide direction for cybersecurity enhancement
- Review operational effectiveness
- Encourage communication and information exchange to enhance cybersecurity awareness
- Report performance to relevant committees

Guidelines for Cybersecurity Enhancement within Charoen Pokphand Group

Approach	Explanation
Establishing CPG Cybersecurity Working Group	To collaborate in driving and developing the Group's cybersecurity projects, with representatives from all subsidiaries for diversity and expertise.
Assessing cybersecurity system	To identify and resolve vulnerabilities before a real threat occurs.
Establishing CPG CERT (CPG Computer Emergency Response Team)	To serve as an internal channel for exchanging cyber threat information.
Employing Automation and AI	To increase the ability to prevent and respond to cyber threats rapidly and effectively.
Establishing cyber fraud prevention campaign for Group companies	To reduce the likelihood of employees falling victim to phishing and raise cybersecurity awareness.
Conduct Cyber Attack Simulation	To test the organization's defense system and identify vulnerabilities before a real threat occurs.

"AI for Executives" Academic Training

Nowadays, Artificial Intelligence (AI) is developing rapidly and is considered a technology of the future. Charoen Pokphand Foods Public Company Limited not only recognizes the importance of building and upgrading digital and technological skills for our employees through various training topics throughout the year but also holds academic training for our senior executives to offer knowledge that can be applied to determine guidelines for incorporating AI into operations. The main goals are to establish a clear AI strategy, determine guidelines for using AI in every business unit, based on ethics, transparency, and safety, and determine guidelines for using AI to increase the organization's growth potential to enhance competitiveness in the global market and accelerate Digital Transformation with a well-defined direction.



Value Creation

Intellectual Capital Human Capital



"The Group places great importance on integrating technology into every work process. One key aspect is leveraging data intelligence to enhance efficiency, reduce costs, and improve customer satisfaction. However, this also brings increased IT-related risks. Therefore, building cybersecurity resilience requires more than just upgrading technology it also involves equipping employees with IT knowledge, developing skilled personnel, and establishing standardized, secure work processes.
This ensures the business can move forward efficiently, securely, and sustainably."

Mr. Sunsern Samaisut
Chief Technology Officer
Charoen Pokphand Group

Cybersecurity Incident Management Mechanism



To ensure effective cybersecurity incident management, Charoen Pokphand Group has established standard management procedures and communicated them to all relevant departments for acknowledgement and implementation. The cybersecurity incident management mechanism consists of:

1. **Prepare** personnel, equipment, procedures, communications, testing, and rehearsal of response plans at least once a year.

2. **Detect and Analyze** cyber security incidents. Internal departments responsible for overseeing information systems have been assigned to track, monitor and detect cyber threats 24/7. The mechanism also implements an incident warning system and an incident severity assessment system.

3. **Manage, Resolve and Restore** When a threat is identified, the responsible entity will determine appropriate measures based on the risk and severity, carry out mitigation and restoration, and retest security systems to ensure system availability and security, including reporting actions to relevant internal and external agencies as appropriate.

4. **Post-incident Management** Conduct lessons learned, retest, additional training and review of necessary measures to prevent recurrence, including sharing approaches and measures with internal and external agencies.

Cybersecurity Testing



Charoen Pokphand Group has developed a system to support Group-level operations to efficiently collect, analyze, and manage shared data, as well as an online training system and a central corporate database. We emphasize cybersecurity standards in all shared systems to enhance cybersecurity. In addition, the Group has contracted external experts to perform security tests and cyberattack simulations base on Open Web Application Security Project (OWASP) to assess the readiness of our systems, processes, and relevant personnel. The Group then uses the test results to analyze and continuously improve vulnerabilities to enhance comprehensive threat prevention and risk reduction measures.

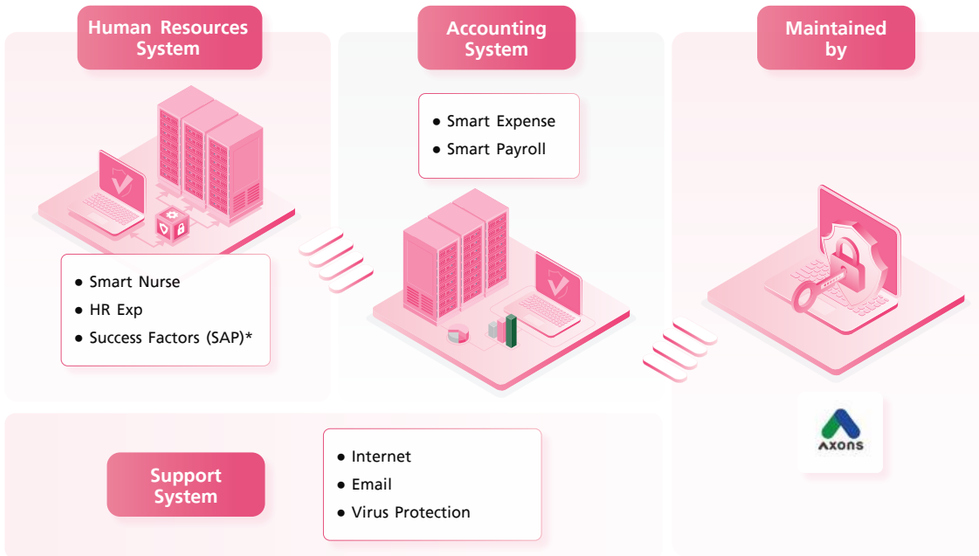
Value Creation

Manufacturing Capital Human Capital

Information Security Standard System

Charoen Pokphand Group places importance on optimizing cybersecurity to ensure the security of the Group's core information system. In addition, main and sub-systems for IT-related operations have been established. In addition, core and supporting IT systems have been established, with AXONS, an expert in technology and software development, responsible for overseeing, maintaining, and continuously improving all related processes. All systems operate in compliance with the ISO 27001 information security standard, which are maintained and tested for vulnerability. Cyberattack simulations are performed on an annual basis to assess and reinforce our systems. The Group recognizes the challenges of complex and rapidly changing cyber threats. Therefore, we are committed to continuously investing in cutting-edge security technologies and strengthening cooperation with regulatory bodies and industry associations to exchange knowledge while elevating and strengthening the Group's cybersecurity standards to manage future risks.

Charoen Pokphand Group's Main Information System



Number of Cyber Attack Attempts in Charoen Pokphand Group

Number of Cyber Attack Attempts in Charoen Pokphand Group	Amount
Number of abnormalities prevented (cases)	15,280
Number of abnormalities causing damage to the organization/customer (cases)	0
Loss value (THB)	0

FORWARD FASTER

HEALTH
Living Well

As Charoen Pokphand Group plays a key role in the food, health, and well-being systems, the Group is committed to building a sustainable health and wellness ecosystem under the strategy of Health: Living Well. The Group prioritizes the development of nutritious food, equitable access to food, and the reduction of nutritional inequality in all areas where it operates. C.P. Group drives innovation that supports long-term health outcomes while delivering economic value back to society, through the provision of knowledge to farmers and vulnerable groups, as well as by promoting access to financial and investment opportunities that strengthen the economic resilience of surrounding communities. With a strong belief that food security and well-being are the foundation of sustainable development, the Group operates with a stakeholder-centric approach to create positive, scalable impact, and to actively support the advancement of the UN Forward Faster initiative in a tangible way.

Health and Well-being 130
Social Impact and Economic Contribution 142
Food Security & Access to Nutrition 156
Innovation 166
Stakeholder Engagement 176



Value Creation Process

Input

Manufacturing Capital

- **100%** of production plants certified according to international standards
- Expansion of sustainable production sources to maintain food security

Intellectual Capital

- **91 R&D centers**
- **33,607 million THB** in R&D expenses

Human Capital

- **47,164 employees** received training and development in innovation and technology

Relationship Capital

- Establishment of a stable relationship between the Group and all stakeholders
- Partnership with various sectors to build a sustainable society and organization

Natural Capital

- Focus on creating eco-friendly products
- Actions to reduce food waste

Value Creation Process through Charoen Pokphand Group's Business Operations



Activities

As a leader in the food, retail, and pharmaceutical sectors, Charoen Pokphand Group has accelerated the development and enhancement of our production processes and services to meet global standards. This is carried out in tandem with designing products and services that meet future demands in terms of quality, safety, and sustainability. The Group also promotes the involvement of employees, farmers, SMEs, and vulnerable groups through integrated collaboration with various sectors to drive innovation, add value across the supply chain, and improve the quality of life for a broader population, without neglecting our commitment to environmental and social responsibility. Over the past year, the Group has also begun the tangible adoption of digital technologies and automation systems in our production lines to optimize efficiency and reduce waste in production processes.

Output

Manufacturing Capital

- **1,526 products** focusing on nutrition, health and well-being

Intellectual Capital

- **4,592 patents and petty patents** received in 2024
- **2,985 innovative products and services**

Human Capital

- **9,688 researchers and innovators**

Relationship Capital

- **3,753,203** farmers, SMEs, members of vulnerable and other groups provided with support
- **81.8%** stakeholder engagement score
- Establishment of a global network for sustainability comprising **7 member organizations**

Natural Capital

- **63.78 tons** of food waste generated from operations

Value for Stakeholders

Manufacturing Capital

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

Intellectual Capital

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

Human Capital

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

Relationship Capital

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

Natural Capital

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

SDGs

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

Health and Well-being

Good health and well-being are the foundation for a strong and sustainable society. Supporting access to health services and good nutrition will improve people's quality of life, ease the burden on public health, and boost local economies. However, countries across the world are still struggling to tackle many critical health and well-being issues. In order to contribute to the global community's effort in promoting good health and well-being, Charoen Pokphand Group aims to apply modern technology to develop products and production processes across the supply chain. The Group also increases the level of cooperation with relevant stakeholders to establish a sustainable food production system for today and the future while supporting and ensuring that consumers and farmers in various projects have better health in an inclusive and efficient manner.



Supporting the SDGs

2.1 2.2 2.4 3.8 3.b

More information available in Sustainable Development Goals Report 2024
Sustainability Performance Report 2024

Key Performance 2024

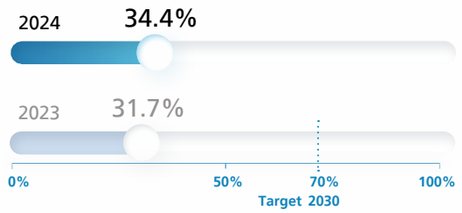
8.8%
Proportion of total sales from health and well-being products and services in 2024 increased from 2023

18.4%
Reduction in proportion of food safety complaints in comparison to 2023

22.9%
Proportion of products that focus on nutrition, health and well-being increased from 2023

Goals and Progress

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



FORWARD FASTER

C.P. Group recognizes that improving health and well-being is essential to building resilient communities and inclusive growth. In alignment with the UN Forward Faster initiative, particularly in the areas of Social Protection and Gender Equality, the Group advances equitable access to care and fosters a culture of well-being across the value chain:

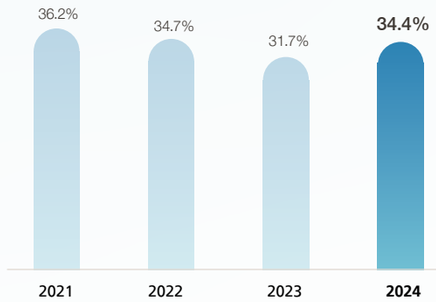
- Provides access to quality nutrition and healthcare for all
- Partners with public health and education sectors to address health disparities and promote preventive care

Promoting Access to Good Health and Well-being for All

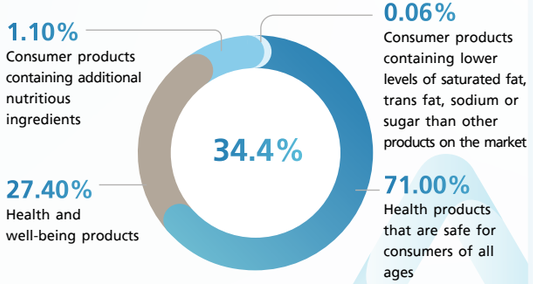
Intensifying climate change is triggering epidemics and increasing risks relating to the shortage of crops and animals, which are essential for food production and sustainable food systems. IIt has also led to food insecurity, changes in consumer behaviors, and stricter regulatory enforcement. Charoen Pokphand Group is thus committed to continuously improving our production processes to ensure food security for people across the globe.

Accordingly, the Group has introduced technology and innovation to enhance healthcare accessibility and equality in line with the World Health Organization (WHO)'s "Health for All" goal, using a proactive approach to adaptation and innovation. The Group has not only minimized negative impacts from external factors but has also transformed challenges into opportunities for sustainable business development while building confidence among all stakeholders, from farmers to consumers worldwide.

Sales Proportion from Health and Well-being Products and Services



Sales Proportion from Health and Well-being Products and Services in 2024



Integrating Innovation in Food Production Processes, Quality, and Safety

Charoen Pokphand Group strives to upgrade food quality and safety by continuously integrating innovation and advanced technology into our production processes. The Group has adopted digital systems and cutting-edge technologies to optimize efficiency, minimize loss, and create a stable and sustainable food system. Artificial Intelligence (AI) and Big Data are among the technologies utilized to analyze raw material quality and control production processes in real time. Blockchain technology has also been employed to enhance traceability capabilities, increase transparency, and build consumer confidence. The Group has acquired international standard certifications, such as GMP, HACCP, ISO 22000, GAP, and BAP. These certifications demonstrate the Group's commitment in strictly complying with national and international regulations in health and food safety. Furthermore, our subsidiaries operating in relevant industries have developed health and nutrition policies in line with the organization's sustainability goals. In addition to in-house technology development, the Group also highlights cooperation with farmers, suppliers, business partners, and academic institutions to conduct joint research and development on future foods that cater to all aspects of health, safety, and sustainability. We also encourage training and product quality inspections throughout the supply chain in an effort to establish common standards that can sustainably elevate the food industry.

C.P. China Eggs Received BRCGS Global Food Safety Standard Certification



Sichuan C.P. Egg Industry Co., Ltd., a China-based subsidiary, has received certification from the 9th edition of the BRC Global Standard for Food Safety (BRCGS), which is an international food safety standard recognized by the Global Food Safety Initiative (GFSI). The BRCGS standard covers food safety and quality management, hygiene, production process, traceability, and corporate culture in food safety. The company is committed to adhering strictly to these standards, covering every step from production through to transportation, in order to ensure that products are of the highest quality and safe for consumers. This reflects responsibility towards society and the sustainability of the global food industry.

Egg production capacity of BRCGS-certified Sichuan CP Factory

52,000 tons per year

Value Creation

Manufacturing Capital

Enhancing Food Safety Awareness in the Supply Chain

CP All PCL. recognized "food safety" as a critical element that directly impact consumer confidence and supply chain sustainability. Hence, the company has been focusing on providing knowledge, understanding, and the adoption of proper practices in food quality and safety for suppliers. In 2024, both online and offline trainings were provided covering the critical topics such as enhacing standards for SMEs in the agricultural product sector, product quality and safety, and QA-C.P. Group relationship program. These initiatives promote suppliers' capabilities in the area of technique, laws compliance, standard quality control, as well as collaboration along supply chain to create safe, sustinable and trustworthy food supply chain.



Number of suppliers received knowledge and understanding in food safety

3,236 suppliers

Value Creation

Manufacturing Capital

Relationship Capital

Responsibility towards Animal Welfare and Consumer Health

Rearing Animals According to Animal Welfare Principles

At present, climate change and the demand for sustainable food pose challenges to Charoen Pokphand Group, especially in activities related to animal husbandry. Therefore, ensuring a balance between productivity, environment and animal quality of life is indispensable in advancing towards sustainable agro-industry. For this reason, the Group prioritizes the sustainability of the food system, food safety and consumer health in conjunction with promoting animal welfare, which affects the quality of meat and the security of the global food system. Throughout our past operations, the Group has adhered to animal husbandry standards in accordance with ethics and responsibility towards animals based on the Five Freedoms.



Adherence to this set of principles has contributed to minimizing the use of growth hormones and antibiotics, thus resulting in meat products of higher quality and safety. Additionally, Charoen Pokphand Group has employed a biosecurity system on our farms to prevent diseases, reduce antibiotics use, and improve production quality to meet international standards. The Group has also appointed the Animal Welfare Committee to drive long-term policies and goals, as well as the Antimicrobial Committee to align the use of drugs under a common standard in every country of operation. The aforementioned operations cover all farms under the Group, contract farming farms, and suppliers throughout the supply chain. This demonstrates the Group's commitment to continuously maintain and improve production processes across the supply chain to meet international welfare standards. In addition, the Group has applied innovations and technologies, such as the enhancement of farm environments, smart temperature control systems, and digital animal behavior monitoring, to constantly raise animal husbandry standards.



Responsible Use of Antibiotics

Charoen Pokphand Group is committed to the responsible and reasonable use of antibiotics throughout the animal rearing process to minimize the risk of drug resistance and prevent residues in animal products. We operate in accordance with the "One Health" approach, which aims to balance the health of people, animals and the environment to promote sustainable health. This approach has been adopted as a common standard across all Charoen Pokphand Group's livestock operations worldwide, including company farms and contract farming farms.

Charoen Pokphand Group reduces the use of antibiotics for disease prevention, and allowing their use strictly for treatment purposes under close supervision by farm veterinarians, in accordance with animal welfare principles. Antibiotics approved solely for human use (Human-Only Antibiotics) are not used under any circumstances. Similarly, medically important shared-class antibiotics, those approved for both human and animal use, are strictly prohibited when used for non-therapeutic purposes, such as growth promotion.

At the same time, Charoen Pokphand Group enforces stringent antibiotic usage policies, permitting therapeutic use only under the guidance of qualified veterinarians. This approach minimizes unnecessary antibiotic use while ensuring animal welfare aligns with international standards. In addition, the Group is committed to advancing technologies and innovations to reduce dependency on antibiotics in animal farming. This includes modern farm management systems, the use of immune-boosting feed additives, and improving farm environments to support animal health. These efforts reflect the Group's dedication to elevating production standards and fostering long-term sustainability in the food industry.

Developing Modified Lysozyme with Nanotechnology to Substitute Antibiotics in Aquatic Animals



Charoen Pokphand Foods PCL. has adopted modified lysozyme, an enzyme whose structure has been modified with nanotechnology to withstand heat and effectively destroy the cell walls of both gram-positive and gram-negative bacteria. This differs from general lysozyme which affects gram-positive bacteria only. With this feature, modified lysozyme reduces the use of antibiotics in aquatic animals, lowers the risk of drug resistance and residues in ecosystems. This provides an alternative for safe and sustainable aquatic animal health care.

Reduced aquatic animal
26%

Aquatic animal survival rate increased to
82%*

Remark: * Result from laboratory testing.

Value Creation
- Manufacturing Capital
- Human Capital

Animal Husbandry

Charoen Pokphand Group aims to reform animal farming using innovation and smart technology to optimize production efficiency, while also elevating animal welfare and the food industry's sustainability. Accordingly, the Group has transitioned from traditional livestock farming to Smart Farms, powered by Internet of Things (IoT), Artificial Intelligence (AI), and automatic sensor systems. These help to monitor animal health in real time, reduce stress, prevent the spread of diseases, and enhance animal welfare in line with the international standards on "Sustainable Animal Welfare". In addition, the Group adheres to the Five Freedoms, which are a set of international standards that ensures animals' good quality of life, reduction of antibiotic dependence, and disease prevention, resulting in high quality and safe meat while reducing environmental impacts, for example, greenhouse gas emissions from the livestock sector. Furthermore, the Group has applied Big Data and Cloud-based Data Management to analyze and predict animal health trends, improve precision in farm management, optimize efficiency, and reduce costs in the long run. The Group has also implemented a biosecurity system to prevent diseases and ensure the safety of the food chain. Besides improving our organization's animal farming practices, the Group also encourages our suppliers and farmers in the Contract Farming scheme to comply strictly with animal welfare standards. We have also established a network of cooperation with the business sector, government agencies, civil society organizations, and research institutions to drive the sustainable growth of the livestock industry.

Raising Animal Welfare Standards with Smart Chicken Farming



Charoen Pokphand Foods PCL. has taken a step into the future of animal farming with Kroksomboon Farm a smart chicken farm prototype that leverages digital technology and automation to optimize efficiency in animal rearing, in real time 24 hours a day, while controlling temperature, food and water to suit each stage of the chicken's life. This allows the chickens to grow naturally strong without stress, thus reducing the need for antibiotics and promoting good health. This smart farm is the origin of "Benja Chicken", a premium chicken product raised with high quality superfoods which is rich with Omega 3. This meets the demands of new-generation consumers who are conscious about health and sustainable consumption. "Benja Chicken" won the "Superior Taste Award 2024" from the International Taste Institute, which guarantees excellence in taste and quality at world-class standards.

Benja Chicken production capacity
7,776
tons per year

Value Creation
- Manufacturing Capital
- Relationship Capital

Aquaculture

Charoen Pokphand Group places importance on sustainable aquaculture by adhering to animal welfare principles in tandem with focusing on breeding, farming systems, and disease prevention, to ensure that aquatic animals are healthy and can grow naturally without relying on antibiotics. The Group focuses on innovation research and development, integrating advanced technologies into aquaculture to enhance production efficiency, reduce loss, and improve supply chain value. A key approach is the introduction of probiotic farming in aquaculture, which prioritizes cleanliness at every step, allowing aquatic animals to live comfortably, be healthy, and grow naturally, thus yielding results high quality products. In addition, the Group has developed a smart farming system using eco-friendly technology and controlled by aquatic animal experts. The Group has also implemented a production data management system to plan breeding programs and transportation to match market demands, reducing energy consumption and minimizing environmental impacts. We have shared knowledge to farmers and suppliers in a bid to promote safe, eco-friendly and traceable aquaculture. These operations have elevated food safety standards, strengthened food security and created long-term benefits for farmers, communities and consumers.

C.P. Vietnam Uplifts Animal Welfare with Shrimp Stress Reduction Technology



Vietnam is the world's second largest shrimp exporter, particularly to the European market which prioritizes animal welfare standards and food quality. For this reason, C.P. Vietnam places great importance on reducing stress in shrimps before processing to ensure a strict, safe, and eco-friendly, attentive and eco-friendly production process. The company has developed the Electrical Stunner technology, which can render the shrimp unconscious swiftly, to replace the conventional ice slurry method. This new method effectively reduces stress and preserves the freshness of shrimp, making it suitable for high-standard processing. Additionally, the smart electrical control system has been designed to work with precision, helping to maintain a balance between product quality and humane handling principles.

Value Creation
- Manufacturing Capital
- Natural Capital

Supporting and Promoting Good Animal Welfare Practices

Promoting Animal Welfare in the Supply Chain

Charoen Pokphand Group is committed to advancing animal farming practices that genuinely uphold animal welfare, ensuring the well-being of animals. This includes promoting practices aligned with international animal welfare standards. A key approach is the implementation of Welfare Outcome Measures (WOMs), which are being adopted in Thailand and other countries where the Group operates. These measures help assess and monitor the welfare of animals through indicators such as behavior, injury rates, mobility, mortality rates, and overall animal health alongside general management practices that align with welfare standards. These efforts aim to ensure animals are raised in environments that support both physical health and emotional well-being. In addition, the Group works collaboratively with academic institutions, veterinarians, and farmers to raise awareness and promote practical welfare improvements. Through technology and innovation, Charoen Pokphand Group continues to enhance animal care practices that are appropriate for each species and life stage, ensuring that animal welfare goes hand in hand with sustainable production. This commitment not only improves animal lives but also benefits food safety, society, and the environment.

Data on Animal Welfare Promotion

Welfare Outcome Measures (WOMs) across Charoen Pokphand Group's Global Supply Chain in 2024

	WOM	2022	2023	2024
Broiler Chicken	Transport Livability (%)	99.82	99.80	**99.85**[i]
Layer Chicken	Transport Livability (%)	99.98	98.21	**99.98**[iii]
Meat Duck	Transport Livability (%)	99.86	99.02	**99.88**[ii]
Swine	Sow Survival Rate (%)	98.02	96.86	**96.27**[iv]
Aquaculture	Transport Livability (%)	99.90	99.07	**98.88**[v]

Assessment of Animal Welfare Performance in the Group's Core Products in the Global Value Chain in 2024

Animal Welfare Promotion	Performance
Physical environmental enrichment (%)	**61.51**[i]
Cage-free rearing (million eggs)	**59**[iii]
Physical environmental enrichment (%)	**100**[ii]
Sow raised in group gestation pen (%)	**53.88**[iv]
Non-fin clipping (%)	**100**[v]

[i] Covers businesses in Thailand, Vietnam, the Republic of China (Taiwan), Russia, the Philippines, Cambodia, Malaysia, and India.
[ii] Covers businesses in Thailand, Vietnam, and the Republic of China (Taiwan).
[iii] Covers businesses in Thailand, Vietnam, the Republic of China (Taiwan), the Philippines, Cambodia, Malaysia, and Laos, with cage-free rearing of layer chickens in Thailand, the Republic of China (Taiwan), and Laos.
[iv] Covers businesses in Thailand, Vietnam, the Republic of China (Taiwan), Russia, the Philippines, Cambodia, Malaysia, and Laos.
[v] Covers businesses in Vietnam.

Responsibility towards Consumer Safety

Thorough Communication through Product Labels

Charoen Pokphand Group places importance on communicating product information with accuracy and transparency. We utilize product labels as a vital tool to educate consumers and raise awareness, enabling them to confidently select food that suit their health and lifestyle. Our product labels are designed to be easy to understand, comprehensive, and traceable, in order to support responsible consumption practices and promote consumer health. Furthermore, in order to ensure that the information provided meets international standards, our business groups continuously monitor and assess changes in laws and regulations pertaining to food, and set guidelines for displaying labels that contain essential information, such as main ingredients, recommended daily amounts, safe usage instructions, storage instructions, and allergen warning at both front- and back-of-package labels etc., to provide consumers with clear information for appropriate consumption choices. Furthermore, the Group has raised the sustainability standards of our product labels by displaying information on its carbon footprint and animal welfare on certain products to enable consumers to purchase healthy food that takes into account the environment and is friendly to society.

Promoting Healthy Alternatives in the Supply Chain



CP Axtra Public Company Limited focuses on supporting suppliers' health products. In 2024, the company selected and honored "Healthier Choice" products with the "Supply Chain Sustainability Excellence Award" in the "Health and Well-Being" category at the 17th Makro's HoReCa event. This aims to encourage suppliers to develop health products that meet consumer demands, in line with the organization's goal to promote good quality of life in tandem with a sustainable food system.

Value Creation

Manufacturing Capital Relationship Capital





GDA (Guideline Daily Amounts)
Is the display of energy, sugar, fat, and sodium on front-of-package label. It shows nutrients per unit of packaging in an easy-to-understand manner.

Proportion of products displaying easy-to-understand and noticeable front-of-package labelling according to regulations and voluntary schemes in 2024
44.54%

Enhancing Health and Well-being for All

Promoting People Well-being

Charoen Pokphand Group aims to promote people's health and well-being continuously through projects and its carbon footprint that ensure equal access to healthcare services for everyone. We emphasize on disease prevention, healthcare, and exercise promotion, such as mobile mammography breast cancer screening, basic diabetes screening, and training on breast self-examination, to allow the people to monitor for any abnormalities. In addition, the Group supports physical activities, such as run for health and youth football, etc. We have also expanded access to medical services with Mordee application and eXta pharmacy outlets, which allow the public more convenient and swift access to medical consultations and services. The Group has collaborated with various sectors, both domestically and internationally, to improve public health through projects such as "C.P. Group 100 Years: Giving Back Through Blood Donations", executed by the Special Project Management Office under the supervision of Mr. Wanlop Chiaravanont, Senior Vice President of Charoen Pokphand Group, in collaboration with the National Blood Center of the Thai Red Cross Society. Moreover, the Group has developed public health technologies and innovations to enhance public health care, including the Mobile Stroke Unit, 5G Smart Ambulance, and 5G Unmanned Vehicle, which have optimized efficiency in assisting emergency patients and expanded access to medical services in a comprehensive and sustainable manner.

"True Corporation is committed to advancing 5G innovation, promoting the ethical use of AI, fostering digital inclusion, and broadening access to education in the digital age, with the goal of enhancing quality of life in every dimension. These initiatives are instrumental in driving a more sustainable, inclusive, and connected society."

Mr. Sigve Brekke
Group CEO
True Corporation Public Company Limited



True Corporation Transforms "Smart Healthcare" with 5G to Terminate "Cerebrovascular Disease"

True Corporation PCL. supports the royal initiative project for stroke treatment in patients with mobility impairments by applying 5G technology to enhance access to advanced medical services at 21 Somdech Phra Yupparat Hospitals across the country, under the concept of "Smart Health for All." The initiative includes the installation of teleconsultation systems and medical equipment inside Mobile Stroke Units,such as CT scanners and blood clot detection devices, to enable timely diagnosis and treatment of stroke, helping to restore brain function quickly, reduce complications, and lower mortality rates in remote areas effectively.



Emergency care services provided at **Value Creation**
21 Somdech Phra Yupparat Hospitals nationwide
Relationship Capital

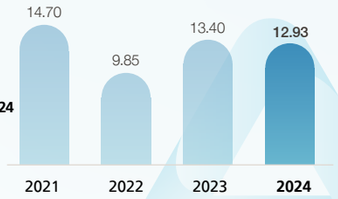
C.P. Group Giving Back Through Blood Donations



"C.P. Group Giving Back Through Blood Donations" is a project executed by the Special Project Management Office under the supervision of Mr. Wanlop Chiaravanont, C.P. Group Senior Vice Chairman, in collaboration with the National Blood Center of the Thai Red Cross Society. From 1991 to 2024, personnel from all business groups have donated a total of 625,514 units or 234,579,600 cc of blood.

Value Creation
Relationship Capital

Statistics on Charoen Pokphand Group's accumulated blood donation volume between 2021 and 2024 (million cc.)



Cervical Cancer Screening Pilot Project for Thai Women



Charoen Pokphand Group and CP ALL PCL. have collaborated with the Rural Doctor Foundation and government health agency networks to raise Thai women's awareness on cervical cancer screening under the concept of "early detection, treatment, survival". Under this initiative, HPV Self-Test kits were distributed free of charge across four districts in Songkhla province, namely Sadao, Saba Yoi, Nathawi, and Thepha.

Recipients of HPV Self-Test kits
over **12,000** kits

Value Creation
Relationship Capital

CPFPC Run for Health and Well-being



Charoen Pokphand Foods Philippines Corporation (CPFPC) held the 4th CPFPC Half Marathon at Clark Parade Grounds to promote health and exercise while also raising funds for communities. The PHP6,000,000 proceeds from the event were donated to the Rural Health Unit of Samal and Gerona, which received PHP3,000,000 each, to improve local health services.

Participants in 4th CPFPC Half Marathon
over **4,500** people

Value Creation
Relationship Capital

Social Impact and Economic Contribution

Social impact and economic contribution are crucial factors that strengthen the sustainability and prosperity of both the organization and the society while also reducing inequality and elevating the quality of life of communities. Charoen Pokphand Group has therefore moved forward to promote farmers' access to production technologies in tandem with sustainable agriculture, increase access to digital platforms for vulnerable groups and SMEs to create career opportunities, and develop projects that generate income in communities to reduce financial impacts and encourage long-term self-reliance.



Key Performance 2024

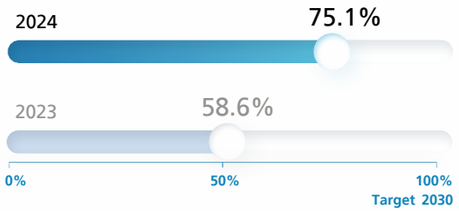
1,338,294 persons
Farmers supported

1,493,544 persons
SMEs supported

921,365 persons
Vulnerable and other groups supported

Goals and Progress

5 million people receive job promotion to generate income for people in need, e.g., farmers, SMEs, and vulnerable groups across the value chain



FORWARD FASTER

C.P. Group advances inclusive economic growth to accelerate progress under the UN Forward Faster initiative, particularly in the area of Food Systems Transformation, and Sustainable Finance, through the following initiatives:

- Empowers smallholder farmers with access to knowledge, finance, and sustainable market opportunities
- Strengthens local SMEs through business development support
- Supports vulnerable groups by promoting livelihoods and skills training

Supporting the SDGs

1.2 1.4 | 2.3 | 4.4 | 5.b
8.3 8.6 8.7 | 9.3 | 10.1 10.2

More information available in
Sustainable Development Goals Report 2024
Sustainability Performance Report 2024

Social Value Creation

The diversity of Charoen Pokphand Group's businesses has compelled us to consider and adjust our operational process to accommodate the cultural and economic differences of each locality. This poses a challenge for the Group in achieving our commitments and goals to promote sustainable development and positive changes in communities where we operate.

In the past, Charoen Pokphand Group has supported job creation and income generation for farmers, SMEs, and vulnerable groups in the Group's value chain. Not only do our efforts align with the United Nations Sustainable Development Goals (SDGs) but they also contribute to reducing social inequality and creating shared value for business and society, leading to sustainable growth in the future.

Social Value Creation Strategy

Charoen Pokphand Group is aware that our business operations may impact the society and communities. For this reason, the Group has established a strategy to minimize negative impacts, create positive contributions, and respond to the concerns of all stakeholder groups. Over the years, the Group has implemented a variety of social value creation projects, such as promoting collaboration with partners from various sectors to strengthen new knowledge and skills that are suitable for business and living in the 5.0 era, or the technological and digital age. Furthermore, the Group has also integrated our core competencies to truly create benefit for the society and communities.

In addition to concerting efforts with partners and executing projects, Charoen Pokphand Group also recognizes the importance of community and social rights. In order to prevent our business operations and projects from affecting or depriving the rights of communities and societies, the Group has conducted the Human Rights Due Diligence and formulated guidelines for economic, social and environmental impact assessment from project implementation, allowing all business groups to evaluate every dimension of social impacts. The Group has also defined measures to systematically prevent and mitigate potential impacts on society.

Impact Valuation of Social Value Creation Operations Using

Social & Human Capital Protocol



Supporting and Improving Quality of Life

Supporting Farmers

Charoen Pokphand Group places importance on promoting and developing the potential of farmers, who are the foundation of the supply chain and a mechanism for driving the economy and society towards sustainable growth. The Group works with partners in various sectors to transfer knowledge and modern technology to farmers, providing them with the opportunity to access better practices, develop their business potential, increase income security, and improve their quality of life. In addition to developing grassroots economy, the Group also aims to minimize environmental impacts across the supply chain, especially in this era where farmers face challenges from climate change, soil and air pollution, soil degradation rehabilitation, problems related to inefficient water management, and irrigation area limitations. In addition, the Group prioritizes the use of traceable raw materials and balanced natural resource management to maintain the abundance of the ecosystem. Since the agricultural sector is the upstream source of the food industry, the Group therefore established the Sustainable Procurement Policy and Guidelines in order to promote responsible raw material sourcing that takes into account environmental impacts, social responsibility and good governance, while participating in the establishment of strong agricultural communities that grow alongside a genuinely green economy.



CPP Myanmar Drives Water Resource Development to Ensure Year-round Income for Farmers



Covers an agricultural area of approximately (between 2019-2023)

720 sites

or **9,105** Rai

(3,600 acres)

Value Creation

- Financial Capital
- Relationship Capital

According to a survey of agricultural areas in the irrigation zone of FarmPro business (Naypyidaw - Mandalay) in Myanmar, operated by Charoen Pokphand Produce Co., Ltd. (CPP Myanmar), some areas had been experiencing water shortage because the irrigation system could not cover the entire cultivation area. This resulted in lower-than-expected yields and affected the income of farmers under the project. In a bid to resolve this problem and ensure uninterrupted farming, FarmPro initiated the groundwater drilling project in 2019, which was carried out in accordance with Charoen Pokphand Group's "Three Benefits" principles. The project focused on creating groundwater sources for farmers in the Naypyidaw - Mandalay region for the purpose of farming and to reduce the risk from uncertain irrigation situation. This project has enabled year-round cultivation, generated sufficient income and ensured career stability.

“Nam Phang Model” in Nan Province: Elevating Quality Coffee Processing towards Fine Robusta to Increase Value and Create Sustainable Community Economy



Charoen Pokphand Group has implemented “Nam Phang Model” in Ban Nam Phang, Mae Charim district, Nan province, in collaboration with network partners, including the government sector, civil society, education sector, and communities, to encourage monoculture substitution and restore green areas in conjunction with improving the community’s quality of life. The project focuses on promoting green agricultural jobs through the cultivation of Robusta coffee to restore forests, which can generate stable and sustainable income for local farmers. It also aims to develop knowledge and skills in coffee processing to achieve higher coffee quality. In 2024, a workshop was organized for Ban Nam Phang Agriculture Community Enterprise, covering from upstream, i.e., selection of suitable coffee plantations and varieties, harvest and selection of quality coffee cherries, through to correct processing process. Farmers gained hands-on experience to enhance their potential and improve product quality, increasing future market opportunities. Currently, coffee cultivation covers an approximate area of 20 rai.

Increased green space by approximately
4,500 rai

Cared for community forests
10,000 rai

Value Creation

- Relationship Capital
- Natural Capital

C.P. Vietnam Collaborates with Vietnamese Government to Promote Sustainable Agriculture, Enhance Local Products and Strengthen Potential of Community Economy

C.P. Vietnam Corporation (CPV) collaborated with Vietnam’s Ministry of Agriculture and Rural Development to enhance the agricultural sector and support the “One Commune One Product” (OCOP) project to promote a sustainable, transparent and socially responsible agricultural system while sustainably improving the economy and quality of life of the Vietnamese people.



Value Creation

- Human Capital
- Relationship Capital

Improving Quality of Life for Fishers

Charoen Pokphand Group joined forces with the government, private sector, and civil society to establish the “Fishermen Life Enhancement Center” (FLEC) in 2016 to care for and protect migrant workers on fishing boats from the risk of becoming victims of human trafficking. FLEC Center works in collaboration with six main organizations: Fish Marketing Organization, Department of Labor Protection and Welfare (DLPW), Planned Parenthood Association of Thailand (PPAT), Stella Maris Center Songkhla, GEPP Sa-Ard Company Limited, and PTT Global Chemical Public Company Limited. It focuses on improving the quality of life of migrant workers and their families in terms of health, safety at work, and education for their children. Over the course of eight years, FLEC Center has played a critical role in promoting equal treatment for migrant workers and their families in Songkhla province, ensuring fair wages and access to fundamental rights in terms of health and education. This has allowed migrant workers and their families to live and work confidently in Thailand, reducing the risk of human trafficking and all forms of illegal labor.



FLEC Center Celebrates International Women’s Day by Promoting Good Reproductive Health for Female Migrant Workers



Charoen Pokphand Foods Public Company Limited collaborated with the Fishermen Life Enhancement Center (FLEC), the Planned Parenthood Association of Thailand, and the Songkhla District Public Health Office to organize health promotion activities for female migrant workers in the fishing industry. The activities included mobile health service units at FLEC Center and Songkhla Fisheries Pier to provide female migrant workers in Thailand with access to quality, friendly and equal sexual and reproductive health services without discrimination.

Female migrant workers received sexual health services and cancer screening (accumulated data between 2016-2024)
over **500** persons

Value Creation

- Human Capital

Supporting SMEs

Charoen Pokphand Group aims to support SME growth through a variety of projects and collaborations by using the Group's expertise, in collaboration with business partners, to enhance suppliers' potential and competitiveness. For example, promoting easier access to sources of funding, providing business start-up opportunities, and supporting product distribution channels to enable entrepreneurs to continue developing their businesses and expand their growth, ready to cope with challenges, risks and challenges that may affect the national economy and the well-being of society as a whole. In addition, the Group also encourages community participation in ensuring that product and service development processes meet international standards to uplift local and national economies while increasing competitiveness by cooperating with network organizations to optimize SMEs capabilities and support strong growth.

"Chef's Club"



CP Axtra Public Company Limited has taken a step forward alongside HoReCa entrepreneurs nationwide by strengthening the food industry through the launch of "Chef's Club by Makro". This served as a community where chefs, restaurant owners, and food lovers can connect and exchange knowledge, inspiration, and integrated solutions to raise standards and create success in every dish. The project also focuses on improving the potential of chefs and restaurants in Thailand towards achieving sustainable growth. Chef's Club, which gathers knowledge in management and cooking skills through offline and online systems, has increased income opportunities for entrepreneurs, with an average sales growth of 8.17% from the previous year.

Participants
177,428 entrepreneurs

Value Creation
- Financial Capital
- Relationship Capital

CP Joins Hands with CP Global to Support SMEs and Farmers in the "Platform of Opportunity" to Expand Thai Export Markets Worldwide

CP Seeding Social Impact Co., Ltd., on behalf of Charoen Pokphand Group, opened the door to the global market for Thai entrepreneurs at Thaifex - Anuga Asia 2024 and CP Group Global Sourcing Expo 2024, organized by Charoen Pokphand Foods PCL. CP Seeding led Thai entrepreneurs and manufacturers of various products, such as processed seasonal fruits, e.g., coconut, mango, and durian, products influenced by popular menus, such as Thai tea, as well as ready-to-eat Thai sauces/seasoning sets, to seize the opportunity to present their products and gather direct feedback from the market in order to further develop and export Thai products worldwide. The project is focused on the collection of feedback from CP Global in various countries, including Australia, Malaysia, Vietnam, China, the United States, Poland, and other European countries. During this event, CP Seeding joined forces with retail groups, such as CP Axtra PCL, CP All PCL, and Charoen Pokphand Foods PCL, and various Group subsidiaries, to further the activities to provide maximum benefit to the 9 Thai entrepreneurs participating in the Market Testing project, including Itim Lamoon, Sali, PlaNeat, Im Jai, GreenVille, Sriwanna, Gin, Chaosua, and BIOBLACK, as well as many other business partners who took part in proposing their products to other foreign markets, totalling 40 brands from 36 entrepreneurs, representing 199 products.





Participants
36 entrepreneurs

Number of participating products
199 products

Value Creation
- Relationship Capital

More information is available at
Platform of Opportunity for Thai Entrepreneurs and Farmers



"We are committed to **co-creating and sharing opportunities for all** to foster sustainability in partnership with businesses, communities, and society. Our focus is on creating value for society, particularly by supporting micro, small, and medium-sized enterprises (MSMEs), including community enterprises and farmers, within the ecosystem and value chain, which are considered vital components of the grassroots economy."

Mr. Yuthasak Poomsurakul
Chief Executive Officer
CP All Public Company Limited

Supporting Vulnerable Groups

The world today faces complex challenges, including international conflicts, climate change, population growth, migration, as well as factors relating to quality of life and well-being that trigger social inequality, especially among low-income and vulnerable groups who lack access to education, financial resources, materials for occupation, good living environments, and quality health services.



Charoen Pokphand Group is aware of the potential impacts our businesses have on people's quality of life, especially among vulnerable groups. Therefore, we are committed to continuously implementing projects that provide assistance and enhance the capacity of these groups, including people with disabilities, the elderly, children, and the socially disadvantaged, through cooperation with various partners and organizations. We aim to promote careers, develop skills and potential, expand access to knowledge, and support long-term self-reliance with a commitment to reduce inequality and improve quality of life.

"60 Young at Heart" Project



CP Axtra PCL. signed a Memorandum of Understanding with the Department of Employment and the Department of Skill Development to provide job opportunities for senior citizens. The project illustrates CP Axtra's commitment to create jobs and careers for Thai people. In 2024, career promotion for senio r citizens was carried out through three activities under the "60 Young at Heart" campaign:

1. Employing senior citizens to work in Makro and Lotus's stores, in roles such as stocking and weighing products, or customer service.
2. "Senior Entrepreneurs", providing vocational training to help seniors generate income in order to work independently or start their own businesses.
3. "Happy Senior Market", offering spaces for elderly vendors to sell their products in Makro and Lotus's stores free of charge, emphasizing commitment to job creation.

Number of senior citizens participating in the job creation and career promotion projects in 2024

over **800** persons

Value Creation

- Relationship Capital
- Human Capital

YOUNG BARISTA CAMP 2024 Project



Over the past three years, CP ALL, 7-Eleven and 7 Delivery, in collaboration with the Office of Social and Environmental Affairs, Kudsan, Bellinee's Premium Café, and CP Retailink Co., Ltd., has hosted a vocational coffee brewing training program for neurodiverse and hearing-impaired youth under the "Coffee Classroom" project which has been extended into the YOUNG BARISTA CAMP 2024. The camp provided students with an opportunity to showcase their potential and develop their skills to become professional baristas. Youth with outstanding abilities from five schools were selected and intensively trained to expand their coffee brewing skills from basic to professional baristas, creating future career options for youth.

Number of participants in 2024

30 persons

Value Creation

- Relationship Capital
- Human Capital

CPF Supports People with Disabilities to Earn Income for Self and Family Support

Charoen Pokphand Foods PCL. and its subsidiaries aim to improve the quality of life and well-being of people with disabilities in society, promote self-reliance, and reduce inequality by employing them through three approaches, i.e., hiring 210 disabled individuals at CPF establishments, hiring 581 disabled individuals in communities, e.g., health promotion hospital aides, temples, and supervisors for the "Raising Layers for Student Lunches" project, and providing space concession within the company's cafeteria to one individual. In addition, the company supports 15 Thai national wheelchair basketball players to create job opportunities and stable incomes for people with disabilities, enabling them to become an important force in driving society towards stability and sustainability.



Number of persons with disabilities

807 persons

Value Creation

- Relationship Capital
- Human Capital

Charoen Pokphand for Rural Lives' Development Foundation

The Charoen Pokphand for Rural Lives' Development Foundation was established with the main goal to foster good people, good citizens, and good occupations through the implementation of various projects that are still in operation today, such as Agricultural Youth Vocational Training Center and Agriculture for School Lunch, which evolved into the Raising Layers for Student Lunches Project. The Foundation also supports Royal Initiative Projects, such as Royal-initiated Huai Ongkod Project. Furthermore, it has expanded efforts into job creation and stable income generation, children and youth development, and agricultural development. Key ongoing projects include Integrated Agricultural Project based on Royal Initiative in Buriram, Career Development Project in Pak Ro sub-district, Foster Family in Cultural Communities, Royal-Initiated Cooperative Village Project, and Scholarship for Students under Royal Patronage Project. The Foundation has confronted new challenges by rethinking and reinventing various aspects. It has joined forces with Charoen Pokphand Group and network partners from all sectors to strengthen sustainable development while enhancing its performance by setting new strategies, adjusting goals and visions in line with the changing social context. In this regard, the Foundation has initiated new projects to meet present day challenges.

"The Foundation aims to expand its scope to improve the quality of life for people of all ages, in line with **His Majesty King Bhumibol's Philosophy, From Mountains, Rice Fields to the Great River,** and create sustainable value for the Thai society."

Mr. Jomkitti Sirikul
Senior Executive Vice President
Public Sustainable Development and Relations Affairs, Charoen Pokphand Group



Sustainability Management Strategy

CHAROEN POKPHAND For Rural Lives' Development Foundation

Driving sustainability development in Thailand
Improving quality of life for the underprivileged in society, giving back to the country

Sufficiency economy	Value creation for society and the underprivileged	Gratitude
Food security and access to nutrition	Education and inequality reduction	Ecosystem and biodiversity protection

Support for Royal Initiative Projects
- Royal-initiated Huai Ongkod Project, Kanchanaburi
- Chang Hua Man Royal Initiative Project, Phetchaburi
- Hub Kapong Cooperative Village Project, Phetchaburi
- Huai Sat Yai Cooperative Village Project, Prachuap Khiri Khan
- San Kamphaeng Cooperative Village Project, Mae On, Chiang Mai
- Ler Tor Royal Project Development Center, Tak
- Border Guard Village Project, Mae Hong Son
- Nong Phlap - Klad Luang Project, Phetchaburi
- Phu Phan Royal Development Study Center, Sakhon Nakhon
- Schools under the Royal Initiative Scholarship Fund Project

Children and Youth Development
- Raising Layers for School Lunches (nationwide)
- Scholarship for Students under Royal Patronage
- Nursing Career Development Project
- Foster Family in Cultural Communities

Community and farmer development
- Integrated Agricultural Project based on Royal Initiative, Buriram
- Career Development Project under the initiative of General Prem Tinsulanonda, Songkhla

Environmental Protection and Restoration
- "Omkoi Model", Chiang Mai
- "Sustainable Songkhla Lake", Songkhla

"Join forces internally, build external cooperation network, create value for society"

Projects under Charoen Pokphand for Rural Lives' Development Foundation


Raising Layers for School Lunches


Omkoi Model


Nursing Career Development Project


Scholarship for Students under Royal Patronage


Foster Family in Cultural Communities


Integrated Agricultural Project, Buriram


Community Knowledge Exchange Center (Theppaya Park)


Songkhla Lake Project

Performance of Charoen Pokphand for Rural Lives' Development Foundation in 2024

Support for Royal Initiative Projects

Royal Initiative Projects

60%

Continuously supports **6 Royal Initiative Projects**
2030: 10 projects

Performance

100%

Performance in line with target and responds to stakeholder expectations
2030: 100%

Food Security and Good Nutrition

Schools under Raising Layers for School Lunches Project

95%

959 schools participating in the Raising Layers for School Lunches Projects since project initiation
2030: 1,000 school

Access to Safe and Nutritious Food

85%

170,000 children and youth provided with access to safe and nutritious food
2030: 200,000 persons

Food Security and Essential Proteins

87%

26.2 million eggs/year produced and delivered to children and youth in remote areas for better health and well-being
2030: 30 million eggs/year

Inequality Reduction

Education

45%

915 scholarships granted to children and youth in vulnerable groups, providing access to quality education, support and care through to career
2030: 2,000 persons

Farmers' Career and Income

89%

2,678 farmers, fishers and the underprivileged supported with career promotion to generate stable income
2030: 3,000 persons/year

Social Impact and Contribution

72%

72,602 members of vulnerable groups receiving direct and indirect benefits in economic, social and knowledge aspects
2030: 100,000 persons/year

Environment

Terrestrial Ecosystem Protection

42%

426,400 trees planted and protected in collaboration with communities, farmers and network partners
2030: 1 million trees

Marine Ecosystem Protection

6%

60 million marine animals released in collaboration with fishers and network partners
2030: 1,000 million marine animals

Evaluating Project Performance

For over three decades, the Charoen Pokphand for Rural Lives' Development Foundation has conducted projects focusing on job creation, stable income generation, children and youth development, and agricultural sector promotion. It has also performed comprehensive risk assessments to minimize negative impacts from operations on society and communities, covering all stakeholders. Meanwhile, the Foundation has improved its performance and expanded cooperation with network partners from all economic, social, and environmental dimensions. In order to ensure that the results of the project implementation truly reflect values for stakeholders, the Group began implementing the social impact assessment in the previous year. In 2024, the Foundation expanded the assessment scope to cover a wider range of projects in order to strengthen the sustainable development of the society.

Evaluation Guidelines

The Charoen Pokphand Foundation for Rural Life Development has adopted the Social Return on Investment (SROI) framework to evaluate two of its key initiatives, the "Raising Layer for Student's Lunch" project and the "CP Development – Omkoi Model" Project in Chiang Mai Province, Thailand, "High-Value Agriculture and Social Enterprise Development Program" project, which promotes the cultivation of high-value crops. The assessment covers three dimensions: economic, social, and environmental, and takes into account both positive and negative impacts. This approach helps build a comprehensive understanding of the value that communities, society, and the environment receive from these initiatives. In the economic dimension, the assessment considers impacts such as income generation, employment opportunities, support for local businesses and grassroots economies, and reduction of economic inequality in access to opportunities. For the social dimension, the evaluation includes impacts such as improvement in quality of life, promotion of knowledge, skills, and education, shifts in traditional community lifestyles, and potential violations of the rights or dignity of vulnerable groups. In terms of the environmental dimension, the assessment covers aspects such as ecosystem and natural resource restoration, promotion of sustainable resource use, risks of increased waste if not properly managed, and the use of energy or resources in project operations.



Raising Layers for School Lunches



The Charoen Pokphand Foundation for Rural Life Development has been running the "Layer Chicken for School Lunch" project for over 30 years. The initiative enables students and teachers to learn how to raise laying hens, use the eggs to prepare school lunches, and earn additional income by selling surplus eggs within the community. This project has created opportunities, transferred knowledge, and inspired change, serving as a testament to the power of collaboration in driving meaningful impact. Between 2022 and 2024, the project's Social Return on Investment (SROI) was valued at THB 60,504,082, with an SROI ratio of 1:1.72.

2024 Evaluation Result

Economic Impact: 14,745,215 THB

This value reflects the outcomes of various activities, such as the establishment of a revolving fund to sustain future project phases, reduced expenses from purchasing layer hens, income generation from egg sales, and improved household earnings that support family livelihoods.

Social Impact: 11,937,020 THB

This includes social benefits derived from improved access to protein from eggs that enhance nutritional status, increased knowledge in financial management (income and expense tracking), knowledge transfer from layer hen farming, and the development of community-based learning centers.

Environmental Impact: (279,711 THB)

This figure represents the environmental costs associated with the project, such as greenhouse gas emissions and odor pollution resulting from chicken manure.

Total Value Created: 26,402,524 THB

Total Investment Value: 15,466,063 THB

SROI Ratio: 1:1.71

The "CP Development – Omkoi Model" Project in Chiang Mai Province, Thailand, "High-Value Agriculture and Social Enterprise Development Program" project



The CP Development – Omkoi Model Project is a strategic initiative under CP Group's natural resource and environmental restoration efforts, which has been in operation since 2022. The project aims to support sustainable livelihoods, enhance local knowledge, and expand opportunities for remote communities. The initiative promotes the cultivation of high-value crops, such as Mini Ball pumpkins and Toad Skin pumpkins, using a "market-led production" strategy. This approach is supported by CP Group's business units, which serve as guaranteed markets for quality produce that meets standards ensuring fair pricing for farmers. Between 2022 and 2024, the project's Social Return on Investment (SROI) was valued at THB 1,824,991, with an SROI ratio of 1:3.94

2024 Evaluation Result

Economic Impact: 1,267,361 THB

This reflects improved household well-being among participating farmers as a result of the project.

Social Impact: 159,524 THB

The social value stems from increased knowledge in leafy vegetable cultivation techniques within greenhouses, enhanced farmer skills in cultivating toad pumpkin, and the achievement of GAP certification, which enabled access to higher-value markets.

Environmental Impact: (103,535 THB)

This represents the environmental costs associated with the project, including longer transportation distances to buyers, increased water usage, and a rise in agricultural waste.

Total Value Created: 1,323,349 THB

Total Investment: 200,000 THB

SROI Ratio: 1:6.62

Food Security & Access to Nutrition

Ensuring food security and access to proper nutrition is crucial for both people's quality of life and the economy. Charoen Pokphand Group's business operations which support sustainable agriculture not only contributes to reducing hunger and malnutrition but also improves community health in the long run. The Group aims to expand sustainable agriculture practices across the organization and to our agricultural partners. We also target to apply innovations and modern management approaches to uplift product quality and increase biodiversity, as well as provide local farmers with access to sources of good, safe, and affordable nutrition. The Group also collaborates with relevant agencies and organizations to jointly drive a sustainable food system.

Supporting the SDGs

2.1
2.2

More information available in
Sustainable Development Goals Report 2024
Sustainability Performance Report 2024



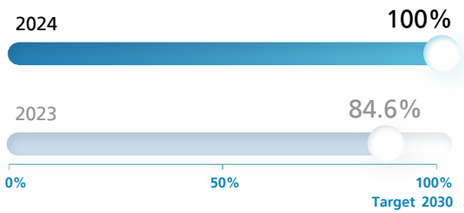
Key Performance 2024

13.48 million people
Number of children and youth who gained access to food, along with knowledge on food safety and nutritional value (cumulative)

42.7%
Proportion of marketing budget allocated to promoting healthy food products

Goals and Progress

10 million children, population, and people in need receive access to safe and nutritious food



FORWARD FASTER

C.P. Group strengthens food security as part of its commitment to the UN Forward Faster initiative and the transformation of global food systems. The Group ensures access to safe, sufficient, and nutritious food through the following initiatives:

- Promotes sustainable food production that supports health, environmental resilience, and long-term availability
- Increases food accessibility for underserved communities while promoting responsible consumption

Food Security Management

Food security and access to good nutrition are at the heart of sustainable development, which has always been Charoen Pokphand Group's priority. Nevertheless, as a world-class business with a supply chain spanning agriculture, food industry and retail, the Group faces the challenge of establishing a food system that can support the population while ensuring the high quality, safety and nutrition of food. In addition, climate change, natural resource depletion and economic inequality are key factors affecting global food security. In response to these challenges, the Group has implemented a range of projects that focus on promoting all dimensions of food security, from enhancing the ability of farmers and small-scale producers to produce food sustainably, through to developing future food, such as plant-based food and healthy food. The Group's efforts in food security not only provide consumers with access to quality food but also contribute to reducing social inequality.

Food Security Management

Food Stability

- Develop domestic raw material sources, e.g., Dry-season Feed Corn Program
- Reduce dependence on overseas raw materials, to create stability in the supply chain
- Formulate a plan to mitigate food risks resulting from natural disasters and crises

Food Availability

- Develop an integrated production system from upstream to downstream
- Upgrade agricultural and food technology with Food Tech & Agri Tech
- Support farmer suppliers in generating a stable quantity of quality produce



Food Utilization

- Promote the production of safe, high-quality and nutritious food
- Develop functional food innovations, e.g., plant-based proteins and healthy food
- Promote resource efficiency, reduce food loss and food waste across the value chain

Food Access

- Expand distribution networks nationwide
- Promote accessible food products at reasonable prices
- Collaborate with network partners to provide food support to remote areas and vulnerable groups

Reforming the Food System with Sustainable Production and Consumption

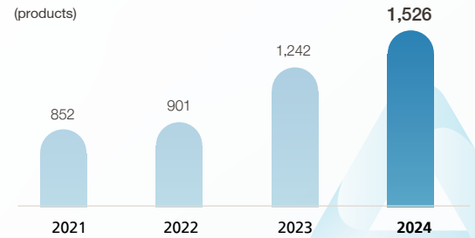
Strengthening Health and Sustainability through Product Development

In today's world, consumers are more interested in holistic health and well-being, with a focus on consuming more nutritious and environmentally-friendly foods. This trend reflects the demand for food products that boost immunity, reduce the risks of non-communicable diseases, and promote sustainable quality of life in the long run. Charoen Pokphand Group is committed to developing healthier and more nutritious food products through, for instance, formula adjustment to reduce fat, sugar, and sodium, nutrient supplementation, and personalized meal design to promote food security.

Amidst the challenges of the global food system, including climate change, biodiversity loss, and the imbalanced use of natural resources, Charoen Pokphand Group adheres to a sustainable production approach, focusing on developing high-quality protein sources at affordable prices, as well as future food that is good for health and environment, such as plant-based proteins and organic farming products. The Group also advocates for developing carbon footprint-certified products or low-carbon products to provide consumers with more options in the collective effort to reduce the climate change impacts.

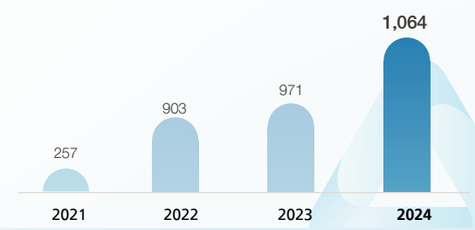
Number of Healthy Food Products

(products)



Number of Products with Carbon Footprint

(products (cumulative data))



"Vegan Cheese": Healthy Food Innovation from Broken-milled Rice Wins World-Class Awards



Charoen Pokphand Foods PLC. won three domestic and international food innovation awards for its innovative vegan cheese product, "Just Cheese". The awards, which comprise NRCT Honourable Mention Award from the National Research Council of Thailand (NRCT), Bronze Award from the World Innovation Forum in Geneva, Switzerland, and Special Prize from Portugal, reaffirm our leadership in future food development. Made from broken-milled rice, "Just-Cheese" is low in fat, high in nutritional value, and tasty like traditional milk-based cheese. It caters to new generation cheese enthusiasts and vegetarians alike while also offering an alternative for people with lactose intolerance. More importantly, it contributes to the effort to increase the value of Thai agricultural raw materials, particularly rice, by maximizing its benefits.

Value Creation

Manufacturing Capital

Developing Products to Promote Health and Support Sustainable Consumption

Examples of Healthy and Safe Products for Consumers of All Ages



CPRAM (Thailand)
"Creator" Chinese Hotchpotch
- 110 kcal
- High protein, high calcium, low cholesterol, source of dietary fiber, no MSG
- Suitable for chewing, digestion and absorption of nutrients, appropriate for the elderly
- Quality and traceable ingredients



CP Beverage (China)
Fruit Juice with Honey
- Natural honey mixed with fresh lemon juice
- Boosts immunity
- Free of additives, sugar, coloring



Charoen Pokphand Foods (Vietnam)
Biohealth - YOLO KOMBUCHA Tea
- Symbiotic: a blend of probiotic and prebiotic
- Micro-encapsulation technology effectively protects and controls the release of active ingredients
- Strengthens immunity and digestive system, helps to improve skin complexion



Charoen Pokphand Foods (Thailand)
CP Ezy Taste Chicken Pocket with Sausage and Cheese
- Breadless chicken breast pocket sandwich
- High protein, low carbohydrate
- Guaranteed safety with Space Safety Standard, in line with NASA's food safety guidelines
- Best Innovation Award at THAIFEX - Anuga Asia 2024

Example of Products Containing Less Saturated Fat, Trans Fat, Sodium or Sugar



Charoen Pokphand Foods (Thailand)
CP Carbonara Spaghetti
- 30% less sodium
- Enriched with protein, vitamin B2, calcium
- 2024's No. 1 Brand in the Frozen Processed Food Category

CP Food (China)
Black Jasmine Rice Steamed Bun with Low-Fat Squid Filling
- Low fat
- 39.6% less sodium
- No added sugar



Example of Nutrient-enriched Products



Bellisio Foods Inc. (USA)
Atkins Strong High Protein Shakes
- High protein
- Contains prebiotic fiber to support gut health and digestive system
- Low-glycemic Index
- Gluten free

Charoen Pokphand Foods (China)
Selenium Eggs
- Selenium-enriched product certification in 2023
- Certified as "safe for raw consumption" and "residue-free"
- Certified by the British Retail Consortium (BRC) Global Standard for Food Safety
- "China's No.1 Selling Selenium-enriched Eggs in 2024" Award



Creating Food Security

Food security is currently a global issue affected by multiple factors, including population growth, climate change, decreasing agricultural lands, water shortage, epidemics, and global conflicts, all of which are disrupting food supply chains. This leads to unequal access to food for certain groups, especially people with low income, causing long-term health and quality of life problems. In addition, increasing food loss and food waste are contributing further to the inefficient use food resources, affecting future food system and sustainability. Charoen Pokphand Group is committed to reducing food inequality by developing nutritious and affordable products, promoting learning and improving food production skills to alleviate malnutrition. These are carried out in tandem with the application of innovation and modern technology, such as Artificial Intelligence (AI), Big Data and Blockchain, in food production processes to optimize safety standards, sanitation and efficiency, while reducing waste and creating transparency in the supply chain. Meanwhile, the Group focuses on Regenerative Agriculture to minimize environmental impacts and enhance resource efficiency. We also focus on building collaboration with partners in all sectors, from raw material producing farmers, livestock farmers, business partners, government agencies and the education sector, through to international organizations, to jointly drive sustainable solutions to food security problems. Based on these approaches, the Group believes that we will be able to establish a robust food system, reduce food inequality and improve people's quality of life in the long run.

"Longan for Happiness, Return Happiness to the Community" Donates 1 THB per 1 Kilogram Sold to Promote Access to Good and Nutritious Food for Youth



CP Axtra PCL. operator of Makro wholesale and Lotus's retail businesses, aims to drive sustainability in all dimensions. It aims to provide quality fresh food and ingredients to youth nationwide through the "Longan for Happiness, Return Happiness to the Community" campaign, which supports Thai farmers' livelihoods by launching longan sales areas at all 2,800 Makro-Lotus outlets. For every 1 kilogram of longan sold, CP Axtra will donate 1 THB to support students' access to quality, safe, and nutritious food.

Schools receiving support
72
schools nationwide

Financial support for school lunches to provide students with quality, safe and nutritious food
worth over **720,000** THB

Value Creation
- Manufacturing Capital
- Relationship Capital

Raising Layers for School Lunches

Charoen Pokphand Group, Charoen Pokphand Foods Public Company Limited and Charoen Pokphand for Rural Lives' Development Foundation have joined hands in following the Royal Initiative of Her Royal Highness Princess Maha Chakri Sirindhorn by continuing the "Raising Layers for School Lunches Project" to provide children and youth in schools that are located in remote and rural areas with eggs for consumption, enhancing good nutrition and promoting age-appropriate physical and intellectual growth.

The Raising Layers for School Lunches Project has been in operation since 1989. Currently, 988 schools nationwide are participating in the project, consisting of more than 223,000 students and 16,500 educational personnel who are benefiting directly from the consumption of high-quality fresh eggs. The project has also contributed to reducing the burden of school lunch expenses. In addition to providing food, the project also serves as a learning center on agriculture and vocational skill development as participants gain experience in raising layer chickens, managing small farms, selling eggs at affordable prices to communities, and processing egg products for consumption within schools. The project has generated sustainable income for schools and communities in the form of a social enterprise.



2024 Performances

988
Schools

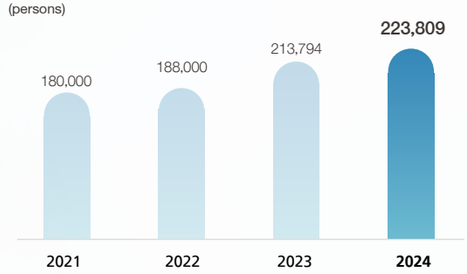
27,609,900
Eggs Produced (eggs)

223,809
Students

16,495
Teachers/Officers

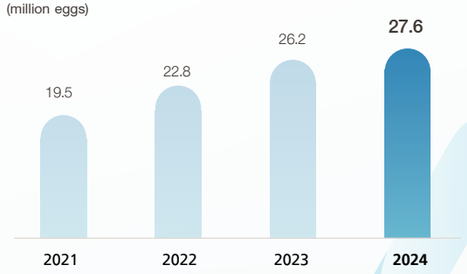
Number of Participating Students (cumulative data)

(persons)



Quantity of Eggs Produced in the Project (cumulative data)

(million eggs)



"The **Four in One** agricultural development model of Charoen Pokphand Group supports food security by adhering to sustainable supply chain management principles, emphasizing ESG practices, and promoting a circular economy. It is grounded in the **Three Benefits** principle, benefits to the country, the people, and the organization, to achieve a balance between economic, social, and environmental dimensions, while integrating technology and innovation throughout the value chain."



Mr. Yang Xiaoping
CEO
C.P. Group China

Farm Sustainability Assessment: FSA



Areas operated in 2024
109,287 rai
(17,486 hectares)

Number of farmers in the project
4,999 farmers

Value Creation
- Manufacturing Capital
- Relationship Capital

CP Intertrade Co., Ltd. is committed to building sustainability across the rice production supply chain. The company achieved Silver Level certification under the Farm Sustainability Assessment (FSA version 3.0) from the Sustainable Agriculture Initiative (SAI) Platform, a global coalition promoting sustainable agriculture. This reflects its dedication to supporting a resilient agricultural and food ecosystem for the long term. The farm sustainability assessment covers key areas such as land management, mitigation of pesticide and pollution risks, respect for human rights, promotion of soil incorporation, crop rotation, and a ban on stubble burning, which contributes to greenhouse gas emissions. The company also employs satellite imagery through a Land Monitoring System to verify that rice cultivation areas are legally designated, non-encroaching on forests, and free from stubble burning. This demonstrates a sustainably managed rice production process, backed by a commitment to fair purchase prices for farmers, contributing to stable and secure livelihoods.

Sustainable Agriculture Certification Project for Farmers in Myanmar



Charoen Pokphand Produce Co., Ltd. (CPP Myanmar) is committed to empowering member farmers to adopt sustainable agricultural practices. The entire process is traceable from legally compliant farmland that does not encroach on forests or involve the burning of agricultural residues, to cultivation aligned with sustainable agriculture principles, ultimately delivering sustainably sourced raw materials for animal feed.

3,756 farmers
Number of farmers certified under the Traceability Verification for Maize Production in Myanmar program

35,381 rai
(5,661 hectares)
Total certified area under traceability verification

Value Creation
- Relationship Capital
- Natural Capital

Xinyang High Standard Agricultural Land Development Project

The crop cultivation business of Charoen Pokphand Group in Xinyang, China, is collaborating with government agencies and farmers to enhance agricultural practices, strengthen food security, and promote rural economic development through an integrated management system under the “High-Standard Agriculture” approach. This includes: 1. Joint procurement of agricultural inputs, 2. Standardized cultivation practices, 3. Technical advisory services, 4. Full-scale mechanization, 5. Processing and marketing of produce, and 6. Agricultural product branding. The initiative focuses on improving soil quality, managing cultivation plots, and promoting the production of high-quality specialty wheat using modern technologies and innovations. The area is being developed into a hub for modern agriculture, with CP Group playing a key role in providing resources, technology, and market access to drive food security and strengthen farmers’ economic resilience sustainably.



Farmers Develop agricultural ares in the high standard agricultural land
8,333 Rai (20,000 mu)

Value Creation
- Manufacturing Capital
- Relationship Capital

Innovation

Fostering innovation is a fundamental factor that enables businesses to compete and grow sustainably. Investment in research and development as well as the application of new technologies will optimize operational efficiency and respond to the ever-changing demands of consumers. Charoen Pokphand Group places importance on investing in new technologies, such as Artificial Intelligence (AI) and digital technologies, developing platforms to exchange knowledge on innovation to support the creation of new innovations within the organization and value chain, and promoting the development of a strong innovation ecosystem to drive the organization towards sustainable growth and global competitiveness.



Key Performance 2024

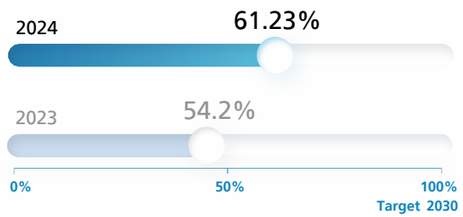
33,607 million THB
R&D spending in 2024

2%
Proportion of revenue from new products and services

9,688 persons
Number of researchers

Goals and Progress

7,500 patents and petty patents registered



FORWARD FASTER

Innovation is at the heart of C.P. Group's journey toward a better future. In support of the UN Forward Faster initiative, the Group drives transformative solutions that advance sustainability across sectors and communities. The following initiatives reflect this commitment:

- Develops technology-driven solutions to address climate, food, and social challenges at scale
- Invests in R&D and open innovation
- Empowers startups, young innovators, and cross-sector collaborations

Supporting the SDGs

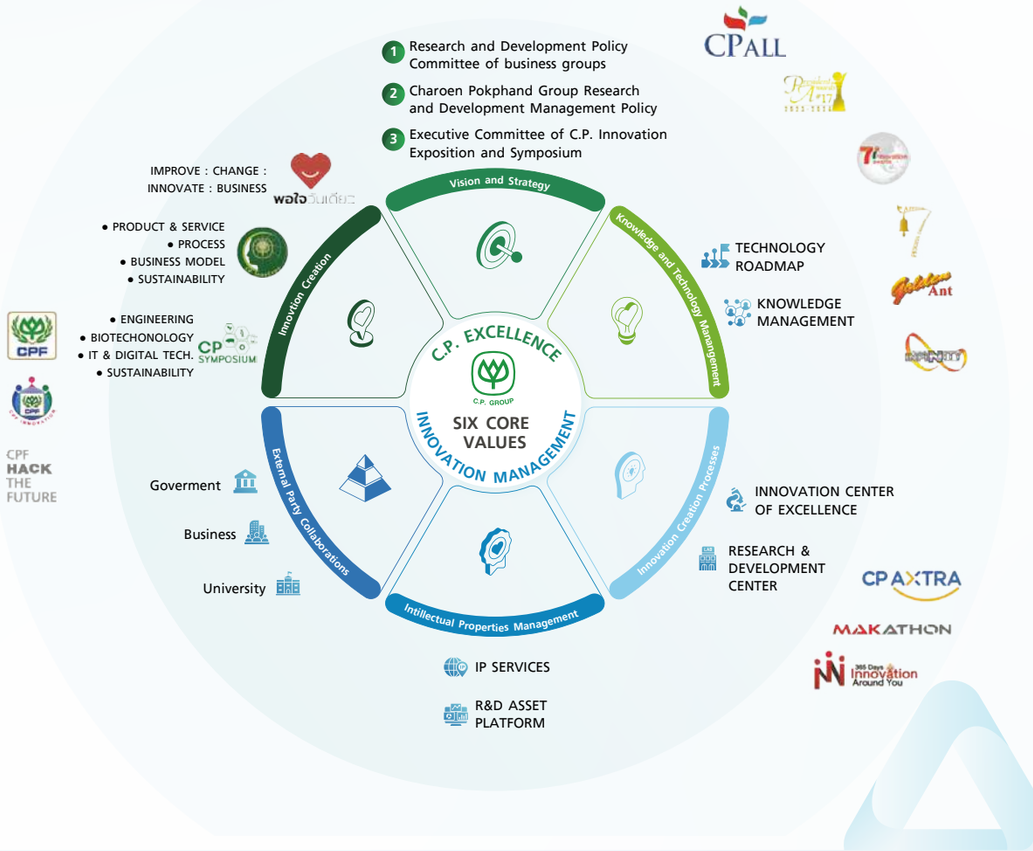
8.2
9.5
9.b

More information available in
Sustainable Development Goals Report 2024
Sustainability Performance Report 2024

Innovation Management for a Better Tomorrow

Charoen Pokphand Group is committed to driving innovation to enhance competitiveness, respond to consumer demands and create positive social contributions. However, changes in consumer behavior and rapid advances in technology are affecting every dimension of business operations, from production costs, operational efficiency through to supply chain stability. Charoen Pokphand Group has expedited the development of an integrated innovation management framework, covering research, digital technology, and collaboration with global partners. The Group has also adopted advanced technologies such as AI, biotechnology, and robotics, in our businesses, while promoting an organizational culture that is open to creativity to create sustainable growth and drive the industry into the future today.

Charoen Pokphand Group's Innovation Ecosystem



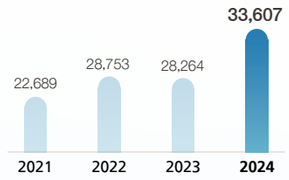
"The Group places priority on building global cooperation between the business and education sectors to promote potential in human resource development, innovation and research for a sustainable future in order to strengthen the organization's capacity, create change and positive contributions for society."

Mr. Soopakij Chearavanont
Chairman
Charoen Pokphand Group

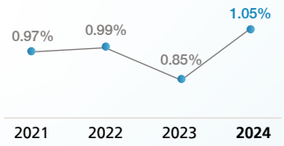


Investment

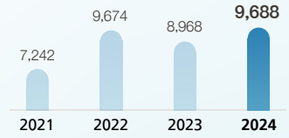
R&D Expenses
(million THB)



Percentage of R&D Spending per Revenue



R&D Personnel
(persons)



Process

Research Centers
91 centers

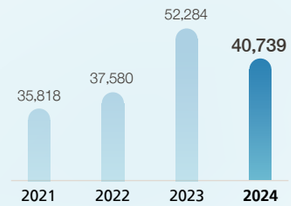
Researchers
9,688 persons

Innovators
39,830 persons

Open Innovation
1,083 projects

Participation in Innovation Projects
47,164 persons

One Day Satisfaction Projects
(projects)



Results

Proportion of revenue from new products
2%

Reduced costs from innovation
704
million THB

Number of patents and petty patents
4,592 patents

Developing Process Innovation

Charoen Pokphand Group never ceases our efforts improve the efficiency of our processes in order to deliver products and services to customers quickly and at a reasonable cost. The Group has developed an innovation ecosystem and encouraged in-house activities to provide employees with opportunities to apply their creativity in process development, such as through Hackathons, Business Group-level innovation projects, and C.P. Innovation Exposition. We have also invested in new technologies to optimize work efficiency, including the Center of Excellence (COE) and Learning Center. In 2024, the Group was able to achieve savings of 704 million THB as a result of application of technologies and innovations which assisted in optimizing process efficiency.



CPF Center of Engineering Excellence – Nongchok
Charoen Pokphand Foods PCL's first technology innovation hub

Using AI Identification in Pig Farming





Number of smart systems installed
80 locations

Pig production capacity
1 million pigs

Value Creation

Manufacturing Capital

Natural Capital

In Suizhou Industrial Park, China, Chaoren Pokphand Group developed a fully automated and integrated pig farming system, which include automated feeding system, year-round housing temperature and humidity control, and a centralized pig manure processing and fermentation system, which can generate electricity for internal farm use. In addition, Artificial Intelligence (AI) is also used to assist in the farming system. This technology enables a team of only five employees to raise 30,000 pigs per year. Furthermore, AI systems and electronic ear tags are used to identify pigs and track essential data, including, breeding period, food consumption, and health status. The AI system can also collect and analyze sounds made by pigs, such as, coughing, to track and assess their health in a swift and accurate manner. The recognition of coughing sounds, in particular, can be used to effectively screen and diagnose respiratory diseases in the early stages. Currently, there are 80 production bases equipped with standardized intelligent systems, with a production capacity of 1 million pigs per year. In addition to pig farming, the same area also houses integrated animal farming and plant cultivation for sustainable development. It has established a circular economy model that focuses on "rearing-biofertilizer-cultivation" by combining pig farming and agriculture. It also features a centralized pig manure management system and 100% automatic biogas system.

Using SNPs (Single Nucleotide Polymorphisms) to Classify Gender and THC Content



Decreased duration of gender separation
99%

Value Creation

Manufacturing Capital

Intellectual Capital

The Seed Plant and Nutrition R&D Unit of Charoen Pokphand Produce Company Limited has conducted a research to develop a strain of hemp containing high levels of Cannabidiol (CBD) and Tetrahydrocannabinol (THC) for medical and cosmetic purposes. Hemp is a dioecious plant, which means it produces male, female and hermaphroditic plants, and takes a long time to flower. The active compounds are mostly found in the inflorescences of female hemp plants. Hemp is ready for harvest within 90 to 120 days. Previously, High Performance Liquid Chromatograph (HPLC) was used to measure active compounds of hemp, which took a total of 134 days. Biotechnology was introduced to assist in developing methods for selection of hemp related to the Tetrahydrocannabinol (THC) production and gender classification. DNA is extracted from 7-day-old hemp seedlings and SNP Markers are used to classify the gender, enabling the accurate separation of hemp plants with low and high THC content. This has decreased the duration required for gender and THC content screening from 134 days to just five days, thus enhancing the efficiency of hemp strain selection to meet industry needs more rapidly.

"Mali" Humanoid Robot

True Corporation Public Company Limited has revolutionized customer service by developing "Mali 3.0", a virtual customer service agent, using Generative AI technology to render more natural conversations with customers and reduce complicated steps in menu selection that do not meet customer needs. The capabilities of technology has allowed for the highest level of service accuracy, with the ability to adjust the tone of voice to match the conversation partner. Natural Language Processing (NLP) technology has been developed for use in customer service centers. A call center team is in charge of continuously training and updating Mali's knowledge base and enquiry responses in order to provide efficient services that best meet customer demands.



Value Creation

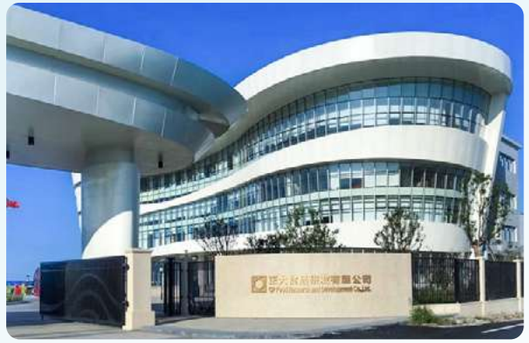
Intellectual Capital

Human Capital

Number of Transaction
1.18
million trasactions per month

Developing Product Innovations

Charoen Pokphand Group has made continuous investments in infrastructure and personnel to promote product innovation. The Group has established 42 food research and development centers in Thailand and overseas to develop quality food products that cater to customer demands. We have enhanced the research process, covering all procedures including raw material selection, food additive development, study of chefs' food production processes to develop a production process for ready-to-eat food with comparable quality, testing of taste, color, and aroma. The Group has also invested in food production technologies, such as food quality maintenance technology, heat processing technology, food biotechnology, microwave food production technology, and packaging technology, and more. In this regard, the Group also sets a target for new product quantity each year in order to deliver better products and respond to the continuously changing market demands.



Food Research and Development Center
Zhengda Research and Development Co., Ltd.
Zhejiang Province, People's Republic of China

Healthy Product for Health Lovers: "CP Chicken Pocket with Sausage and Cheese"

Charoen Pokphand Group strives to deliver health products to the market continuously. In 2024, Charoen Pokphand Foods Public Company Limited received the Best Innovation Award at THAIFEX - Anuga Asia 2024 for products that cater to the needs of health-conscious consumers who demand low-carb, high-protein food. This new breadless sandwich uses chicken breast instead of flour ingredients, resulting in food that contains high protein and low carbohydrate. It has also been certified with the Space Safety Standard, which is a set of standards that complies with NASA's food safety criteria.



Value Creation

Manufacturing Capital

"Knowledge, innovation, technology, and good management practices will help improve the quality of life for farmers, enhance productivity in cultivation, and increase the ability to cope with changing climates. These will lead to better health and stability in livelihoods. In term of customers, a quality agricultural will promote food security, where all can have an access to clean vegeatables. This aligns with health trends and an Aging Society."

Mr. Manas Chiaravanond
Chief Executive Officer
Chia Tai Company Limited



DR. PLANT



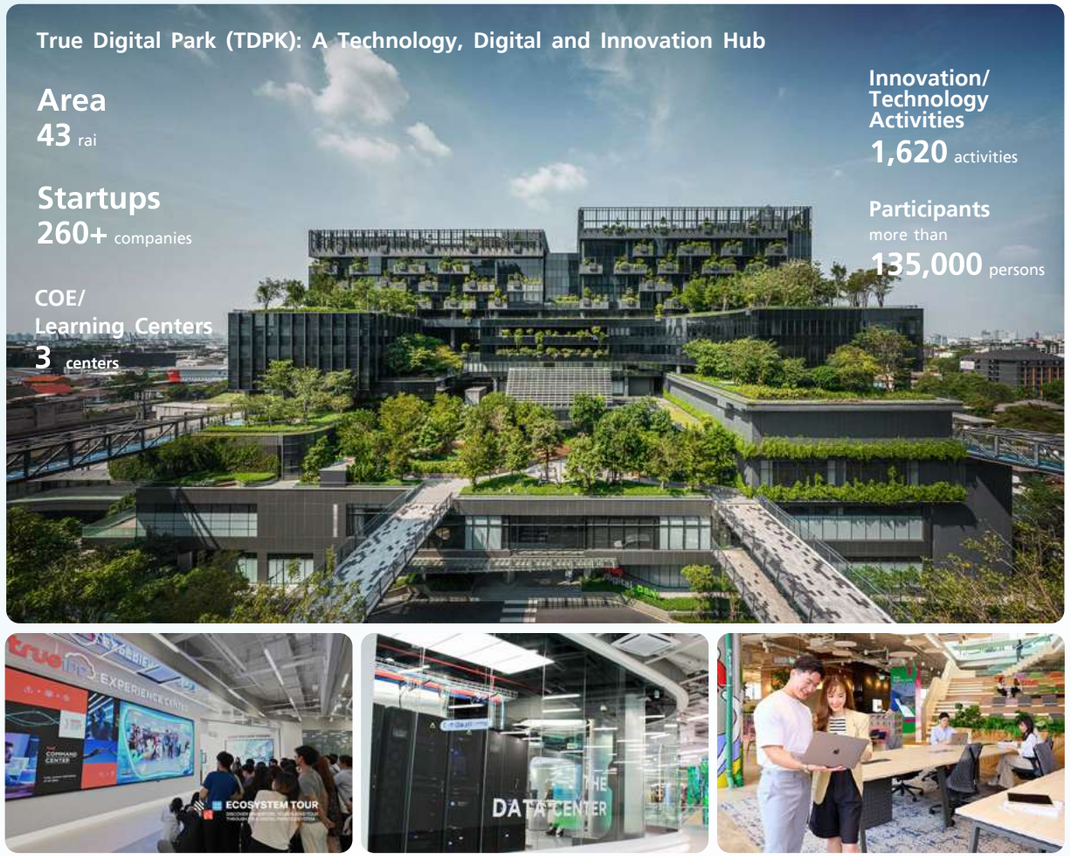
Value Creation

Relationship Capital

Natural Capital

Charoen Pokphand Group in China has developed a new business model to drive a 1 million mu cultivation project in Xinyang, Henan Province. One of the success factors is the application of digital agricultural technology to the project to optimize production efficiency. The Group has developed "DR. PLANT", a one-stop service platform, covering from seed research and development, cultivation knowledge and data, e.g., soil quality, air, water, cultivation direction, pests and diseases, harvest data, agricultural machinery services, finance and guarantees, through to various related trainings. This has enabled cultivation to rely more on data than on farmers' experience. Furthermore, big data is adopted for processing, thus maximizing cultivation efficiency significantly.

Building Partnerships for Innovation



Charoen Pokphand Group has not only invested in and developed innovations and technologies within the Group but has also established partnerships and networks with third-party agencies and organizations, including with, universities, suppliers, private organizations, and the government sector, to drive innovation. These external partnerships will accelerate the innovation process and further expand it through the integration of knowledge from external partners and knowledge within the Group to innovate, which is essential for today's businesses. It has allowed the Group to see opportunities in exploring and developing the new S-Curve in the future. In addition, the Group has also invested to develop True Digital Park into a technology, digital and innovation hub, while extending it into a social mechanism that drives research on technology and innovation. This will spur engagement on both macro and micro levels, fundraising, lab development, presentations, business matching, and resource readiness. In the past year, True Digital Park has played an important role in connecting large organizations with investors and potential startups by organizing business activities, such as startup incubators, pitching, hackathons, workshops or brainstorming sessions continuously.

"Autistic Application": Learning Media for Children with Autism



True Corporation PCL. in collaboration with the Autistic Thai Foundation, has developed the "Autistic Application", a learning media that helps children with autism develop basic skills necessary for the development of physical, intellectual, and mental abilities, as well as learning and communication skills for children with special needs. This empowers autistic children by helping them grow and achieve self-reliance in society, enabling them to earn their own livelihoods. The application is available free of charge and supports three languages (Thai, English, and Chinese). The application features 'Daily Tasks' to practice fine motor skills and learn daily routines; 'Trace & Share' to practice fine motor skills and learn about different lines; practice communication skills, express needs, and the ability to wait.

Total download
1.9
million downloads

Value Creation
- Human Capital
- Relationship Capital

CP Seeding Social Impact

CP Seeding Social Impact is an organization that drives social change with the power of creativity and innovation. It supports the sustainable growth of Thai entrepreneurs and farmers through the "Platform of Opportunity" under the SOCIAL INNOVATION PLATFORM model, which won the "National Innovation Policy Driver" Award from the National Innovation Agency (NIA) as a result of utilizing the Group's resources to support Thai entrepreneurs in various dimensions, including marketing, production, technology development, as well as creating opportunities for international competition. This award is a confirmation of CP Seeding Social Impact's critical role as a key mechanism in enabling growth for Thai entrepreneurs and enhancing their potential to compete in the global arena.



Value Creation
- Human Capital

Stakeholder Engagement

Building stakeholder engagement is a crucial factor that enhances the transparency and credibility of the organization. Listening to the opinions and responding to the demands of stakeholders contribute to the good relationship between stakeholders and the organization, which can minimize negative impacts, promote a good corporate image, and lead to sustainable development. Throughout the years, Charoen Pokphand Group has continued to build engagement with each stakeholder group in an appropriate and transparent manner. The Group continuously reviews our engagement approaches to optimize the effectiveness of and inclusiveness in stakeholder engagement. In addition, we have been seeking opportunities to collaborate with external partners to initiate projects that promote sustainable development with stakeholders from all sectors, locally, nationally, and regionally.

Supporting the SDGs

16.7
17.16
17.17



Key Performance 2024

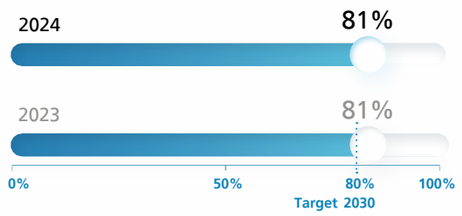
81%
Stakeholder satisfaction score

83%
Satisfaction score towards communication, listening and response

77%
Satisfaction score towards sustainability effectiveness

Goals and Progress

Satisfaction score towards sustainability effectiveness



FORWARD FASTER

C.P. Group believes that meaningful stakeholder engagement is essential for accelerating sustainable progress. This contributes to shared goals under the UN Forward Faster initiative. Key approaches include:

- Builds ongoing dialogue with stakeholders
- Integrates stakeholder feedback into strategy, risk management, and materiality assessments
- Fosters inclusive partnerships that support people, planet, and long-term prosperity

More information available in
Sustainable Development Goals Report 2024
Sustainability Performance Report 2024

Stakeholder Engagement

Charoen Pokphand Group places great importance on stakeholder engagement to enhance transparency, trust, and mutual understanding. Nevertheless, with operations in multiple countries, a key challenge lies in the management of diverse stakeholder expectations and comprehensive and effective communication. To address these challenges, the Group has developed a stakeholder engagement guideline using various communication channels in the annual satisfaction survey and by joining the Sustainable Development Network. Such commitment to strengthening relationships with stakeholders not only builds trust and transparency but also promotes sustainable development and growth in communities where we operate. The Group will continue to improve and develop our stakeholder engagement processes to create shared value and support sustainable growth in the future.

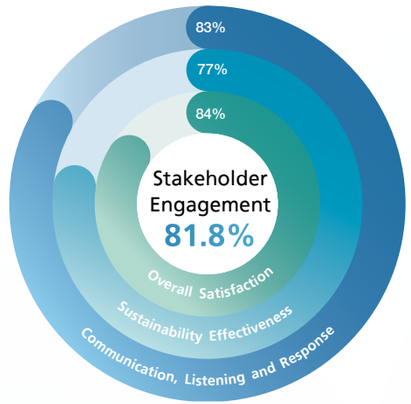
Stakeholder Engagement Survey

With businesses linked to diverse supply chains, Charoen Pokphand Group places emphasis on listening to the opinions, demands and concerns of all stakeholders. The Group has adopted the AA1000 Stakeholder Engagement Standard (AA1000 SES) as a framework for building engagement. We conduct an annual stakeholder engagement survey to comprehensively analyze and review the Group's operational strategies by equally taking into account shared benefits and stakeholder opinions to build trust and long-term relationships with all stakeholders. In 2024, the Group conducted the engagement survey with 11 stakeholder groups, or a total of 18,084 people, consisting of 45% female, 54% male and 1% unspecified gender. Of the total number of respondents, the majority of the stakeholders were aged between 30-39 years, reflecting the interest of working-age stakeholders in the Group's sustainability operations. The concerns and interests of this group of stakeholders included Health and Well-being, Corporation Governance, Leadership and Human Capital Development, Cybersecurity and data protection, and Human Rights and Labor Protection. The topics of the 2024 survey covered overall satisfaction, effectiveness in 15 areas of sustainability, and effectiveness in communication, listening and response. The survey results indicated that sustainability performance score has remained the same as the score in 2023 as a result of more intensive sustainability operations and collaboration with various organizations to expand the scope of operations and create wider positive impact. Furthermore, the Group has adopted additional reporting standards and frameworks to ensure that our operations are more targeted to the interests of its stakeholders. Corporate communication score was at 83%, which increased by 5% from 2023, while overall satisfaction towards the Group's operations was 84%. In addition, the Group has obtained valuable feedback from each stakeholder group, which will be used to further develop and improve the efficiency of our operational approaches.

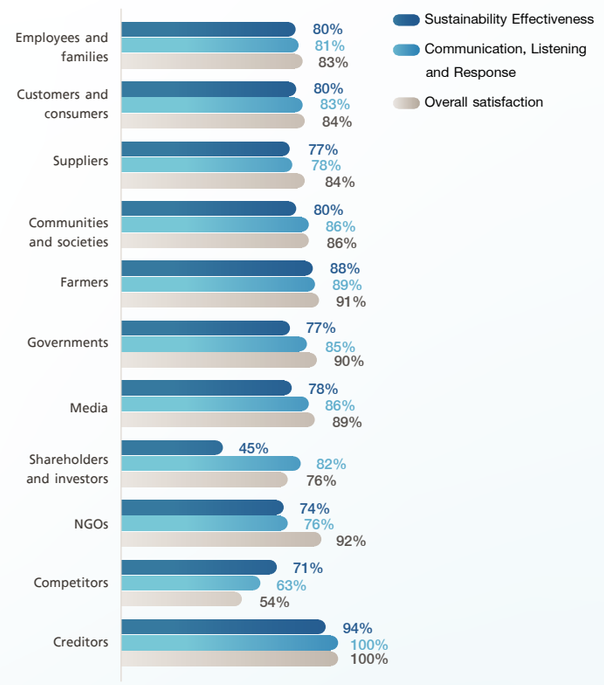
More information available in
Stakeholder Engagement Report 2024

Results of Stakeholder Engagement Survey 2024

Stakeholder Engagement Score

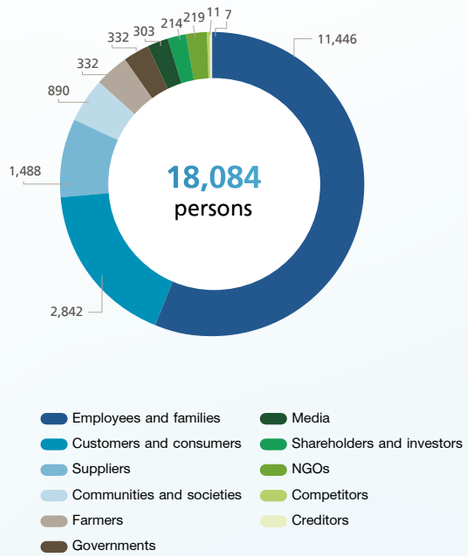


Satisfaction Scores



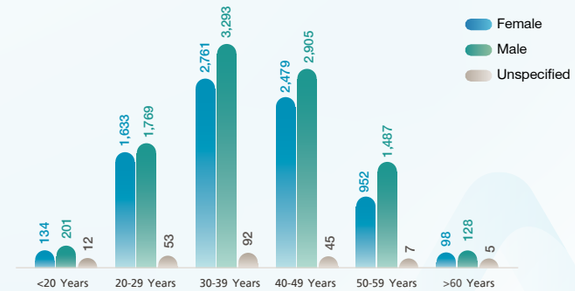
Proportion of Respondents

(persons)



Diversity of Respondents

(persons)



Listening and Responding to Stakeholders

Throughout the years of our operations, Charoen Pokphand Group has always listened to stakeholder opinions and external expert viewpoints in order to understand key issues and concerns, as well as continuously changing trends and situations. These information and feedback are essential for enhancing in-depth understanding and improving the efficiency of our operational approaches to better meet the expectation of our stakeholders.

Employee

While the organization remains focused on driving its core business operations, it also places great importance on comprehensive people development. This begins with providing employees the opportunity to learn and engage with new tools, systems, digital technologies, and essential skills for the modern era. The organization promotes experiential learning through site visits both domestically and abroad, empowering individuals to adapt effectively in the face of rapid change. It encourages innovation by offering platforms to showcase initiatives that enhance performance, and fosters ethical awareness and good governance nurturing employees to become both capable and principled. Employee voices are heard through multiple feedback channels, and wellbeing is prioritized to ensure a happy and healthy work environment. Altogether, these efforts support the organization's sustainable growth.



Ms. Sunee Charoenphun
Sustainability Development and Quality Management Division
Chia Tai Company Limited

Customer

In today's landscape, the growing threats posed by cybercriminals have raised concerns regarding cybersecurity, particularly the potential misuse of personal data even within environments that appear secure. It is therefore recommended that Charoen Pokphand Group prioritize the collection of only essential information, avoid storing highly identifiable data, and refrain from disclosing sensitive information. Robust data protection measures should be in place to prevent leaks and reinforce user trust. Strengthening these areas is believed to not only build greater confidence among users but also enhance the Group's reputation as an organization that genuinely values customer privacy and data security.



Ms. Lalitta Nilaphruek
Member of the Fortune Club
and Fortune Town Shopping Center

Suppliers

Kao recognizes the importance of conducting business with social responsibility and has partnered with Charoen Pokphand Group to drive various initiatives that promote a greener society for Thai consumers. This collaboration has evolved from policy alignment to on-the-ground implementation an invaluable opportunity for both parties. This year, Kao and the Group launched the project "Zero Waste School: Turn Plastic by Kids Refun (D)," which introduces a plastic waste bank model within schools to help Thai youth understand the value of recyclable materials. This initiative marks a promising step forward in fostering a recycling culture and supports Kao's goal of achieving zero plastic packaging by 2040 through a circular economy approach. The project is expected to be expanded to other educational institutions within the CONNEXT ED network in the future.



Ms. Patcharintorn Kardeevee
Assistant Manager (ESG Promotion), Corporate Strategy
Kao Industrial (Thailand) Co., Ltd.

Farmer

Charoen Pokphand Group has sent expert scholars to share their knowledge with us. In the past, we followed traditional rice farming methods passed down through generations. The training we received offers a new approach for farmers, and we hope it will lead to improved yields while also preserving the environment.



Mr. U Aung Zaw Htu
Farm Pro Member Farmer
Representative

Governments and Governance Bodies

For Charoen Pokphand Group, the most critical sustainability issues viewed as strategic challenges include good corporate governance, sustainable supply chain management, and addressing the impacts of climate change. The Group has made continuous efforts to adopt technology and international standards to enhance its business practices in these three key areas. This not only strengthens overall operations, but also reinforces robust internal control and risk management systems.

Advancing sustainability requires shared understanding and collaboration across all sectors. That is why C.P. Group places strong emphasis on transferring knowledge and sharing experiences with both internal and external stakeholders. I believe this unwavering commitment will enable the Group to deliver long-term positive impactson society and the environment.



Mr. Supakorn Ekachaiphiboon
Vice President,
Sustainability Service
Development Department
The Stock Exchange of Thailand

Community and Society

Charoen Pokphand Group demonstrates strong performance in communication, stakeholder engagement, and responsiveness earning a commendable level of effectiveness. Its operations are clearly aligned with strategic plans and have led to tangible, impactful outcomes. Nevertheless, it is encouraged that the Group consider expanding its efforts into new ideas and emerging issues, as well as broadening the geographic reach of its initiatives to underserved areas. This would further enhance accessibility and contribute to improving quality of life on a wider scale.



Mr. Preechapol Phooltawee
District Chief Officer
of Omkoi District,
Chiang Mai Province

NGOs

C.P. Group's sustainability strategy is clear, comprehensive, and includes measurable targets. It aligns with current investment directions and supports innovation-driven growth. One of the Group's key strengths is its strong commitment to human rights, demonstrated through concrete actions and inclusive stakeholder engagement at every stage. However, the Group may consider further advancing its work on equity particularly in ensuring the provision of a living wage to enhance alignment with global standards.



Ms. Alyson Greenhalgh-Ball
Equity Action Program Director
WBCSD

Collaborating with Partners to Drive Sustainable Development

Charoen Pokphand Group is committed to driving the achievement of sustainable development goals in all dimensions, including social inequality reduction, food sufficiency, greenhouse gas emissions reduction, and biodiversity conservation. Achieving these goals requires cooperation from various partners and sectors through knowledge exchange and technology sharing to create sustainable value for society, communities, and the environment, while creating readiness to drive economic potential, compete globally, and promote innovation into the future.

Building Cooperation to Sustainably Upgrade Asian Economy



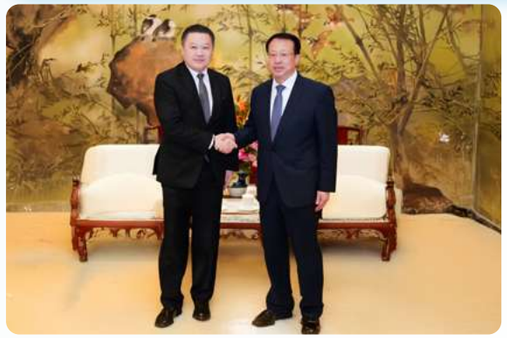
Mr. Dhanin Chearavanont, Senior Chairman of Charoen Pokphand Group, shared his vision at the Boao Forum for Asia (BFA) Bangkok Roundtable, stating that the key to driving Asia's sustainable development is "human development" because regardless of how advanced technology becomes, people are needed to drive progress. With a population of over 4 billion people, Asia is a large market with enormous potential. Mr. Dhanin proposed to promote and support the development of entrepreneurs and talented individuals in the region, as well as to attract investors and skilled people from around the world to take part in developing the Asian economy. Meanwhile, the agricultural sector should be reformed through Artificial Intelligence (AI), clean energy, and human development to foster cooperation, drive innovation, and elevate the Asian economy towards sustainable growth.

Charoen Pokphand Group Senior Executives Join the Forbes Global CEO Conference 2024

Mr. Dhanin Chearavanont, Senior Chairman, Mr. Soopakij Chearavanont, Chairman, and Mr. Suphachai Chearavanont, CEO of Charoen Pokphand Group, attended the Forbes Global CEO Conference 2024, which is a platform to exchange visions on business and sustainability with business leaders around the world amidst rapidly changing economic and social landscapes. The event focused on key issues that will shape the future of business and sustainable development. The attendance of senior executives at this event reflects the Group's commitment to promoting international cooperation to build a stable future for the global economy with responsibility for society and environment.



Charoen Pokphand Group Shared Vision to Drive Economy at 36th Shanghai Mayor's Advisory Council



Mr. Soopakij Chearavanont, Chairman of Charoen Pokphand Group, shared his vision at the 36th International Business Leaders' Advisory Council for the Mayor of Shanghai, held on September 22, 2024. He proposed that Shanghai, as a leading global city, should expand its overseas investment and encourage businesses with strong potential to step onto the global stage by implementing international strategies to drive the city's economy and strengthen Shanghai's role on the international stage. He also expressed confidence in Shanghai's investment environment and announced the development of Super Brand Mall into a "global landmark" to further enhance the growth of Pudong and Shanghai.

Charoen Pokphand Group CEO as UNGCNT President Supports Achievement of SDGs by 2030

Mr. Suphachai Chearavanont, CEO of Charoen Pokphand Group and President of the UN Global Compact Network Thailand (UNGCNT), delivered a keynote speech titled "Forward Faster to 2030 for Inclusive Business". He emphasized the importance of driving inclusive business models that generate sustainable profits while promoting equity across all dimensions of society by leveraging resources and technology to improve quality of life and create opportunities for the new generation. This is aimed at stimulating local economies and fostering social equality to support the achievement of the Sustainable Development Goals (SDGs) together.



Charoen Pokphand Group CEO as Senior Chairman and Co-Founder of the Digital Council of Thailand



Mr. Suphachai Chearavanont, CEO of Charoen Pokphand Group and Senior Chairman and Co-Founder of the Digital Council of Thailand, expressed his congratulations on the IMD World Competitiveness Ranking 2024 during a workshop on strategies to advance Thailand's digital industry toward becoming a digital economy hub. Thailand's ability to improve its global competitiveness ranking to 25th in the world is the result of collaboration between the public and private sectors, including the Digital Council of Thailand, in developing and promoting digital technology across all economic sectors. The Digital Council is committed to being a key force in driving Thailand's digital industry towards a sustainable Thailand 5.0 era in order to build a strong and globally competitive economy.

FORWARD FASTER

HOME

Living Together

Charoen Pokphand Group recognizes the urgency of the global environmental crisis and the vital role of the private sector in conserving natural resources and ecosystems. In response, the Group is committed to creating a systematic balance between business operations, environmental stewardship, and community well-being. This includes developing strategies and practices that address climate change, support a circular economy, and promote sustainable water resource management to safeguard the long-term security of natural resources for all. At the same time, the Group encourages community participation in ecosystem conservation and promotes joint investment with public and private sector partners to drive ongoing environmental restoration efforts. C.P. Group firmly believes that a balanced coexistence between business, nature, and communities is at the heart of sustainable growth and forms the foundation for passing on a better planet to future generations. The Group not only supports responsible business conduct but also plays a key role in delivering tangible outcomes for the UN Forward Faster initiative.

Climate Resilience 188

Circular Economy 212

Water Stewardship 226

Ecosystem & Biodiversity Protection 238

Responsible Supply Chain Management 254



Value Creation Process

Input Factor

Financial Capital

- **4,329 million THB** environmental investment

Manufacturing Capital

- **95.12%** of green production plants or building
- **100% of branches** improved to optimize energy efficiency

Human Capital

- **100%** of employees received training on environmental policies and awareness promotion about natural resources protection

Relationship Capital

- Establishment of a stable relationship between the Group and all stakeholders
- Partnership with all sectors to create a sustainable society and organization

Natural Capital

- **57.42 million GJ** energy consumption
- **415 cubic meters** water withdrawal
- **314.23 thousand tons** renewable resources (biomass) used

Value Creation Process through Charoen Pokphand Group's Business Operations



Activities

Charoen Pokphand Group places great importance on the balanced and responsible management of natural resources by elevating our business practices in alignment with circular economy principles. The Group promotes the use of sustainable and environmentally friendly raw materials to reduce dependency on finite resources and to prevent long-term impacts. Throughout 2024, the Group has driven improvements in production efficiency alongside systematic waste management measures to prevent environmental impacts in operational areas. At the same time, the Group has continued to collaborate with suppliers and business partners to develop environmental solutions through knowledge transfer and the promotion of innovations that reduce resource usage and emissions, thereby creating shared value for society, communities, and the environment.

Output

Relationship Capital

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

Natural Capital

- **21,613 tCO_2e** reduction in GHG emissions (Scope 1 & 2) when compared to 2023
- **9.30 million GJ** renewable energy consumption
- **53.27 million cubic meters** water recycled/reused
- **40.38 thousand tons** in waste generation from production processes
- Impacts on soil, water, air, and the well-being of living organisms

Value for Stakeholders

Manufacturing Capital

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

Intellectual Capital

- Share knowledge, technology and innovation to society

Human Capital

- Create opportunities to grow sustainably with the Group

Relationship Capital

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

Natural Capital

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

SDGs

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

Climate Resilience

Climate resilience is essential for businesses and society not only in reducing risks from climate change but also in promoting sustainable development and creating long-term economic and environmental stability. Charoen Pokphand Group is committed to elevating energy and environmental management throughout the value chain with a comprehensive action plan to optimize energy efficiency and utilize renewable energy. The Group has also formulated a plan to achieve carbon neutrality (Scope 1 & 2) by 2030 and net zero by 2050, as well as support and encourage our suppliers and stakeholders across the value chain to operate in line with the greenhouse gas emissions reduction target in order to effectively and sustainably cope with the challenges of a changing world.



Key Performance 2024

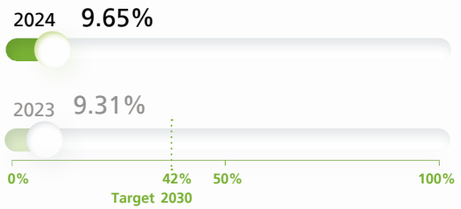
0.62 million tons
Decrease in GHG emissions in 2024 when compared to 2023

17%
Proportion of renewable energy consumption

4,329 million THB
Environmental investment

Goals and Progress

Reduce GHG emissions (Scope 1 & 2) by 42% according to Science-base Targets



FORWARD FASTER

C.P. Group is strengthening climate resilience to ensure long-term business continuity and protect communities in a changing world. In support of the UN Forward Faster initiative, Climate Action, the Group is taking decisive action to anticipate climate risks and build adaptive capacity across its value chain. This includes:

- Integrating climate risk assessments into all business activities
- Scaling up nature-based solutions and carbon reduction initiatives
- Collaborating with partners to build climate-smart agriculture

Supporting the SDGs

7.1 7.2 7.3 — 9.4 — 11.6
12.a — 13.2 13.3

More information available in
Sustainable Development Goals Report 2024
Sustainability Performance Report 2024

Pathways to Net Zero

Charoen Pokphand Group places importance on climate stewardship while conducting business with responsibility by focusing on efficient natural resources management preventing risks from climate change impact and creating a long-term sustainable throughant the value chain. The Group is committed to reduce greenhouse gas emissions, which set a short-term reduce target in accordance with the Science-based Targets Initiative (SBTi) where Scope 1 and 2 emissions have to reduce by 42%, and for Scope 3 has to reduce to 25% by when compared to the baseyear 2021. In the 2024's reporting period, the Group was applying for the long-term emissions targets or target to become a Net Zero organization by 2050 with the Science-based Targets Initiative (SBTi).

Charoen Pokphand Group's Greenhouse Gas Emissions

- Scope 1: **Direct GHG Emissions**
- Scope 2: **Indirect GHG Emissions**
- Scope 3: **Other Indirect GHG Emissions**
- Greenhouse Gas Reduction Target



Short-term Target 2030

SBT: Scope 1 and 2 decrease by 42%
Scope 3 decrease by 25%

- **Use 50%** renewable energy
- Increase energy efficiency by **20%**
- **Zero waste**
- Reduce carbon in collaboration with suppliers by **25%**
- Reduce carbon from agriculture by **30%**

2030

Long-term Target 2050

Net-Zero Emissions

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

- **Use 100%** renewable energy
- Increase energy efficiency by **50%**
- Reduce carbon from agriculture by **70%**
- Reduce carbon in collaboration with suppliers by **90%**
- Reduce carbon from transportation by **50%**
- Reduce carbon from **carbon capture technology**

2050

Coping with Climate Change

Charoen Pokphand Group is committed to driving the organization towards sustainability by operating in accordance with international standards and practices, such as the Paris Agreement, the Net Zero Target, and principles covering all three dimensions of sustainability, to ensure transparency, responsibility, and growth in business operations. Meanwhile, we also maintain a balanced care for the environment and society. Amidst the transition to a low-carbon economy, the Group recognizes the importance of promoting a "just transition" to avoid negative impacts on workers, communities, and vulnerable groups across the value chain. The Group therefore focuses on creating sustainable employment opportunities, upgrading the skills of workers in affected sectors, and strengthening small-scale farmers and SMEs, while adhering to the principles of Meaningful Stakeholder Engagement and respecting community rights in line with the Free, Prior, and Informed Consent (FPIC) principles to ensure that all sectors play an equal role in determining the direction of change.

In terms of climate management, Charoen Pokphand Group has integrated climate change mitigation approaches into operations across our supply chain. The Group has invested in renewable energy, energy and resource efficiency optimization, and eco-friendly infrastructure development, such as green logistics and green supply chains, under the Net Zero Carbon and Sustainable Business frameworks. Meanwhile, the Group has developed an effective climate management system with a governance structure that covers all levels, from the Board of Directors, the Executive Board, senior executives, through to operational units, to ensure that climate actions and just transition can be carried out in a systematic, clear and continuous manner.

Besides operating to create value for the country, the people and our employees, Charoen Pokphand Group also places emphasis on operational transparency. The Group has been monitoring and reporting progress through sustainability reports and disclosures in accordance with the International Financial Reporting Standards S2 (IFRS S2) framework since 2022 to demonstrate responsibility to stakeholders and build confidence in the Group's intention to create business growth in tandem with caring for the world and our stakeholders in the long run.



"In the past 10 years, technologies have enable people and businesses to access clean energy, as well as modern energy infrastructure have advanced rapidly and are now able to replace traditional energy sources in terms of cost, efficiency, and environmental impact. The Group and Altervim are committed to leading this transition, both in Thailand and in every country where we operate, to initiate the low carbon society for the next generations in the next 100 year. This is in alignment with the Group's aspiration to create a sustainable business."

Mr. Somboon Lertsuwannaroj
Chief Executive Officer
Altervim Company Limited

Offsetting Greenhouse Gas in the Value Chain with Carbon Credits from the Agricultural Sector and Aiming towards Net-Zero

Charoen Pokphand Group places importance on cooperating with farmers to reduce greenhouse gases by developing carbon credits from the agricultural sector. This approach can contribute to reducing greenhouse gas emissions and generating long-term income for farmers. The Group's operations range from improving farming methods, managing soil and crops to enable better carbon sequestration in soil, adopting technologies and agricultural practices that reduce greenhouse gas emissions, and obtaining internationally recognized carbon credit certification, through to creating markets and economic incentives in the future. In 2030, it is expected that the amount of carbon credits from the implementation of all 10 projects, covering 6 countries, will stand at 2 million tons CO_2 equivalent. The Group sincerely hopes that these projects will serve as an important approach in helping to reduce greenhouse gas emissions from the agricultural sector and create added value for farmers in a sustainable manner.







Assessing Climate-related Risks and Opportunities

Charoen Pokphand Group is committed to playing a part in driving society towards carbon neutrality by prioritizing the reduction of carbon footprint in all operational processes and supply chains in conjunction with developing sustainable agricultural and food innovations to mitigate climate change impacts. Environmental transparency is the key to identifying risks and opportunities related to global changes. This enables the Group to determine appropriate measures to effectively reduce impacts on businesses, societies and the environment.

Charoen Pokphand Group supports the reporting guidelines of the International Financial Reporting Standards S2 (IFRS S2), which is a framework for reporting financial risks related to climate change. The Group recognizes that the disclosure of information related to climate change management and response not only enables the Group to manage risks more effectively but also reveals key insights for stakeholders, enabling them to study about the Group's business or make decisions about investment or joint ventures. The Group has released the Climate & Nature Resilience Report (IFRS S2 & TNFD Report 2024) that discloses details in accordance with specified standards. The preparation of a separate document not only allows the continuous monitoring of the Group's performance but also drives the organization towards sustainability goals.

Topic	Charoen Pokphand Group's Approach
Risk and opportunity governance	Sustainability has been embedded at the highest governance level. Charoen Pokphand Group Board of Directors and senior management are responsible for: ● Overseeing, regulating and monitoring economic, social and environmental (ESG) performance ● Managing climate risks impacting the organization's businesses and supply chain
Impact of risks and opportunities	The Group is committed to reducing the impact of climate change through investments such as: ● Developing eco-friendly sustainable agriculture technology ● Alternative energy, e.g., bioenergy and solar energy ● Promoting carbon reduction in the value chain
Climate change risk assessment and management	● The Group takes into consideration the impacts of climate change events, e.g., drought, flood and rising temperature, which could affect the agricultural sector and the company's supply chain. ● The Group employs the Enterprise Risk Management (ERM) process to identify, assess and manage short-term and long-term risks. ● The Group prioritizes water-related risks and implements measures to monitor their impacts.
Risk assessment and management indicators and targets	● The Group discloses information on greenhouse gas emissions, covering Scope 1, 2 and 3 as the Group has committed to the Science Based Targets initiative (SBTi), targeting to reduce Scope 1 & 2 by 42% and Scope 3 by 25% within 2030, compared to the 2021 baseline. ● The Group has established an action plan to reflect the commitment to continuously reduce greenhouse gas emissions and promote sustainability.

Assessing Financial Impacts of Climate Change

Given the diversity of Charoen Pokphand Group's businesses and the scope of our operations spanning 23 countries and economies worldwide, the impacts of climate change on the Group is immense and unpredictable. Therefore, the assessment of impacts, risks and opportunities enables the Group to develop appropriate prevention or mitigation plans and continuously deliver positive value to stakeholders. Based on the assessment of the financial impacts of climate change in 2024, the Group found that climate change may have financial impacts on the agro-industrial group in multiple dimensions, including costs, revenue, profitability and financial risks, which can be categorized into negative financial impacts and financial opportunities.

Negative Financial Impacts
- Increased operating costs
- Cost of adapting to environmental regulations
- Volatile agricultural product prices



Financial Opportunities
- Development of new business models
- Carbon credit monetization
- Access to sustainable sources of funding

Financial Impact Management Approach
- Manage costs and optimize operational efficiency, spread income risks
- Develop ESG and Net Zero strategies

More information available in Climate & Nature Resilience (IFRS S2 & TNFD) Report 2024



Reducing Greenhouse Gas Emissions across the Value Chain

Scope 3 | **Scope 1 & 2** | **Scope 3**

Upstream

Upstream greenhouse gas reduction is a key strategy in achieving sustainability goals and contributes to reducing environmental impacts from the start of the production process. It focuses on raw material procurement and transportation processes prior to arriving at the production plant, selection of suppliers with good sustainable practices, utilization of low-carbon raw materials, enhancement of upstream production processes, and management of green transportation.

Support

- Regenerative Agriculture
- Traceability of animal feed and agricultural raw materials
- Smart Farm

Agricultural raw materials and animal feed

Purchase of goods

Capital goods

- GHG Scope 3 Data Collection System
- Carbon Footprint of Product
- Promote solar installation to suppliers

Upstream transportation

- Use electric rental trucks
- GPS cargo tracking system

Purchase of electricity

- Purchase energy from clean sources

Operations

Charoen Pokphand Group targets to reduce greenhouse gas emissions from operations (Scope 1 & 2) and elevate sustainable environmental practices by investing in renewable energy projects and implementing innovative strategies to reduce energy consumption and optimize resource efficiency. The Group is also committed to promoting sustainable agricultural practices to minimize the impact of climate change on our operations.





Route management system and cargo load management

Electric Delivery Trucks

Company Cars

Hydrogen

Downstream

Greenhouse gas reduction in the downstream of business operations requires cooperation from all sectors, including the organization, consumers, and business partners, through the development of eco-friendly products, reduction of greenhouse gas emissions in the transportation sector, and promotion of recycling and reuse. These are critical approaches in creating a sustainable and environmentally friendly business in the long run for Charoen Pokphand Group.

Promote low-carbon products and develop the processing of products sold

Product usage

End-of-life management

Reuse/Recycle

Downstream transportation

Electric car rental partners

Asset Leasing Services

Install EV charging stations

Customer cars

Employee travels and business travels

Charoen Pokphand Group's GHG Reduction

Charoen Pokphand Group recognizes the relationship between business growth and increasing energy demand. At the same time, the Group strives to use resources efficiently and advance towards a net-zero future, in line with the Group's environmental commitments. Based on a business approach that prioritizes reducing greenhouse gas emissions and enhancing energy efficiency in every process, the Group is committed to developing sustainable and environmentally friendly solutions.

With the goal to become a strong organization that grows sustainably, Charoen Pokphand Group plays a key role in driving clean energy on a global level, setting standards for greenhouse gas reduction and sharing knowledge in innovation and technology with suppliers to jointly develop environmentally friendly approaches. The Group promotes the creation of a comprehensive green ecosystem across the value chain and tangibly drives the development of low-carbon products and services.

In 2024, we have fervently moved towards our sustainability goals through projects and measures covering all dimensions of climate change mitigation. We have implemented five key strategies to drive the organization towards a sustainable future while creating positive contributions to the environment, business and society as a whole.

- **Clean and Alternative Energy**
- **Energy Efficiency and Carbon Reduction**
- **Carbon Reduction from Transportation**
- **Carbon Reduction in collaboration with Suppliers**
- **Promotion of Carbon Capture and Storage Technology**

Innovative Green Floating Solar System for Sustainable Energy Future



Equivalent to reducing greenhouse gas emissions by approximately

2,042 tons CO_2equivalent per year

Value Creation

Natural Capital

CP Leadership Institute (CPLI) has taken action to support Charoen Pokphand Group's sustainability goals by collaborating with Altervim Company Limited to install the Floating Solar system at the Institute's water reservoir to increase the proportion of renewable energy consumption, reduce dependence on fossil fuel, and minimize greenhouse gas emissions. The Floating Solar system holds a total installed capacity of 830.76 kilowatts and can generate approximately 1.19 million units of electricity per year, equivalent to the electricity consumption of approximately 55 households. This project is another commitment of CPLI in enhancing energy efficiency in tandem with promoting clean energy to support the sustainable growth of the organization and the surrounding environment.

Promoting Renewable Energy throughout Food Production Chain



Both project implementation can reduce greenhouse gas emissions by approximately

7,207 tons CO_2equivalent per year

Value Creation

Natural Capital

Charoen Pokphand Foods PCL. has moved forward to create sustainability in food production processes through clean energy projects. In 2024, it has implemented the Biogas from Chicken Manure to Renewable Energy Projects at Chana Layer Complex in Songkhla Province and Wang Thong Layer Complex in Phitsanulok Province. The projects convert chicken manure into biogas through anaerobic digestion to generate electricity within the farm, reducing dependence on third-party electricity by 70-80% and lowering greenhouse gas emissions by more than 4,725 tons CO_2equivalent per year. The remaining compost waste is utilized as organic fertilizer for the benefit of nearby farmers. Another project is the Clean Energy from Wastewater Treatment System at the Chicken Meat Processing Plant in Nakhon Ratchasima Province, which optimizes the efficiency of wastewater management and converts it into clean energy, reducing environmental impact sustainably. It can replace 610,170 liters of fuel oil per year and reduce greenhouse gas emissions by 2,482 tons CO_2equivalent per year.

Promoting Environmental Restoration and GHG Reduction in Forestry

Over the past decade, Charoen Pokphand Group has implemented sustainability projects, especially the restoration of four watersheds, namely Ping, Wang, Yom and Nan, covering four northern provinces. These are all major watersheds of Thailand. The project is an integration between the government, private sector, civil society, and communities, totalling 50 agencies. Since 2016, the Group has planted and cared for more than 1.38 million trees, covering an area of over 12,000 rai. We have also promoted income generation and occupational rehabilitation for communities through the farming under forest shades approach, such as, coffee planting. As a result, green areas have increased by 620,000 trees. The projects have also acquired certification from the Greenhouse Gas Management Organization (Public Organization) under the LESS project. The combined sequestration of all six projects.



Equivalent to greenhouse gas reduction of

17,327 tons CO_2equivalent per year

Value Creation

Relationship Capital Natural Capital

Collaborating with Stakeholders to Reduce Indirect GHG Emissions (Scope 3)

Reducing indirect greenhouse gas emissions is a complex challenge for Charoen Pokphand Group as it involves activities beyond the Group's direct control, yet affects communities and the environment as a whole. Supply chain complexity, access to information, and changes in supplier practices are significant obstacles. Nevertheless, the Group continues to support the development of practices that enhance resource efficiency and tangibly reduce greenhouse gas emissions across all sectors of the value chain. In the past year, the Group established a greenhouse gas reduction standard that can be put into actual practice, as well as transferred knowledge on innovation and technology to suppliers to jointly develop environmentally friendly solutions. Furthermore, the Group underlines cooperation between various sectors to create a green ecosystem, covering the entire supply chain, and drives the development of low-carbon products and services to promote a circular economy while reducing environmental impacts in the long run. These approaches will support the Group's goal to become a Net Zero organization by 2050.

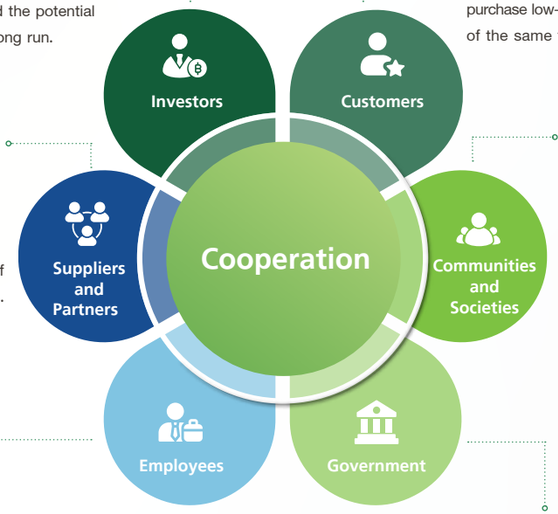
Collaborating with Stakeholders to Manage Climate Change Risks

Long-Term Profits and Returns

Environmental investment is an upfront investment from businesses to shareholders. Limiting global temperature rise through change will promote sustainable business growth and the potential to develop new markets in the long run.

Production Costs Versus Environmental Quality

Consumer behavior that is more inclined towards eco-friendly products, support for and decision to purchase low-carbon products rather than products of the same type despite a lower price tag.



Support and Develop Suppliers Throughout The Supply Chain

The impacts of rising global temperatures are causing supply chain issues, in terms of physical risks and climate risks. Collaboration to address potential climate change impacts is thus necessary.

Driving Liveable Communities and Reducing Environmental Impacts

Climate change is increasingly affecting communities. With support from the private sector in terms of finance and knowledgeable personnel, these impacts can be minimalized. Collaborating with communities to develop environmental projects can lead to long-term success and sustainability.

Instil Environmental Awareness in Line with the Organization's Values

Employees are educated on and concerned about the environment, participating in and making decisions on improving work processes to reduce environmental impacts, and continuously develop capable personnel.

Defining Applicable Laws and Policies in Line with Global Greenhouse Gas Reduction Targets

Collaboration between the private and public sectors to support and develop greenhouse gas reduction projects at the national level has broad benefits and drives the economy in a sustainable manner.

Proactive Collaboration with Key Suppliers to Create Sustainability towards Net Zero



Working with partners and allies for more than

1,450 persons

Value Creation

Relationship Capital Natural Capital

True Corporation PCL. has implemented a proactive strategy to drive the organization towards net-zero emissions by 2050. "True Supplier Forum 2024: Transition to Net Zero" was held to strengthen strategic partnerships with key suppliers to drive environmental sustainability, focusing on reducing greenhouse gas emissions throughout the supply chain (Scope 3), based on the Science Based Targets initiative (SBTi). Key suppliers are one of the three major contributors of indirect greenhouse gas emissions. In 2024, the company collaborated with 1,450 suppliers and business partners, 100% of whom have passed the environmental, social, and governance (ESG) self-assessment. Cooperation with these strategic partners is a critical factor supporting the achievement of the net zero target for all sectors and promoting a tangible positive impact in greenhouse gas reduction for the telecommunications industry.

Low-carbon Agriculture for Sustainable Greenhouse Gas Reduction

Charoen Pokphand Agriculture Co., Ltd. (CPCRT) has systematically reduced greenhouse gas emissions from the agricultural sector by focusing on developing sustainable agricultural practices in tandem with applying knowledge and technology driven by environmental responsibility. The company has managed agricultural waste by using microorganisms to decompose rice stubble instead of burning rice fields, managing organic matter in rice fields appropriately, and implementing alternate wetting and drying method to reduce methane in rice fields. Furthermore, CPCRT focuses on farmers' capacity building by organizing workshops on low-carbon agriculture and imparting knowledge on Carbon Farming through field activities and knowledge exchange forums.



Participating farmers

7,500 persons

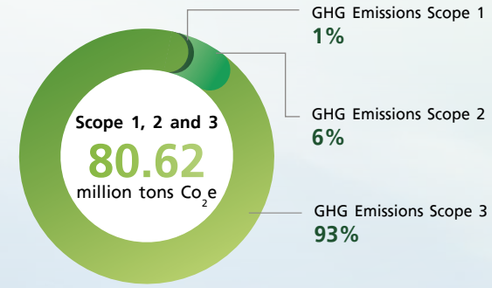
Value Creation

Relationship Capital Natural Capital

GHG Emissions Management Dashboard

GHG Emissions Scope 1, 2 and 3

(million tons CO_2e)

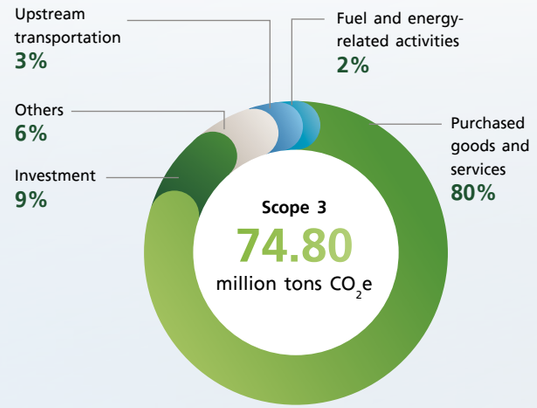


Scope 1: C.P. Group's direct GHG emissions	1.19	1%
Scope 2: Indirect GHG emissions from energy consumption	4.63	6%
Scope 3: Other indirect GHG emissions	74.80	93%

GHG Emissions Scope 3

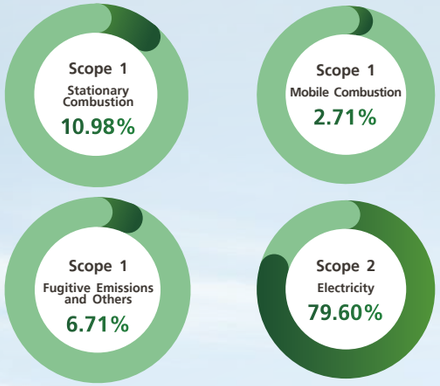
(million tons CO_2e)





GHG Emissions Scope 1, 2 By Energy Source

(million tons CO_2e)



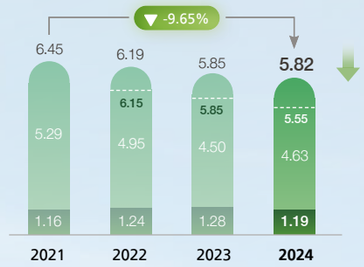
By Business Group



Agro-industry and Food	48%	E-Commerce and Digital	1%
Retail	37%	Property and InfrastructureDevelopment	1%
Media and Telecommunications	12%	Others	1%

Trend in Scope 1 and 2 GHG Emissions per Year

(million tons CO_2e)

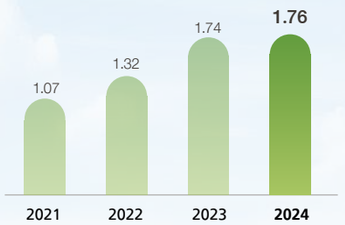


Decreased by 9.65% according to SBTi, compared to base year 2021

SCIENCE BASED TARGETS

GHG Emissions Reduction

(million tons CO_2e)

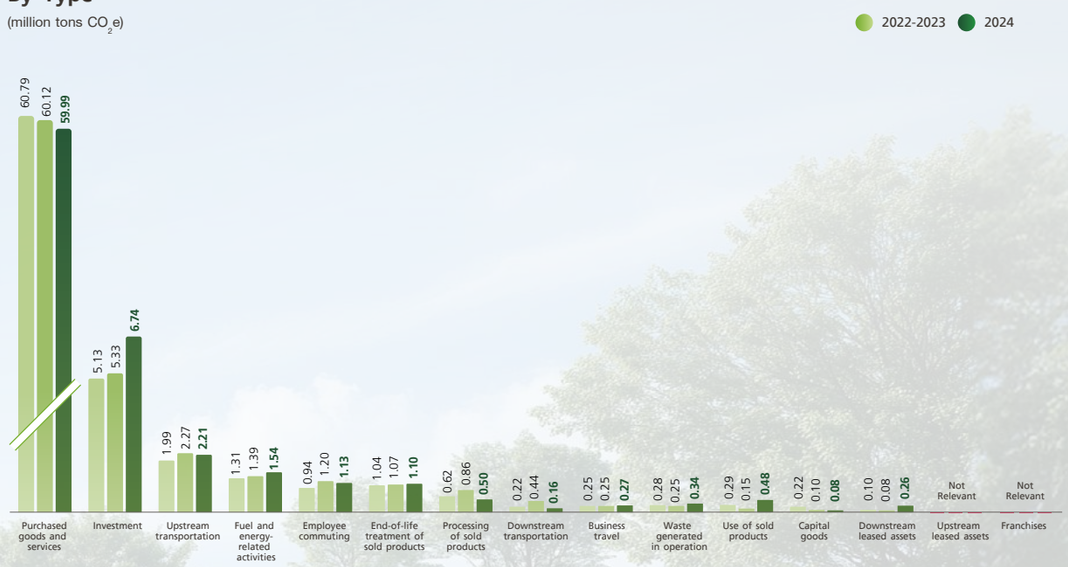


20%

Reduction in line with Scope 1 and 2 greenhouse gas emissions reduction targets for 2022

By Type

(million tons CO_2e)



Driving Business with Clean Energy

Charoen Pokphand Group is operating in an era where energy management is a major challenge. Amidst climate change and energy source volatility, reliance on fossil fuel not only affects the environment but also increases risks related to costs and business stability. The Group is thus committed to systematically shifting our operations towards renewable energy to ensure sustainability and reduce greenhouse gas emissions in the long run.

Over the past several years, Charoen Pokphand Group has continuously invested in renewable energy projects, for example, installing solar power generation systems at various locations, utilizing biomass energy in production processes, and developing clean energy innovations to enhance energy efficiency and minimize environmental impacts. The Group's transition to renewable energy has not only reduced the organization's carbon footprint but also created a competitive advantage through long-term energy cost reduction and response to the expectations of global stakeholders.



Biomass
Use biomass as alternative fuel to fossil fuel



Biogas Production
Generate biogas from wastewater treatment systems in swine farms and food processing plants

Solar Energy
Promote the use of clean energy and reduce electricity costs in 7-11 stores.



Zero Coal Consumption
Thailand has achieved the zero coal goal, reducing greenhouse gas emissions by more than 70,000 tons of CO_2e per year.

EV Charging Stations
Promote the establishment of public charging stations and develop a management system for high-efficiency electric chargers.

Green Data Center



True IDC East Bangna Campus is a data center trusted by leading businesses since 2017. Currently, this data center operates at over 80%, serving a customer base consisting of Big Tech, global hyperscalers, enterprises, retail businesses, energy companies, banking and finance institutions, digital firms and other leading businesses. True IDC East Bangna Campus has the potential to handle large-scale computing systems, such as super applications, cloud platforms, e-commerce systems, artificial intelligence (AI) model processing systems driven by NVIDIA technology, and smart digital systems powered by advanced technology. Its state-of-the-art technological innovations ensure seamless operations while aligning with sustainability objectives sought by many organizations. The True IDC East Bangna Campus is being driven to become an AI-Ready Data Center and Thailand's Greenest Data Center.

Value Creation

- Manufacturing Capital
- Intellectual Capital

Energy of the Future: Producing SAF from Used Cooking Oil

The Five Star business of CPF Restaurant and Food Chain Company Limited has joined the "No Refry" campaign by signing a Memorandum of Understanding with BSGF Company Limited and the Department of Health to discourage the reuse of cooking oil and forward used oil to BSGF to produce sustainable aviation fuel (SAF). Its objective is to advocate for restaurants to refrain from refrying used cooking oil. This project is an extension of the "Fry to Fly" campaign to promote healthy and environmentally friendly consumption behavior while supporting Five Star businesses and partner restaurants to operate sustainable businesses. In 2024, a total of 130 Five Star restaurants and entrepreneurs in Bangkok have participated in the project in Bangkok and will increase to 5,000 branches nationwide.



Five Star restaurants and entrepreneurs participating in the project

130 branches nationwide

Value Creation

- Relationship Capital
- Natural Capital

Energy Management Data

Total Energy Consumption

(million GJ)

Total Energy Consumption

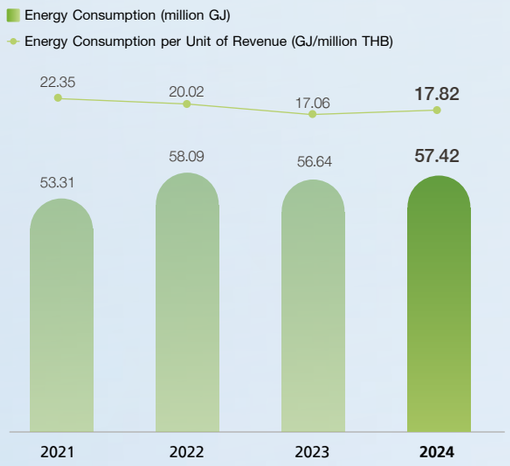
57.42 million GJ

66%
Electricity and Energy Purchased

21%
Fossil fuel

16%
Renewable energy

Total Energy Consumption per Unit of Revenue

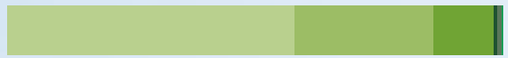


By Energy Source

(million GJ)

Electricity and Energy Pruchased	36.15	62.94%
Renewable Energy	9.30	16.19%
Natural Gas	6.31	10.99%
Diesel and Gasoline	3.11	5.42%
LPG	1.33	2.31%
Fuel Oil	0.88	1.53%
Coal	0.34	0.62%

By Business Group



Agro-industry and Food	58%	E-Commerce and Digital	0.71%
Retail	28%	Property Development and Infrastructure	1.0%
Media and Telecommunications	12%	Others	0.29%

By Country Zone



Thailand	65%
East Asia	22%
Southeast Asia	11%
South Asia and West Asia	2%

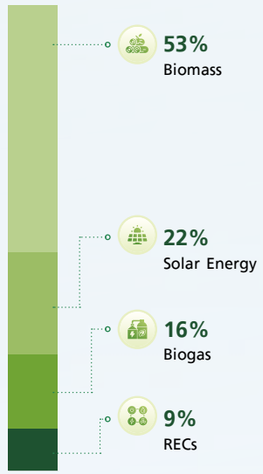
Renewable Energy Consumption

Total Renewable Energy

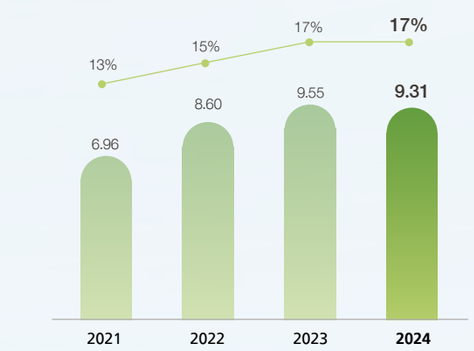
9.31

million GJ

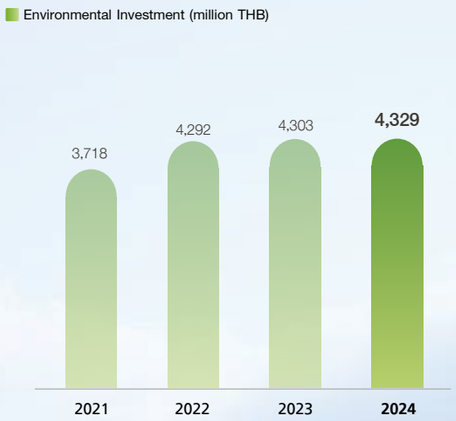
Percentage of Renewable Energy 17%



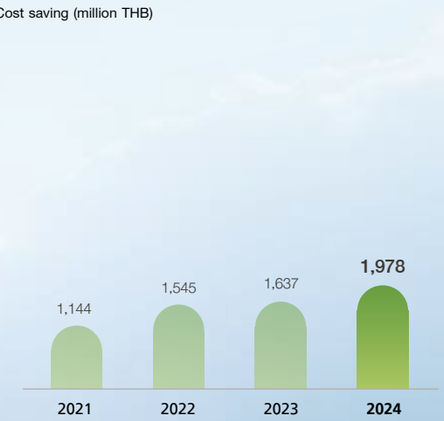
Renewable Energy Consumption



Summary of Environmental Investment



Summary of Savings from Environmental Projects



Responsible Product Management

Charoen Pokphand Group places importance on responsible product management. We strive to develop environmentally friendly products while reducing impact on natural resources and climate change by adopting sustainable production practices in every process. Since 2008 until now, The Group and our subsidiaries have acquired a total of 938 carbon footprint labels and 124 global warming reduction labels. In 2024, the swine and livestock feed businesses obtained 48 carbon footprint labels, consisting of 27 animal feed products and 21 swine products. The swine business has been receiving carbon footprint labels for nine consecutive years for its products, ranging from weaned piglets, fattening pigs, swine halves, and fresh pork products, such as, Cheeva Pork products under U Farm brand.

Additionally, five more products have been certified with global warming reduction labels. In the livestock feed business, 27 products received global warming reduction labels, covering seven main product groups, namely breeding pig feed, fattening pig feed, breeding chicken feed, broiler feed, layer feed, breeding duck feed, and meat duck feed. The Group continues to develop environmentally friendly products and raise production standards to allow consumer participation in greenhouse gas reduction and joint creation of a sustainable future.



938 products
Carbon Footprint of Products (CFP)

39 organizations
Carbon Footprint of Organization (CFO)

124 products
Carbon Footprint Reduction (CFR)

14 projects
Thailand Voluntary Emission Reduction Program (TVERs)

2 products
Carbon Neutral Products

Example of Products Certified with Carbon Footprint of Product in 2024
(by Thailand Greenhouse Gas Management Organization - TGO)



Kitchen Joy
Creamy Tom Yum Chicken
with Noodles (320 g.)
866 gCO_2e per box



Kitchen Joy
Creamy Green Curry Chicken
with Noodles (320 g.)
1.02 $kgCO_2e$ per box



Kitchen Joy
Spicy Sesame Chicken
with Noodles (320 g.)
933 gCO_2e per box



Kitchen Joy
Sweet Chilli Chicken Teriyaki
with Jasmine Rice (350 g.)
1.14 $kgCO_2e$ per box



Kitchen Joy
Panang Curry Chicken
with Jasmine Rice (350 g.)
1.03 $kgCO_2e$ per box



Kitchen Joy
Red Curry Chicken
with Jasmine Rice (350 g.)
1.03 $kgCO_2e$ per box



Kitchen Joy
Chicken Tikka Masala
with Jasmine Rice (350 g.)
1.14 $kgCO_2e$ per box



Kitchen Joy
Red Curry Vegetable
with Jasmine Rice (320 g.)
955 gCO_2e per box



Frozen U Farm Cheeva
Minced Pork (1,000 g.)
3.97 $kgCO_2e$ per pack



Frozen U Farm Sliced Pork Hip
(1,000 g.)
3.97 $kgCO_2e$ per pack



Frozen CP Kurobuta Pork
Collar (5 kg.)
14.2 $kgCO_2e$ per pack



Frozen CP Pork Hot Pot Set
(600 g.)
13.15 $kgCO_2e$ per pack

Charoen Pokphand Group has received official validation of its science-based targets from the **Science Based Targets initiative (SBTi)**. These targets align with the goals of the Paris Agreement and reflect the Group's commitment to ambitious and effective greenhouse gas emissions reduction.

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

APPROVED NET-ZERO SCIENCE-BASED TARGETS
May 6, 2025

NEAR-TERM SCIENCE BASED TARGETS

Energy & Industry: Scope 1 & 2: 42% Reduction
Energy & Industry: Scope 3: 25% Reduction
FLAG: Scope 1 & 3: 30.3% Reduction

FLAG, or Forest, Land and Agriculture, refers to targets that cover both greenhouse gas emissions and removals from the agriculture, forestry, and land use sectors.

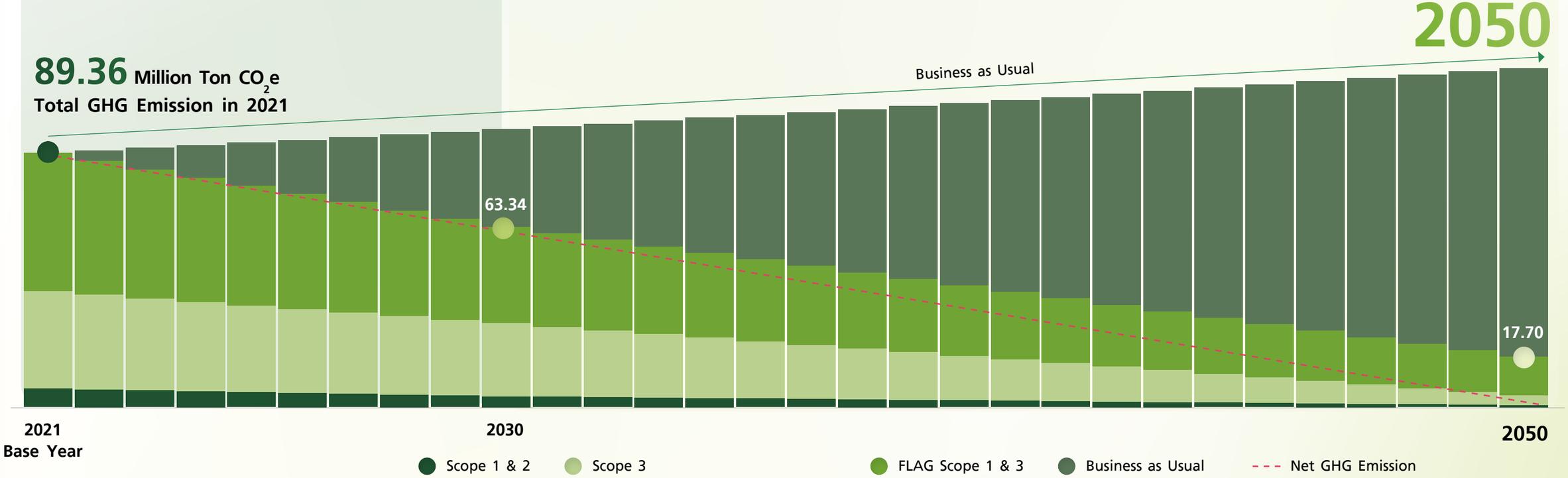
2021 - 2030

LONG-TERM SCIENCE BASED TARGETS

Energy & Industry: Scope 1 & 2: 90% Reduction
Energy & Industry: Scope 3: 90% Reduction
FLAG: Scope 1 & 3: 72% Reduction

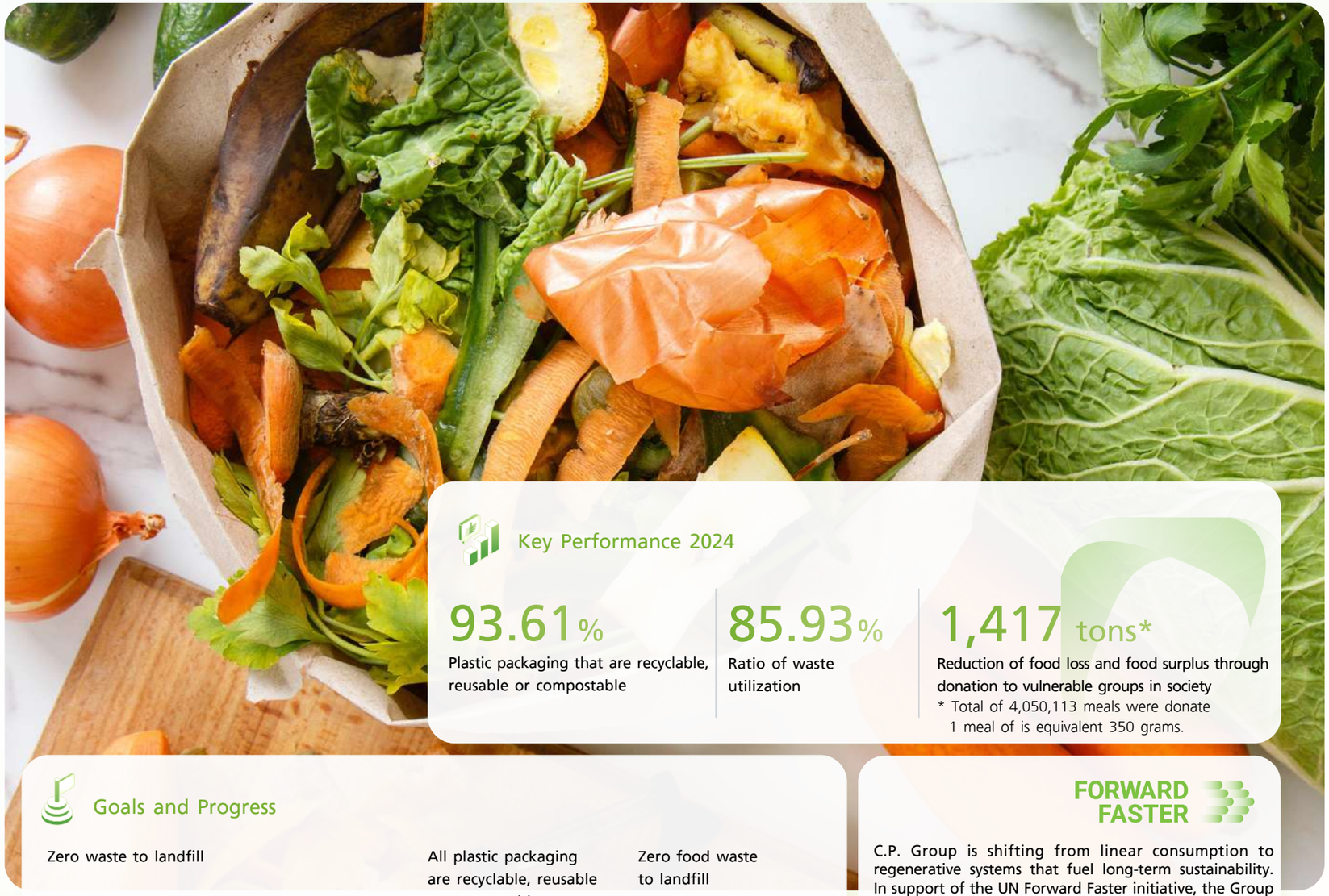
2031 - 2050

89.36 Million Ton CO_2e
Total GHG Emission in 2021



Circular Economy

Promoting a circular economy by designing reusable products, reducing resource consumption, and reusing waste are key approaches in moderating environmental impacts, reducing greenhouse gas emissions, and creating long-term sustainability. Charoen Pokphand Group therefore focuses on driving a circular economy across all dimensions by promoting human resource development, establishing networks of cooperation with all sectors throughout the value chain, working with relevant partners to drive innovations in sustainable packaging, and effectively strengthening the roles and participation of children, youth, and the new generation in circular economy.



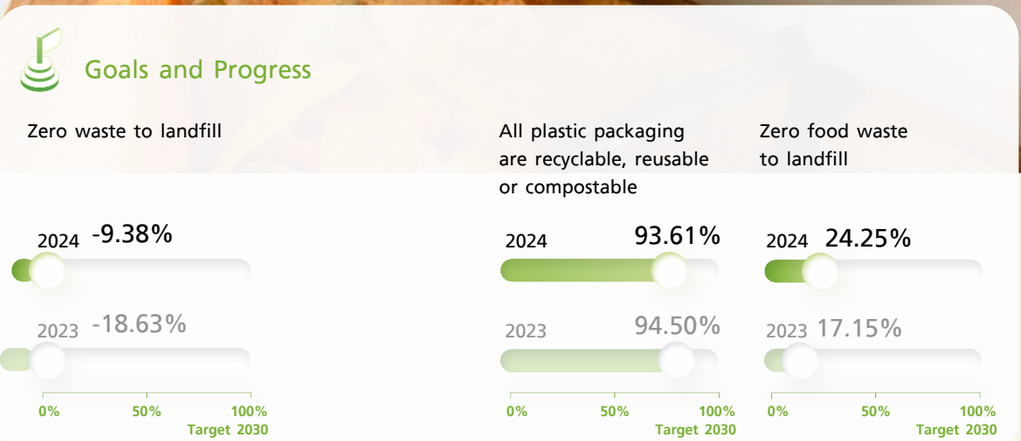
Key Performance 2024

93.61%
Plastic packaging that are recyclable, reusable or compostable

85.93%
Ratio of waste utilization

1,417 tons*
Reduction of food loss and food surplus through donation to vulnerable groups in society
* Total of 4,050,113 meals were donate
1 meal of is equivalent 350 grams.

Goals and Progress



FORWARD FASTER

C.P. Group is shifting from linear consumption to regenerative systems that fuel long-term sustainability. In support of the UN Forward Faster initiative, the Group is embedding circular economy principles across operations. The following actions drive this transition:

- Designs products and processes that prioritize reuse and recycle
- Turns agricultural, food, and packaging waste into new value through closed-loop solutions
- Collaborates across the value chain to build circular ecosystems

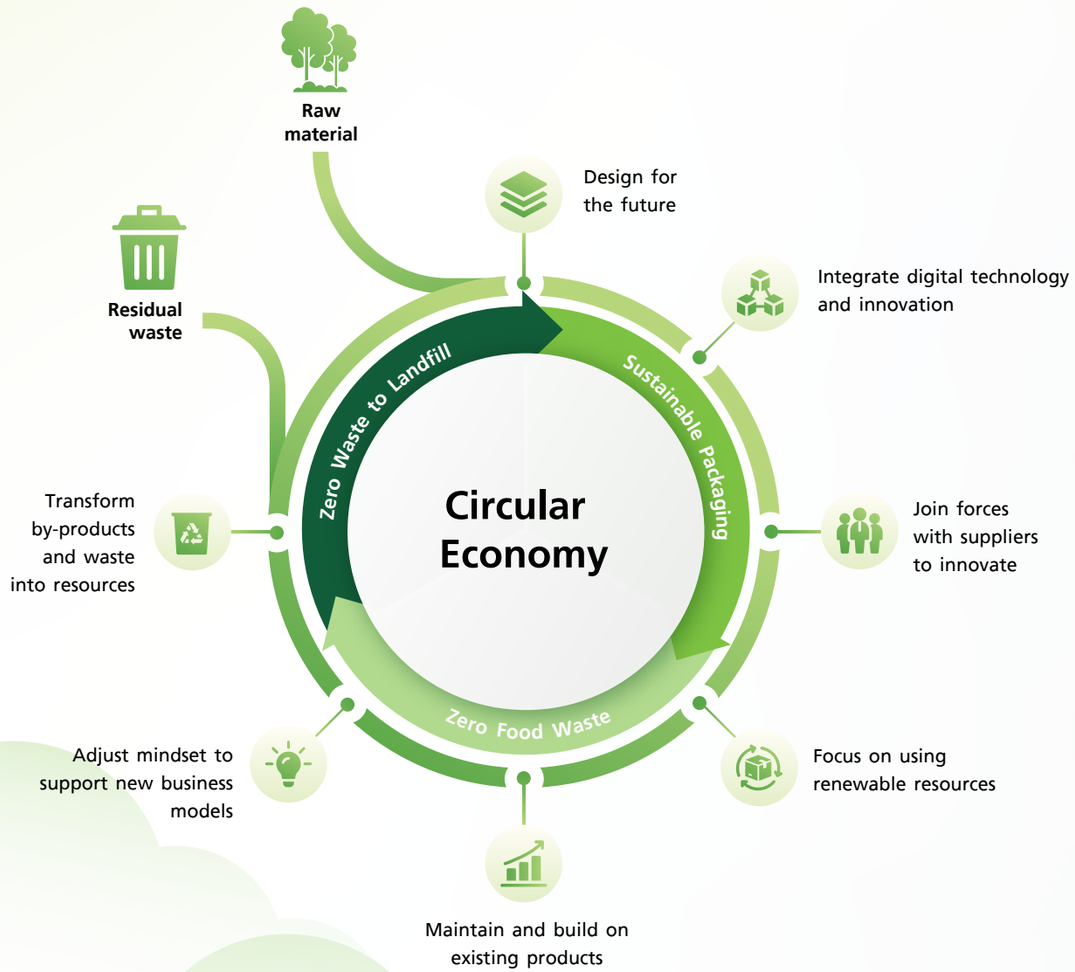
Supporting the SDGs

8.4 11.6 12.2 12.3 12.4 12.5 12.a

More information available in
Sustainable Development Goals Report 2024
Sustainability Performance Report 2024

Circular Economy Framework

Charoen Pokphand Group has set the target to achieve zero waste to landfill. In order to attain this goal and ensure the circulation of natural resource utilization for maximum benefit, the Group has established operational guidelines covering three main areas in accordance with the Waste Management Policy, namely raw material scraps, by-products, and waste from the production process of products and services, to enable reuse or recycling across the supply chain. The guidelines cover product design, raw material selection, production, usage, and waste disposal, all of which require cooperation from all sectors throughout the value chain of products and services relevant to the Group's business operations.





4 **Drive growth by promoting and expanding cooperation** with business partners with expertise in each industry.



3 **Promote the application of technology and innovation** at every step to create resource efficiency processes and products.



2 **Focus on closed-loop operations,** covering design, production, usage, reuse and recycling.



1 **Promote awareness of circular economy principle** and optimize efficiency at every stage.

All Charoen Pokphand Groups Business Groups.

All Charoen Pokhand Group's business groups recognize the importance of establishing goals, frameworks and operational guidelines in accordance with the circular economy concept in order to preserve and optimize the value of resource utilization while supporting key operational measures. Meanwhile, they also build cooperation networks of relevant internal and external sectors.

Driving Collaboration with All Sectors

Charoen Pokphand Group places importance on the circular economy concept. We aim to adjust our business practices in line with the principles of resource efficiency across the value chain, from the process of design, sourcing, production, consumption, waste management, through to reuse, in order to minimize environmental impacts and create long-term sustainability. This concept cannot be achieved by one single organization alone but requires the cooperation of all sectors, including the government, state enterprises, non-profit organizations, educational institutions, the private sector, and civil society, in driving the economic system to move beyond the concept of “use-produce-dispose” to “use-produce-dispose-upcycle”.

To transform the circular economy concept into reality, Charoen Pokphand Group has implemented measures to minimize resource consumption, reduce waste, and reuse materials by developing recyclable innovative products, streamlining production processes to lower the loss of raw materials, using environmentally friendly packaging, and reducing waste and food waste in every step of the business. Additionally, the Group is committed to reducing the use of natural raw materials from upstream, midstream, and downstream. We also explore the most efficient alternative replacement materials, which reaffirms our commitment to conduct business with responsibility. The Group has set three principal measures to drive the tangible implementation of circular economy:

1. **Zero Waste to Landfill** - Improve waste management, reduce waste for landfill disposal
2. **Sustainable Packaging** - Design recyclable packaging and reduce single-use plastics
3. **Zero Food Waste** - Reutilize waste from production processes and reduce food loss at every stage



Charoen Pokphand Group and relevant business groups have joined the Thailand Institute of Packaging and Recycling Management for Sustainable Environment (TIPMSE) to demonstrate our commitment to build a network of cooperation and continuously drive the industrial sector and related stakeholder groups as a mechanism in implementing Extended Producer Responsibility (EPR).



Cooperation towards Circular Economy

Charoen Pokphand Group and Mitsubishi Electric signed a Memorandum of Understanding to support sustainable development in Thailand and ASEAN through technological innovation. The cooperation aims to display a strong determination to establish a collaborative network and drive the industrial sector towards a circular economy.

Collaboration in Food Management

CP ALL Public Company Limited joined hands with the Scholars of Sustenance Foundation (SOS), the first food rescue foundation in Thailand founded in 2016, to jointly drive food management operations in Thailand.





Collaboration to End Plastic Pollution

Charoen Pokphand Group became a member of the Business Coalition for a Global Plastics Treaty, which joins forces with leading business sectors in the plastic value chain, financial institutions and NGOs to support the development of an ambitious and effective global treaty to end plastic pollution.



Waste Management

Throughout the decades, Charoen Pokphand Group has prioritized and promoted waste management across the value chain. The Group has initiated and developed collaborations in various dimensions by joining forces and coordinating collaborations between businesses within the Group while expanding on collaborations with educational institutions, universities, the government sector, and business partners with specialized expertise on relevant key issues. Key measures include:

- Exploring and adjusting means of reducing waste at the source
- Focusing on optimizing resource efficiency in each production process
- Promoting the reuse, recycling, and/or upcycling of by-products
- Studying and extending R&D works to add value to by-products and/or waste

Large-scale Integrated Pig Farm, Xiangyang City, Hubei Province, China



Large-scale integrated pig farm in Xiangyang City



Liquid fertilizer (95%)

Sediment (5%)



Soil quality improvement



Organic fertilizer products



Fertilizer water for large farms

Fertilizer water for small farmers

The large-scale integrated pig farm in China's Xiangyang City is a joint development project between Charoen Pokphand Group and the local Chinese government to promote pig farm management while, improving the quality of life of corn farmers. This project exhibits the comprehensive supply chain management of large-scale corn cultivation to support animal feed production, pig farming, food processing, and logistics transportation throughout the value chain of modern agriculture.

The integrated farming project (Crop cultivation and livestock farming) covering ten districts and 23 villages, the project engages 216 farming households, benefiting a total of 3,240 individuals. This has led to increased income for local communities and has generated tangible social impact through a fully integrated production value chain.

The objectives of the project are to manage waste from pig farms under the zero waste framework, such as treated wastewater from farms and organic sludge generated from the biogas system are reused to benefit maize cultivation areas, helping to increase farmers' income. Additionally, the project contributes to strengthening national food security throughout the modern agricultural supply chain.

100%
of farm waste utilized

Number of farmers participate in the project
3,240 farmers

Income increase by
3,000
Yuan/person/year

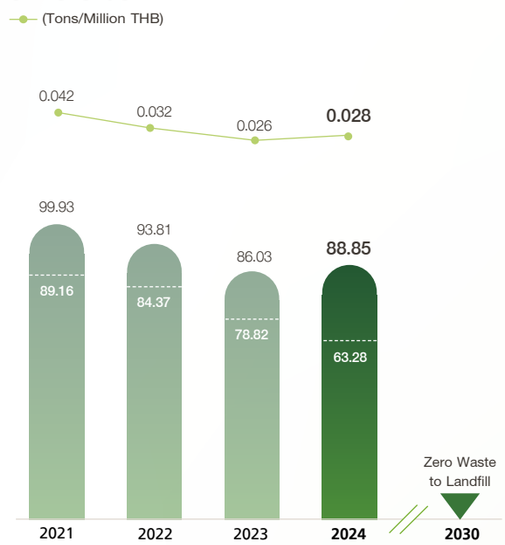
Value Creation
- Financial Capital
- Relationship Capital

Waste Management Data

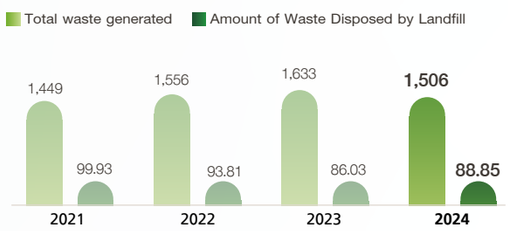
Total Waste
1,506
thousand tons



Amount of waste to Landfill per Unit of Revenue



Total Waste Generated and Amount of Waste Disposed by Landfill

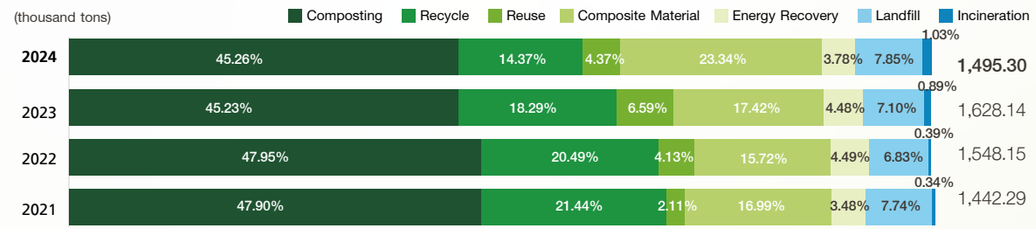


Operational Waste

By Disposal Method

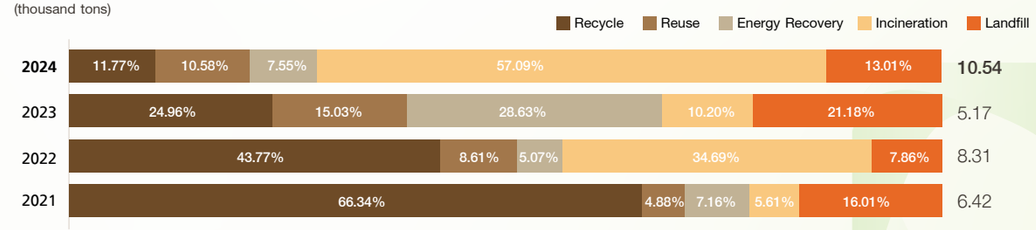
Non-hazardous Waste

(thousand tons)



Hazardous Waste

(thousand tons)

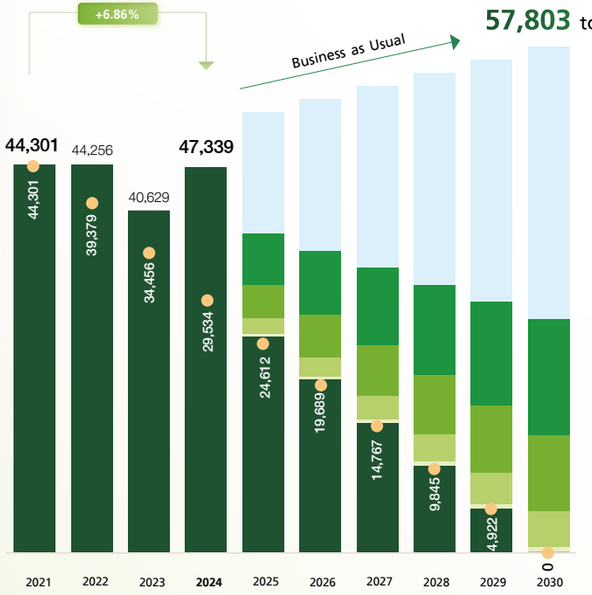


Zero Waste to Landfill Management

Charoen Pokphand Group and all business groups have demonstrated the commitment to conduct business in accordance with the organization's policy framework and sustainable development direction. The Group has announced a clear policy on zero waste to landfill management, or in other words, no disposal of waste at landfills. The main operational approach focuses on measures to reduce waste at the upstream, mid-stream and downstream, while reusing, recycling, and adding value to waste in order to maximize resource efficiency throughout the business value chain. Meanwhile, we also raise awareness and promote participation from communities, societies, government agencies, businesses and all sectors to tangibly achieve the zero waste to landfill target.

Charoen Pokphand Group's Pathway to Zero Operational Waste to Landfill 2030

Operational Waste Target



Key Measures	Volumn (tons)	
Production of Organic Fertilizer and Soil Conditioner	31,214	54%
Conversion into Alternative Raw Material	13,295	23%
Utilization as Construction Material	8,670	15%
Upstream Efficiency Enhancement	4,046	7%
Incineration (w/wo-energy recovery)	578	1%
Landfill	-	-
Total Volume of Operation Waste Reduction	57,803	100%

Collaboration to Transform Eggshell Waste into Alternative Raw Material for Sanitary Ware

Charoen Pokphand Foods PCL. and Charoen Pokphand Group have joined forces with leading business partners with expertise in sanitary ware production to drive an experimental project to repurpose eggshell waste as alternative replacement raw material in production. The project targets to introduce the reuse of eggshell waste for maximum industrial benefit, which is consistent with the circular economy concept and in line with the Group's policy on zero landfill waste.



In 2024, more than 40 tons of eggshells were used in the experimental production of sanitary ware. The annual target is 800 tons per year.

Value Creation

Manufacturing Capital Relationship Capital

"e-Waste HACK BKK 2024"



True Corporation PCL. organized "e-Waste HACK BKK 2024", hacking new-gen ideas and turning e-Waste into innovation to return value to society for a better life in Bangkok. It involves brainstorming new-generation innovators to create added value by transforming electronic waste and e-Waste components into practical electronic devices. The project features collaboration with key sectors, including the Embassy of Sweden in Thailand, Bangkok Metropolitan Administration (BMA), Faculty of Engineering of King Mongkut's Institute of Technology Ladkrabang (KMITL), and SK Tes Thailand Company Limited.

e-Waste recycled
2.03
million pieces

Value Creation

Relationship Capital
Natural Capital

Brainstorming new-generation innovators through this project was another significant step in elevating e-Waste management and reviving e-Waste, in line with the circular economy concept and consistent with Charoen Pokphand Group's zero landfill waste target.

Food Waste and Food Surplus Management

Charoen Pokphand Group places importance on managing food loss and food waste throughout the value chain, especially in the retail and distribution business, which has set the goal to achieve the Zero Food Waste Target by 2030. In order to accomplish our goals and commitment, the Group has introduced innovations and worked in collaboration with various sectors.

Donating Vegetable and Fruit Waste to Farmer Network as Feed for Black Soldier Fly (BSF)

CP Axtra PCL. has partnered with Khon Kaen University and the Bioeconomy Development Office (BEDO) of the Ministry of Natural Resources and Environment to explore the use of vegetable and fruit waste as feed for BSF, which can serve as an alternative protein source for animal feed production. The project is carried out in collaboration with a network of local farmers. Key properties of BSF include:

1. Ability to consume larger amount of food than other insects by approximately 25-500 milligrams per day
2. Containing 42-45% protein, 30-35% fat, and other nutrients
3. Not considered a disease vector or pests



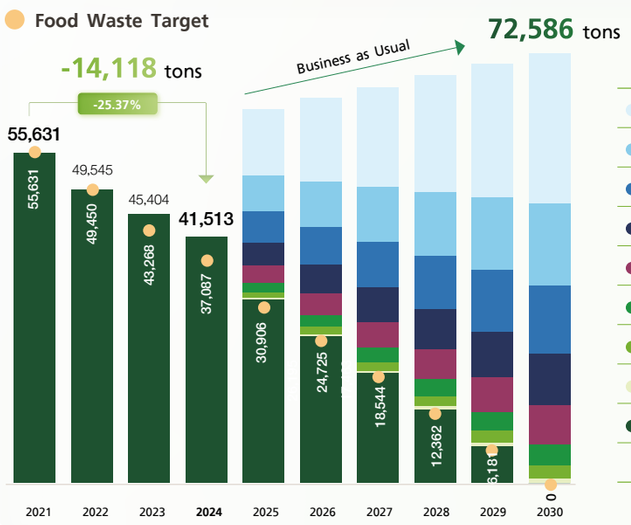
Donating excess food to farmers, livestock farmers, and insect protein farms

912.26 tons per year

Value Creation

- Manufacturing Capital
- Natural Capital

Charoen Pokphand Group's Pathway to Zero Food Waste to Landfill 2030



Key Measures	Volumn (tons)	
Production of organic fertilizer and bio-extracts	25,405	35%
Donation as animal feed	13,791	19%
Donation of surplus food through foundations	11,614	16%
Food processing for value addition	8,710	12%
Protein insect cultivation (Black Soldier Fly, BSF)	6,533	9%
Biogas production	3,629	5%
Upstream efficiency enhancement	2,178	3%
Incineration (with or without energy recovery)	726	1%
Landfill	-	-
Total Waste Reduction	**72,586**	**100%**

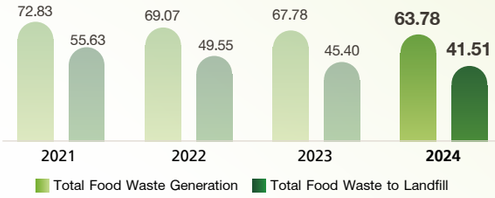
Data on Food Loss and Food Waste Management

Food Loss and Food Waste

207.66 thousand tons



Trends of Food Waste Generation and Food Waste to Landfill



Breakdown of Food Loss

143.88 thousand tons



89.3% Grains
0.1% Fruits and Vegetables
0.2% Meat
4.5% Bakery



0.6% Ready-to-Eat
0.3% Condiments
4.1% Mixed Food Waste
0.9% Others

Volumn of Food Waste

63.78 thousand tons



32.5% Fruits and Vegetables
28.6% Ready-to-Eat
8.1% Meat and Seafood

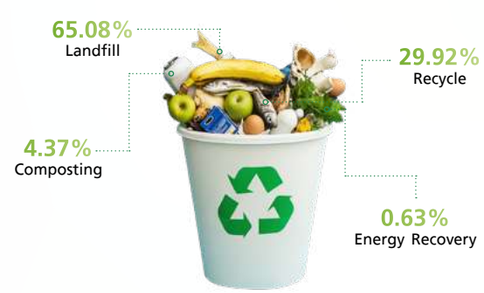


2.2% Drinks
24.3% Dairy Products
4.3% Mixed Food Waste and Others

By Disposal Method



By Disposal Method



Sustainable Plastic Packaging Management

Charoen Pokphand Group has demonstrated our commitment to manage plastic and plastic packaging across the value chain in tandem with reducing greenhouse gas emissions under the framework of the Sustainable Packaging Policy. In this regard, all business groups promote and support the efficient use of raw materials, resources, and modern technologies while reducing environmental impacts and pollution arising from production processes, usage, and disposal of packaging in various dimensions. The Group also cultivates children and youth to drive all relevant stakeholder groups in an integrated manner.

"Sustainable development must be driven by innovation and research to reduce resource consumption and create value from post-consumer waste through recycling, as well as production scrap. These efforts aim to enable a circular economy that integrates both economic and social dimensions, ultimately contributing to the goal of sustainable packaging."

Mr. Somsak Lertchai
Chairman of the Executive Committee
CPPC Public Company Limited



Promoting Collection of Packaging for Recycling









Charoen Pokphand Group and the Retail Business Group have been campaigning for and supporting customers and consumers' awareness of maximum resource efficiency, shifting waste separation behavior toward recycling, and creating a comprehensive waste management mechanism. The Group has taken advantage of our wide branch coverage and ability to reach out to communities as a strength in establishing packaging collection points for recycling through an expansion of retail and recycling partner network. As a result, "recycling stations" have been set up to collect packaging for recycling or reuse.

Collected packaging waste for recycling/upcycling process

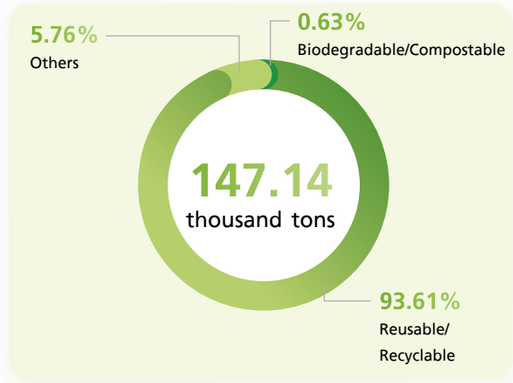
Collected **458,605** kilograms of plastic

Collected **32** million kilograms of boxes and cartons

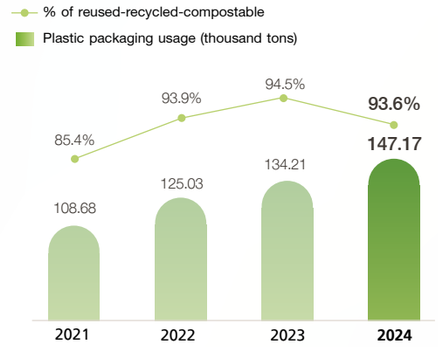
Value Creation

Manufacturing Capital Relationship Capital

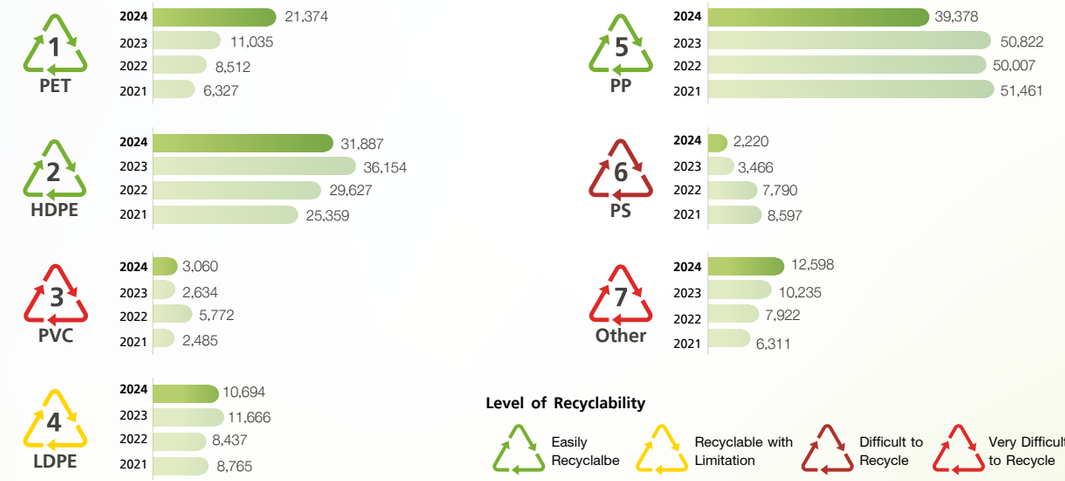
Plastic Packaging Management Data



CP Group's Sustainable Packaging Trend



Types of Plastic Used



Level of Recyclability

Easily Recyclalbe | Recyclable with Limitation | Difficult to Recycle | Very Difficult to Recycle

Recycled Material Usage for Plastic and Non-plastic Packaging



Metal (Steel & Aluminum)
1,315 tons
100% recycled material used



Glass
1,633 tons
19.08% recycled material used



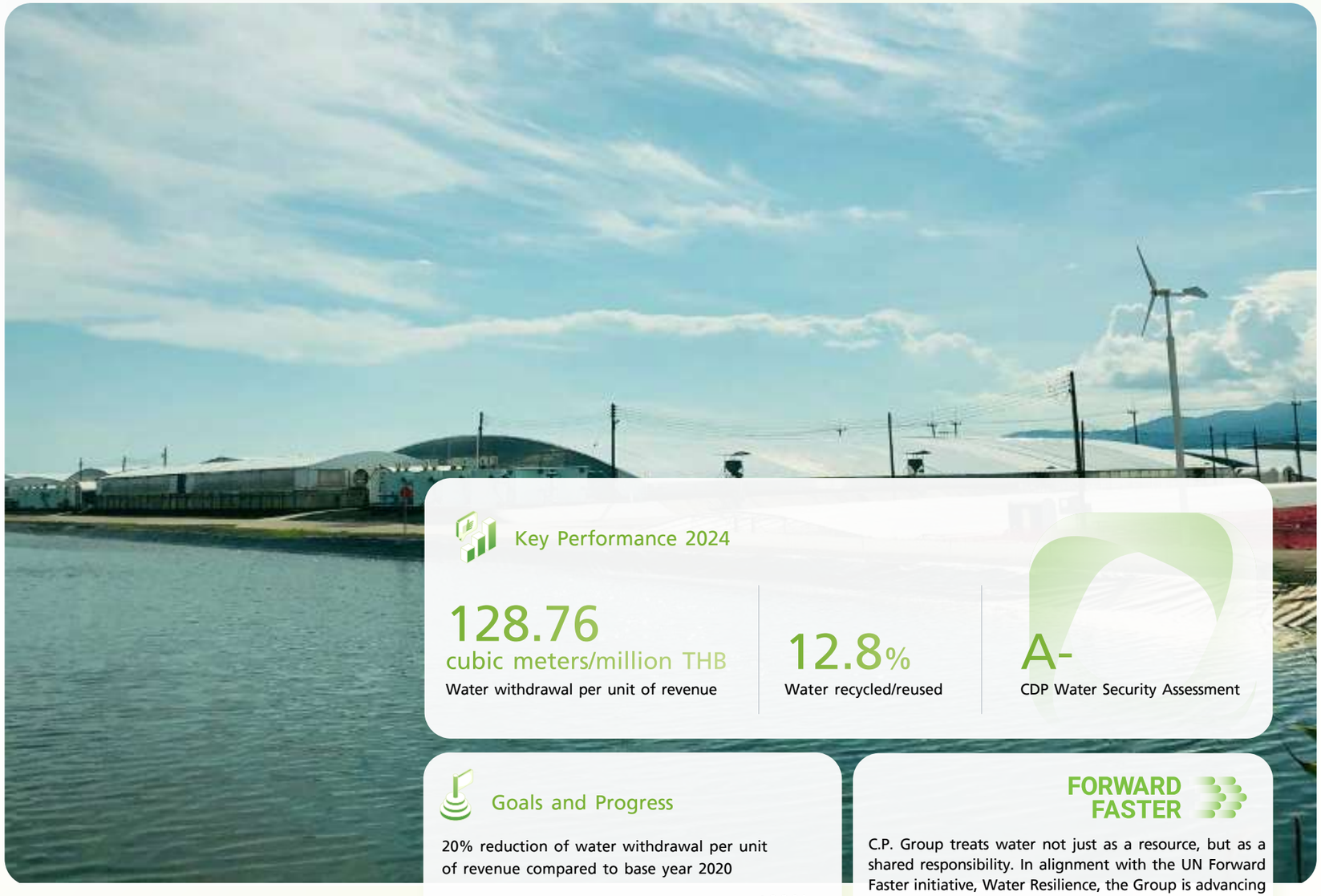
Paper & Wood
98,580 tons
79.63% recycled material used



Plastic
3,312 tons
2.25% recycled material used

Water Stewardship

Charoen Pokphand Group places importance on sustainable water resource management as a crucial factor supporting business stability, community well-being, and ecological balance. The Group aims to minimize water usage, promote water recycling, and optimize efficiency in every process to cope with the challenges of global warming and future water shortage risks. We also encourage community participation in comprehensive and fair water resource conservation and restoration. From 2025 onwards, the Group has plans to elevate water-related operations by developing new innovations and technologies to enhance water efficiency, expand the scope of water risk assessment in the value chain, and develop a more modern water efficiency tracking system. In this regard, we strive to ensure that the Group's water management efforts play a part in creating shared value for the society and environment.



Key Performance 2024

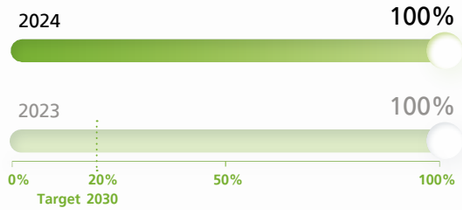
128.76
cubic meters/million THB
Water withdrawal per unit of revenue

12.8%
Water recycled/reused

A-
CDP Water Security Assessment

Goals and Progress

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



FORWARD FASTER

C.P. Group treats water not just as a resource, but as a shared responsibility. In alignment with the UN Forward Faster initiative, Water Resilience, the Group is advancing responsible water stewardship across its operations and value chain. Its key efforts include:

- Reducing water withdrawals and improving water-use efficiency
- Recycling and treating wastewater to minimize discharge
- Collaborating with local stakeholders to manage water basins sustainably and strengthen community water resilience

Supporting the SDGs

6.1 6.3 6.4 6.5 6.6 6.b 14.1

More information available in
Sustainable Development Goals Report 2024
Sustainability Performance Report 2024

Sustainable Water Management Strategy

Sustainable Water Management Framework across the Value Chain

Charoen Pokphand Group recognizes the importance of water resources as the foundation of ecosystems, business operations, and community quality of life. The Group has developed the Water Resource Management Policy, covering all dimensions of water use efficiency, natural water sources conservation, and management of clean water, sanitation, and hygiene (WASH). This policy is part of the Group's Environmental Policy and Guidelines, which had been developed in accordance with national and international standards and are regularly reviewed and updated to address constantly changing water risks.

In order to optimize the efficiency of internal management, Charoen Pokphand Group has established a key target to reduce water withdrawal per unit of income by 20% within 2030 (compared to base year 2020) and to strictly control the quality of wastewater within the legal limit of each country. Furthermore, the Group regularly provides training for employees to create knowledge and understanding about efficient water use and enhance awareness of water resource conservation at the operational level. In addition to internal management, the Group has also extended our responsibility to the value chain and surrounding communities with a commitment to develop effective water management approaches in every step of our business operations. The Group has also collaborated with the government sector, NGOs, local communities, and business partners to ensure that all sectors have access to clean water sources, safe sanitation systems, and appropriate hygiene in accordance with the WASH principles. Meanwhile, the Group has conducted projects to restore and conserve natural watersheds, which are essential water sources for communities, using participatory approaches and good governance in management to create a long-term balance between utilization and ecological conservation to ensure systematic and comprehensive operations.



"One of the most vital natural resources for life is water. Effective water management is therefore crucial, especially in the agricultural sector, where water serves as a fundamental element for ensuring stable productivity for farmers. Promoting access to water and encouraging its responsible and efficient use through knowledge transfer and technology adoption helps improve quality of life and build a sustainable future for farmers. Because water is life."

Mr. Prasit Damrongchietanon
Vice Chairman
Crop Integration Business, Rice, Transportation and Services

More information available online
Water Stewardship


Organization

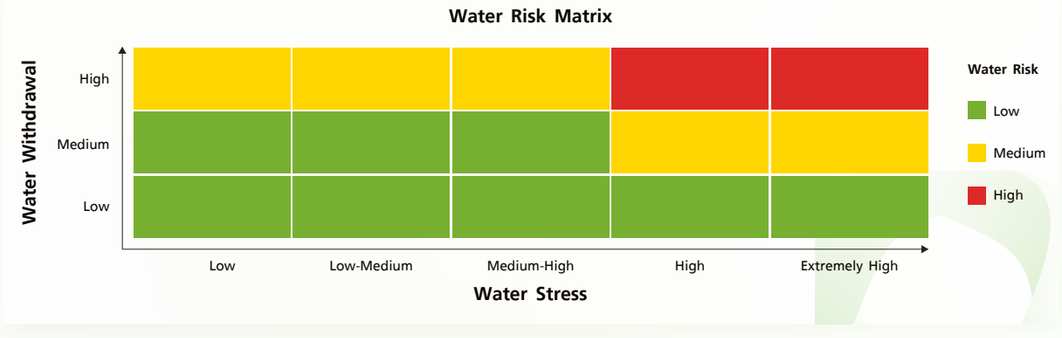

Supplier


Community

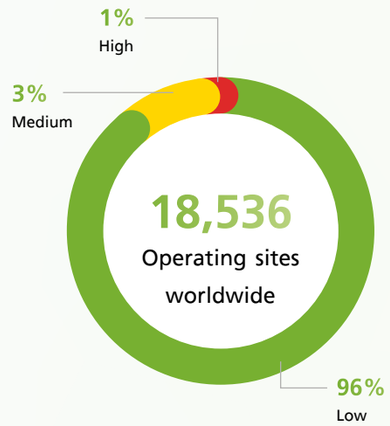

River Basin

Organizational Water Risk Assessment

Charoen Pokphand Group has performed water risk assessment on all business units of the Group, taking into account various aspects of risk factors in terms of water withdrawal volume of each unit and baseline water stress level by using the World Resources Institute (WRI)'s internationally recognized Aqueduct Water Risk Atlas tool, covering both quality and quantity. Both risk factors are assessed and prioritized using the Risk Matrix, which can be classified into three levels, to assist in decision-making and planning related to water resource management. The water risk assessment and water management frameworks are disclosed on the Group's website under the topic Water Stewardship.



Charoen Pokphand Group's Operating Areas with High Water Risk



Over the past year, the Aqueduct Water Risk Atlas' Water Stress Index, developed by the World Resources Institute (WRI), has revealed that many regions around the world are facing rapidly increasing water risks due to a combination of environmental, social and economic factors. The Group regularly monitors and analyzes data on an annual basis. According to 2024's water risk assessment, 1% of the Group's production sites worldwide was identified with high water risk, 3% with medium water risk, and 96% with low water risk. In this regard, the Group will focus on high water risk areas as a priority to promote the implementation of water management plans, e.g., encouraging water efficiency optimization in production processes. Furthermore, the Group has conducted a TNFD LEAP biodiversity risk and business opportunity assessment at the operational level and initiated a pilot study in production areas with high water risks. The assessment guidelines and result summary are disclosed on the website.

Circular Water Management

Charoen Pokphand Group has developed a strategy in response to water scarcity challenges by implementing the World Business Council for Sustainable Development (WBCSD)'s Circular Water Management concept, which focuses on reduce, reuse, recycle, restore, and recover, based on the 5Rs principle. Further details and case studies are available online.

More information available online

Water Stewardship



Moving Bed Biofilm Reactor (MBBR) in Aquaculture Farm at CP Aquaculture (Huzhou) Co., Ltd.



CP Aquaculture (Huzhou) Co., Ltd. has implemented the Moving Bed Biofilm Reactor (MBBR), a biological process for treating wastewater at its aquaculture farm. This has enabled 90% of used water from aquaculture breeding tanks to be reused. Accordingly, used water will pass through the Micro Filter, where large particle waste, e.g., waste or leftover feed, will be filtered out before entering MBBR, which provides a medium to facilitate the attachment of microorganisms. When air is added, the microorganisms will decompose ammonia, nitrogen, and nitrite compounds to achieve clean water, which will then be introduced to UV sterilization and ozone conditioning to ensure that it meets the desired quality prior to reuse.

Recirculate water for reuse in the process

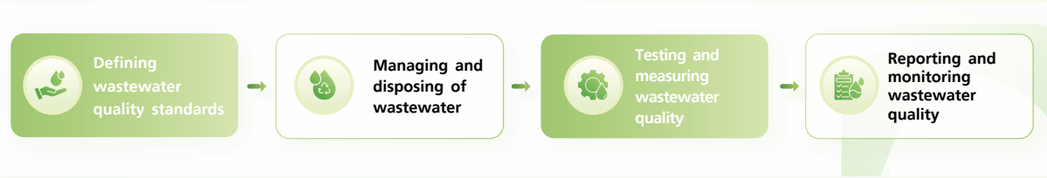
90%

Value Creation

Natural Capital

Managing Wastewater Prior to Discharge to Natural Water Bodies

Charoen Pokphand Group acknowledges the importance of implementing wastewater quality standards before discharging to natural water sources. This demonstrates our environmental responsibility and compliance with relevant regulations to prevent pollutants or contaminated water from affecting the quality of natural water bodies, such as, rivers and canals, which may harm ecosystems and public health. Treating wastewater not only contributes to environmental protection but also allows water to be reused in production processes or repurposed for other benefits. Therefore, wastewater management plays an integral part in enhancing sustainability and water efficiency in businesses. Accordingly, the Group has established the 4 steps of Wastewater Management Framework.



More information available online

Water Stewardship

Clean Water for Farmers Project by CP Ram Co., Ltd., Lamphun factory



CPRAM Co., Ltd. (Lamphun) conducted a survey of the area surrounding its factory as well as the needs of the communities. It found that the area was experiencing drought while farmers were unable to grow rice in the off-season. Consequently, the "Clean Water for Farmers" project has been implemented since 2019 until now. CPRAM has defined rules and regulations on discharging water from the water tank, which has been treated according to the wastewater standard of the Ministry of Industry Announcement, to farmers in nearby rice fields. This allows farmers in the vicinity to use water for rice cultivation and off-season rice cultivation. As water quality is measured monthly, farmers can rest assure in the quality of water for agriculture. Currently, water is distributed to 11 households, covering an agricultural area of 86 Rai.

Reduce water extraction from community water sources by more than

100,000 cubic meters per year

Increase income for farmers by over

120,500 THB per person per year

Value Creation

Natural Capital

Water Resources Data in 2024

Water Withdrawal
415 million cubic meters

63% Freshwater
TDS ≤ 1,000 mg/L

37% Other Water
TDS > 1,000 mg/L

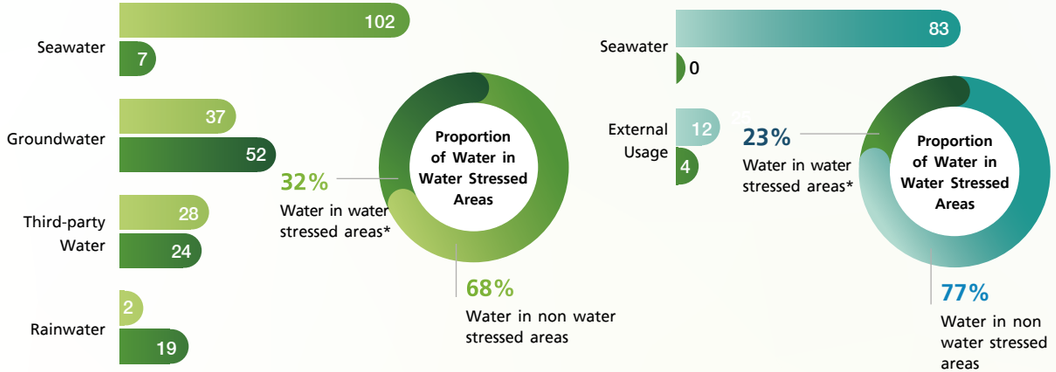
Water Discharge
162 million cubic meters

61% Freshwater
TDS ≤ 1,000 mg/L

39% Other Water
TDS > 1,000 mg/L

TDS (Total Dissolved Solids) = Amount of inorganic and organic substances dissolved in water

Water Withdrawal by Source
(million cubic meters)



Water Discharge by Source
(million cubic meters)

* Units located in high and extremely high baseline water stress areas based on Aqueduct Water Risk Atlas

Water Consumption
253 million cubic meters

65% Freshwater
TDS ≤ 1,000 mg/L

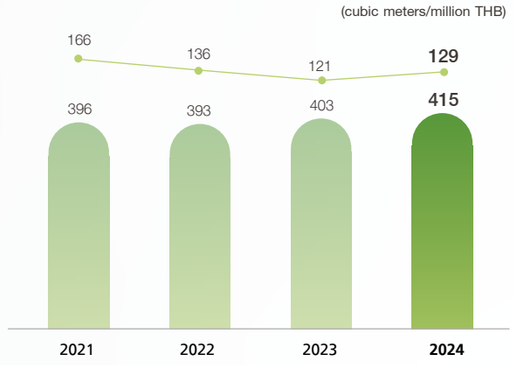
35% Other Water
TDS > 1,000 mg/L

Water Recycled/Reused
53 million cubic meters accounting for **13%**

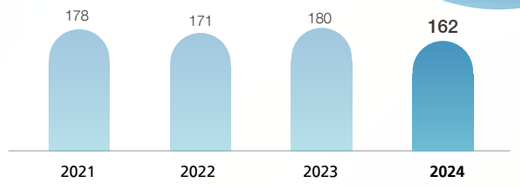
Wastewater Quality
BOD **18.69** mg/L
COD **66.63** mg/L

* CP Group's BOD and COD are calculated from the average value of business units worldwide

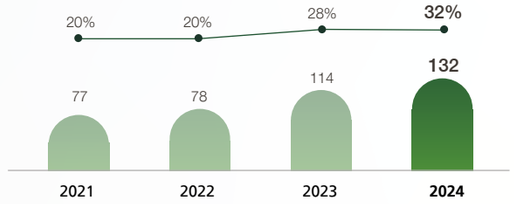
Total Water Withdrawal
(million cubic meters)



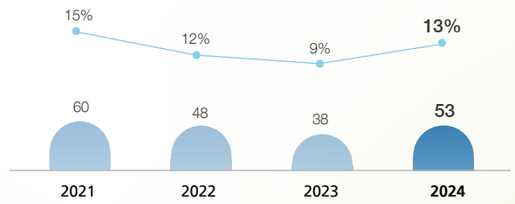
Total Water Discharge
(million cubic meters)



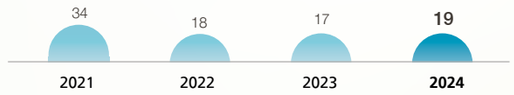
Water Withdrawal from Water Stressed Areas
(million cubic meters)



Water Recycled/Reused
(million cubic meters)

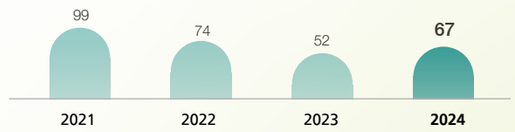


Wastewater Quality - BOD (Biological Oxygen Demand)
(mg/L)



CP Group's average BOD is within the effluent discharge control standards of each country

Wastewater Quality - COD (Chemical Oxygen Demand)
(mg/L)



CP Group's average COD is within the effluent discharge control standards of each country

Managing Water with Suppliers

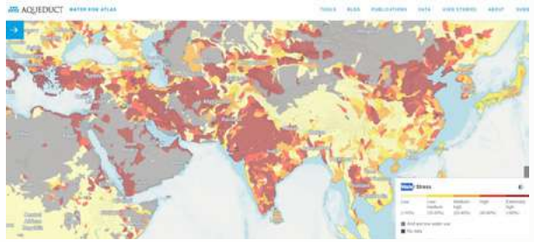
Collaborating with suppliers on water management is crucial for Charoen Pokphand Group's business operations as water is a vital resource for production processes and affects the sustainability of businesses. The lack of proper water management from suppliers in the value chain may affect production quantity and quality. It may also lead to water shortage or increased environmental risks, resulting in higher costs and impact on image across the value chain. Therefore, water management cooperation not only trims down risks and costs but also promotes the sustainable use of resources in all parts of the value chain. Accordingly, the Group has developed water management guidelines for our suppliers. and disclosed the Group's website Water Stewardship.

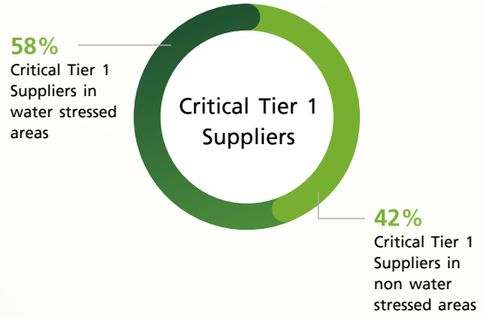
Water Risk Assessment	Water Management System	Assess Suppliers' Water Management	Promote Water Resource Conservation Activities
Conduct water risk assessment for suppliers to categorize them according to water stress levels	Collaborate with suppliers to develop a water management plan to enhance water efficiency	Assess and inspect suppliers' water management system, wastewater treatment and wastewater quality that meet standards	Collaborate with suppliers to promote activities to campaign for water resource conservation

Water Risk Assessment for Suppliers

Charoen Pokphand Group has collected data and conducted water risk assessments on Critical Tier 1 Suppliers using Aqueduct Water Risk Atlas, an internationally recognized tool for assessing water stress levels, to analyze data on water sources, water consumption, and potential risks from water shortage in each area for Critical Tier 1 Suppliers in order to accurately identify risks that may affect production processes and operations. This has enabled the Group and Critical Tier 1 Suppliers to effectively manage and plan water resource usage, especially in high-risk areas. It has also contributed to reducing the impact of water shortage and enhancing sustainability in the value chain.

In 2024, the Group performed water risk assessments on our Critical Tier 1 Suppliers. Based on the assessment results, 58% of Critical Tier 1 Suppliers were located in water stressed areas. The Group will place priority on these suppliers in order to support their water management approach.





Promoting Water Management in Collaboration with Suppliers

Charoen Pokphand Group places importance on supporting suppliers in optimizing water usage efficiency in production and business processes. The Group promotes the efficient and sustainable use of water resources as well as water usage reduction, which constitute one of the Group's main strategies. We also support innovation and technology that enhance water management efficiency. The Group also promotes access to adequate water sources for business operations in areas at risk of water shortage in order to develop projects that distribute water sources in a comprehensive and sustainable manner. This can reduce potential water shortage risks that may occur in the future.

CPP Myanmar Drives Water Resource Development to Enable Year-round Income





CPP Myanmar, through the Farm Pro integrated business, has executed the Groundwater Drilling Project since 2019 for Farm Pro farmers in Naypyitaw and Mandalay. The project targets to provide groundwater sources for agricultural use while serving as a reserve water source for off-season agriculture and to solve the problem of intermittent rain during the rainy season. This has enabled year-round farming and created sustainable water sources for agriculture. Consequently, farmers are able to engage in multiple cropping (2-3 crops per year), resulting in sufficient household income and generating 365 days of income without the need to seek other income sources outside of agriculture.

Farmers supported with groundwater drilling
210 sites

Covering agricultural areas of
9,000 rai

Value Creation
- Relationship Capital
- Natural Capital

Community Water Resource Management

Charoen Pokphand Group supports community access to clean water, sanitation and hygiene (WASH), particularly in the vicinity of the Group's operations. We focus on developing and improving people's quality of life in terms of sanitation and sustainable water management, which can uplift the quality of life and create better living for communities. The Group has worked in collaboration with various government and private sector agencies, with coordination at both the local and national level, to jointly develop infrastructure and efficient water and sanitation management systems. In addition, the Group promotes learning and community participation in the conservation of water resources and sanitation to enable communities to gain maximum benefit from natural resources while ensuring better living. More detail on the projects can be found on the website.

More information available online
Water Stewardship

Collaborating with Stakeholders to Promote Community Access to Water and Sanitation



1 East Asia

China

- Well and Pumping Station Construction Project, Bai Dian Village, Hubei Province
- Village Water Supply System Installation Project, Chang Shun Village, Sichuan Province
- Water Supply Installation Project, Ouhua Village, Sichuan Province

2 South Asia

Bangladesh

- Groundwater Well Construction for Communities Project

India

- Water For Life Project

3 Southeast Asia

Vietnam

- Ka Nau Village Water Pipeline Installation Project, Binh Dihn Province
- Home for Water Construction Project, Trang Bang District, Tây Ninh Province

Myanmar

- Clean Drinking Water for Schools in Aung Za Bu
- Water Sources for Sustainable Agriculture Projects in Bago and Naypyitaw

Cambodia

- Clean Toilets for Students Project, Kampong Speu Province

The Philippines

- Sharing Water Resources with Barangay Gugo Community Project

3 Southeast Asia

Thailand

- Safe Nature Project, Mae Chaem District, Chiang Mai Province
- Nam Phang Model
- Water Resources for Agricultural Development Project, Ban Mae Wak Community, Chiang Mai Province
- Living Weir Projects in 17 Northern Provinces
- Collaboration Project in Mueang Chang Subdistrict, Nan Province
- Restoration of Clear Water to Ban Samong Community, Prachinburi Province
- Natural Drinking Water Project, Ban Thammachat Lang, Trad Province
- Swine Manure Liquid Fertilizer for Ban Huay Nam Dib Community, Chiang Mai Province
- Toilet Construction Project by CPF's Fund for Elderly, Don Krabueng Subdistrict, Ratchaburi Province
- Check Dam Reparation Project, Khao Phraya Doen Tong
- Happiness for All Project
- Water Returns Life Project, Ban Sop Khun, Nan Province
- Water Returns Life Project, Ban Yot Doi Wattana, Nan Province
- Water Supply for Phun Phin Community, Surat Thani Province
- Water Production System Project, Ler Tor Royal Project Development Center
- CPRAM Unites to Restore Clean Water to Communities
- Groundwater Bank Project, Kamphaeng Phet Agricultural Village

Restoring Watersheds for Ecological Integrity

Charoen Pokphand Group has performed water risk assessments on all areas of operation. Based on the assessment, the Group is operating in a total of 14 major river basins in six countries within high water risk areas. More information is available online.

Therefore, Charoen Pokphand Group places emphasis on protecting and preserving river basins, which are the origin of water resources sustaining both agriculture and consumption. Meanwhile, the Group also supports biodiversity to create sustainable ecosystems.

More information available online
Water Stewardship

CPF Grow-Share-Protect Mangrove Forest Project in Eastern Seaboard Basin



Charoen Pokphand Foods PCL. has executed the CPF Grow-Share-Protect Mangrove Forest Project in collaboration with government agencies, educational institutions and local communities to jointly conserve, restore and reforest mangroves in Thailand. The project has contributed to increasing biodiversity, benefiting ecosystems and restoring watersheds, while reducing impacts from pollution, flooding or soil erosion. To date, more than 5,600 rai of mangroves have been planted in 17 provinces, including the Eastern seaboard basin, which is one of the Group's high-water risk areas, in Pak Nam Prasae Subdistrict, Rayong Province, covering an area of 614 rai, and Tha Phrik Subdistrict, Trat Province, covering an area of 1,300 rai.

Mangrove restoration

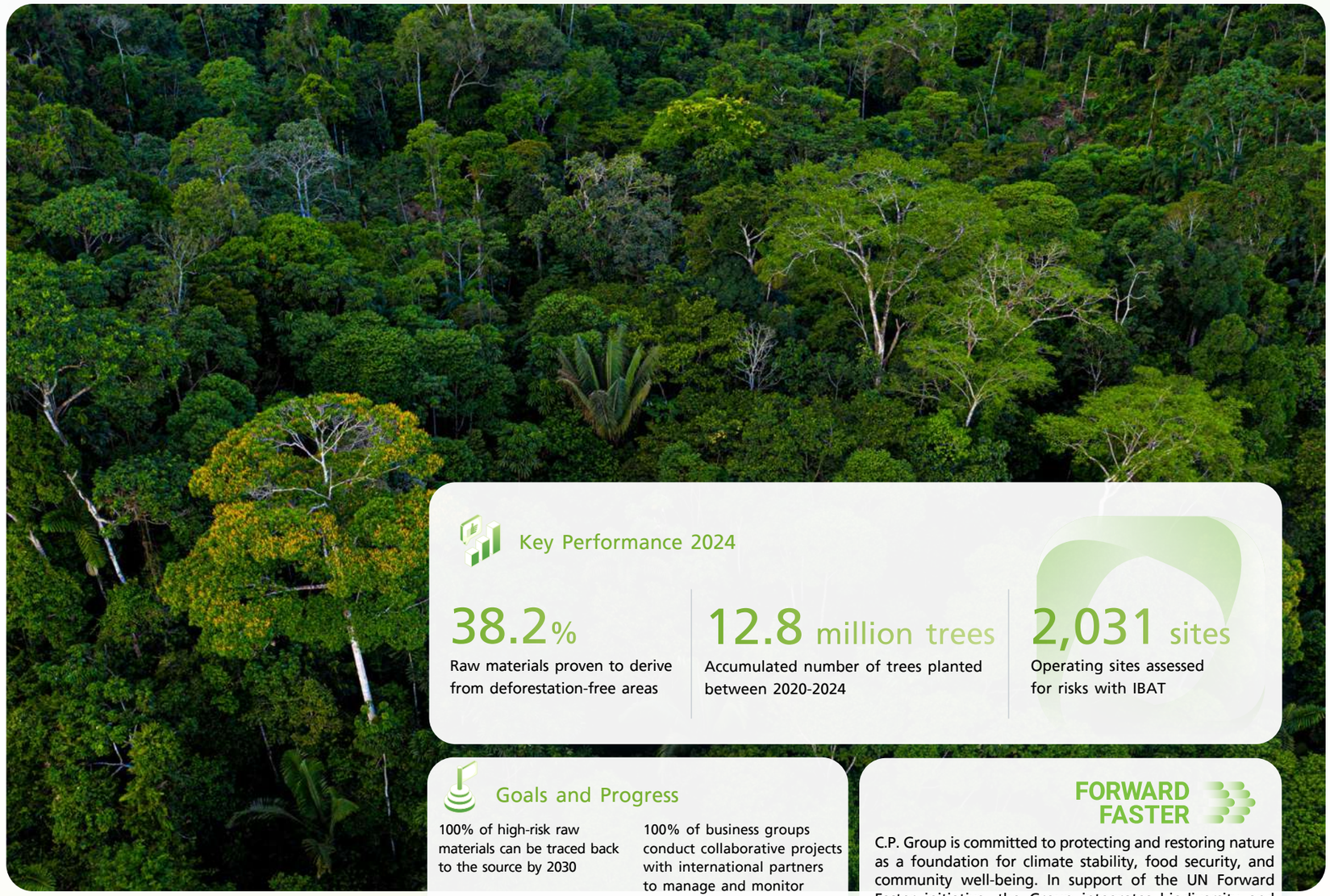
5,600 Rai

Value Creation

- Relationship Capital
- Natural Capital

Ecosystem & Biodiversity Protection

Charoen Pokphand Group recognizes the value of ecosystems and biodiversity as the foundation of life, economy, and stability of the organization's supply chain. Therefore, the Group accentuates on the conservation of natural resources by focusing on the balanced use of resources, participating in natural area restoration, and developing business processes in line with the principles of sustainability and environmental responsibility. In addition, the Group has plans to systematically enhance our biodiversity conservation efforts by establishing joint guidelines at the Group level for natural area and genetic management, as well as expanding the traceability system for raw materials with biodiversity risks to promote transparency and responsibility in the supply chain while supporting business growth in line with global environmental goals.



Key Performance 2024

38.2%
Raw materials proven to derive from deforestation-free areas

12.8 million trees
Accumulated number of trees planted between 2020-2024

2,031 sites
Operating sites assessed for risks with IBAT

Goals and Progress

100% of high-risk raw materials can be traced back to the source by 2030

2024 38.2%
2023 33.4%
0% 50% 100% Target 2030

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

2024 59%
2023 45%
0% 50% 100% Target 2030

FORWARD FASTER

C.P. Group is committed to protecting and restoring nature as a foundation for climate stability, food security, and community well-being. In support of the UN Forward Faster initiative, the Group integrates biodiversity and ecosystem protection into our business practices and land use decisions. Actions include:

- Conserves high-value ecosystems and prevents deforestation across supply chains
- Restores degraded land and promotes sustainable land management
- Engages in multi-stakeholder initiatives to protect biodiversity hotspots and promote nature-based solutions

Supporting the SDGs

2.4
6.6
14.2 14.4 14.5 14.b
15.1 15.2 15.4 15.5

More information available in
Sustainable Development Goals Report 2024
Sustainability Performance Report 2024

Enhancing Biodiversity Performance

Charoen Pokphand Group recognizes the importance of protecting ecosystems and biodiversity, which are the foundations of environmental sustainability and food security. However, a major challenge nowadays is climate change impact, which has accelerated biodiversity risks, such as rising temperatures, weather variability, and intensifying natural disasters. All of these directly affect ecosystems, causing a decline in the balance of nature and loss of habitats for organisms while affecting the abundance of natural resources. For this reason, the Group prioritizes proactive actions to mitigate the impacts of climate change and protect biodiversity through forest conservation and restoration, tree-planting to sequester carbon, and efficient water management. Meanwhile, the Group has been collaborating with partners at both national and global levels to assess biodiversity risks in the value chain and strengthen measures to prevent potential impacts. These collaborative projects not only reduce risks to the business in the long run but also provide opportunities to strike a balance between economic performance and the preservation of environmental integrity for future generations.

Biodiversity Governance Policy

"CPP strives to conduct business with social and environmental responsibility. We do not endorse the cultivation of animal feed corn in forest areas, conservation forests, or areas without legal title of ownership. We must not associate with or encourage burning to clear land for cultivation either."



Mr. Sumet Pinyosanit
Chief Executive Officer
Charoen Pokphand Produce Co., Ltd. (CPP)

Policy formulation is essential for biodiversity conservation as it provides a framework for protecting habitats, regulating sustainable resource consumption, and minimizing the impacts of our operations. In this regard, Charoen Pokphand Group's Ecosystem and Biodiversity Protection Policy focuses on environmental conservation and restoration while the No Deforestation Policy emphasizes halting unsustainable deforestation and promoting responsible use of natural resources to support environmental sustainability and responsible business growth.

Charoen Pokphand Group's businesses have applied these two policies to their operational context. The Group encourages each business to consider their dependency and impact on natural resources, which leads to risk analysis to determine appropriate operational measures. Additionally, the Group offers training and monitors operations in accordance with environmental policies and guidelines to ensure that all business groups, suppliers, and business partners operate in the same direction.

In 2024, Charoen Pokphand Group enhanced operations while studying and improving operational approaches to reduce potential impacts on ecosystems and biodiversity as well as promote sustainable resource consumption. The Group has also integrated ecosystem and biodiversity health into corporate risk assessment processes and activities at various stages, from upstream to downstream, and incorporated biodiversity conservation into sustainability strategies through measures, such as prioritizing agricultural raw material procurement from responsible sources that do not encroach on forest areas, and the conservation and restoration of terrestrial and marine ecosystems, etc. In addition, the Group has also worked with local communities, conservation organizations, government agencies and other relevant parties to establish a network to protect and restore biodiversity, and to enhance knowledge and awareness on the importance of biodiversity among employees, suppliers, communities and society to ensure respect for the mutual right to manage and utilize natural resources.

Ecosystem and Biodiversity Protection Management Strategy



Biodiversity Risk Assessment

Based on the assessment of Charoen Pokphand Group's sustainability materiality over the past three years, the protection and restoration of nature has become one of the top priorities, alongside climate adaptation, waste management and circular economy. The fact that nature protection and restoration has become a Group priority is a reflection of the connection between the Group's business operations and dependency on ecosystems. Therefore, in order to protect and restore our vital natural resources, the Group has continuously assessed biodiversity risks that may affect the supply chain, production, and resource sustainability in the past 2-3 year, in order to monitor changes.

Additionally, to enable the systematic management of risks and opportunities related to nature, Charoen Pokphand Group has implemented the assessment framework of the Taskforce on Nature-related Financial Disclosures (TNFD) to identify, analyze and assess biodiversity risks with direct impact on the supply chain and business operations. The TNFD framework employs the LEAP Approach (Locate, Evaluate, Assess, Prepare), which consists of four steps:

1 Locate	2 Evaluate	3 Assess	4 Prepare
Identify operating areas and areas at risk of ecological degradation	Assess dependencies and impacts on nature	Analyze risks and opportunities	Develop strategies and adapt

Assessment Scope

318
Supplier's sites



2,031
C.P. Group's sites

In addition to biodiversity risk assessment, Charoen Pokphand Group has also studied the connection between our factories or activities and important biodiversity areas, using IBAT and Global Forest Watch. The study radius for Protected Areas (PA) and Key Biodiversity Areas (KBA) has been defined within a 5-kilometer radius from the location of the Group's establishments. Meanwhile, the study area according to the IUCN Red List covers a 50-kilometer grid cell to reflect the ecological context of the surrounding landscape in a more comprehensive manner. The results of Charoen Pokphand Group's biodiversity risk assessment, based on IUCN STAR[1/] Score, are as follows:



Protected Area

289 areas in 12 countries examples of PA with Group factories or activities located within a **1-kilometer radius** include:

- Doi Suthep - Pui of Thailand
- Kok River of Thailand
- Srilanna of Thailand
- Cat Tien National Park - UNESCO-MAB Biosphere Reserve of Vietnam
- Preah Monivong Bokor National Park of Cambodia



Key Biodiversity Area

700 areas in 14 countries examples of Key Biodiversity Areas (KBA) with Group factories or activities located within a **1-km radius** include:

- Lower Chao Phraya Plain of Thailand
- Inner Gulf of Thailand
- Chao Phraya River of Thailand
- Upper Mekong Basin of China
- Qingdao-Yizhao Wetlands of China



IUCN Red List (CR EN VU)

Within a 50-kilometre radius of Charoen Pokphand Group's operational area in Chiang Mai Province, the highest number of critically endangered species (Critically Endangered) was recorded, totaling 54 species. In Vietnam, the Group's operations are located in areas with the highest number of endangered species (Endangered), totaling 268 species. Meanwhile, in Malaysia, the Group's operations are surrounded by areas with the highest number of vulnerable species (Vulnerable), totaling 348 species.

[1/] Species Threat Abatement and Restoration (STAR) is an indicator developed by IUCN to assess and quantify the impact of threat reduction and ecosystem restoration activities on species extinction risk reduction.

Information Disclosure on Nature according to TNFD Framework

Charoen Pokphand Group has been preparing Taskforce on Nature-related Financial Disclosure (TNFD) reports since 2022. In doing so, the Group has adopted the LEAP Approach, a framework that takes risks and opportunities related to natural resources into systematic analysis. It has also been applied in defining the Group's risk management strategies and approaches.

L Locate

Interface with Nature

Ecosystem Integrity

- Degraded/Intact forest
- Coral bleaching/richness
- Contaminated water/clean water

Biodiversity Importance

- Environmental conservation or protected areas
- Areas where endangered species are found
- Key biodiversity area

Water Stress

- Areas with water shortage

E Evaluate

Dependencies & Impacts

Impact Drivers

- Air pollution is leading to less precipitation
- Climate change driven by human activities is causing a decrease in pollinators
- The use of fertilizers and agricultural chemicals is leading to decreasing forest areas

State of Nature

- Increase or decrease of ecosystem
- Function and richness of ecosystem
- Population status

Ecosystem Services

- Provision services, such as water, food, energy
- Regulating services, such as climate control, flood protection
- Cultural services, such as recreation and sentimental value
- Supporting services, such as providing nutrients, and habitat for animals



A Assess

Material Risks & Opportunities

Physical Risks

- More frequent and severe flooding is impacting ecosystems
- Heat-induced pest and disease outbreaks
- Long-term resource scarcity and supply chain instability

Systematic Risks

- Disruption of global food supply chains
- Water scarcity and biodiversity loss
- Consumers and regulators are enforcing stricter standards, complicating compliance and increasing costs

Transition Risks

- Enforcement of ESG Laws
- Market changes and customer demands
- Stricter due diligence on corporate sustainability data

Opportunities

- Circular economy innovations to reduce waste, promote recycling and extend the life of products
- Develop low-carbon and biodiversity-friendly products and services
- Access to green financing

P Plan

To Respond & Report

- Governance
- Strategy
- DIRO

Dependency, Impact, Risks and Opportunity (DIRO) Assessment and Management

Biodiversity Strategy

Charoen Pokphand Group recognizes that business success cannot be attained without natural resource dependency and balanced ecosystems, such as clean water sources, fertile soil, natural insect pollination, pest control, or a favorable climate system, all of which are key elements that continuously feed our business value chain. For this reason, the Group places emphasis on biodiversity conservation and restoration in conjunction with environmental impact reduction by integrating sustainability concepts into every process, from upstream to downstream, to enable our business operations to grow in harmony with nature.

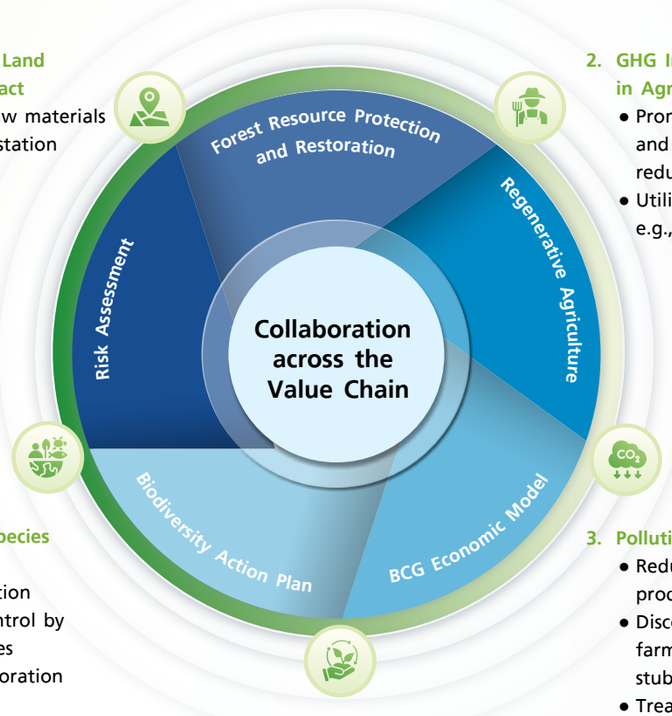
To accomplish this goal, Charoen Pokphand Group has established a sustainability strategy that focuses on three main approaches:

- Minimizing environmental impacts
- Developing efficient resource usage guidelines
- Promoting participation from all sectors

These approaches not only reflect our responsibility as a global corporate citizen but are also central to driving sustainable business growth while caring for a sustainable planet for future generations.

1. Management of Land Use Change Impact

Traceability of raw materials at risk of deforestation



2. GHG Impact Reduction in Agricultural Sector

- Promote alternate wetting and drying (AWD) to reduce GHG
- Utilize renewable energy, e.g., biomass, biogas, etc.

3. Pollution Control

- Reduce chemicals in production processes
- Discourage supplier farmers from post-harvest stubble burning
- Treat pollution according to standards

4. Sustainable Use of Natural Resources

- Promote sustainable consumption
- Invest in green innovation

5. Invasive Alien Species Control

- Physical limitation
- Population control by natural enemies
- Ecosystem restoration

Remark: Based on five key issues affecting biodiversity loss from the Roadmap to Nature Positive Foundation for All Businesses, developed by the World Business Council for Sustainability Development (WBCSD).

Biodiversity Action Plan

Deforestation in the supply chain is among the issues affecting biodiversity worldwide. Charoen Pokphand Group is aware of the impacts of natural resource consumption in the supply chain. We are committed to achieving zero deforestation by 2030 and ensuring sustainable raw material sourcing that does not damage ecosystems. Therefore, the Group has developed an action plan that focuses on impact monitoring and operational improvement as follows:





Define Goals

Determine operational targets to combat deforestation due to Group operations throughout the supply chain

Policy and Governance

Establish and enforce an anti-deforestation policy across all Group businesses



Manage Risks

Develop supplier selection criteria and establish traceability system to ensure that high-risk raw materials do not derive from sources or suppliers involved in deforestation







Track Performance

Monitor and report traceability performance annually

Conservation and Restoration of Biodiversity

Examples of Natural Resource and Biodiversity Conservation and Restoration Projects

Terrestrial Forest
Land Animal
Insect
Mangrove Forest
Aquatic Animal
Community
Water Resource
Soil Organism
Genetic Diversity
Soil Resource
Bird and Poultry



Thai Crane Conservation Project
Buriram



Safe Nature Project
Chiang Mai, Nan, Uthai Thani, Kamphaeng Phet



Surplus Food Donation for Thai Elephant Welfare
Chiang Mai, Lampang and Krabi



Zero Forest Burning
Chiang Mai



Omkoi Model
Chiang Mai



Water Detective Project
Nakhon Ratchasima



CPRAM Unite to Restore Clean Water to Communities
Kanchanaburi



18th and 19th Next Gen New World
Nakhon Ratchasima and Kanchanaburi



Releasing Fish Species for Biodiversity
Nanping City, Fujian Province



CPF Rak Ni-Ves Project Pasak Watershed Khao Phraya Doen Thong,
Lopburi



CPF Restore the Ocean



CPF Grow-Share-Protect Mangrove Forest



Sustainable Farming Standards



Sustainable Songkhla Lake Project
Songkhla

"Zero Forest Burning": Building a Model Community to Prevent Forest Fires and Reduce PM 2.5



7,660 Rai
Reduce fuel consumption in community forest areas

Value Creation
- Relationship Capital
- Natural Capital

The Community Forest Group in Wiang Haeng District, Chiang Mai Province, has implemented the "Zero Forest Burning" project in collaboration with the government, private sector, civil society, and communities. The project aims to reduce natural fuels that can cause forest fires in community forests, which are the cause of smog and PM 2.5 in Northern Thailand. Accordingly, dry leaves are being collected from six community forests, with a target to reach 1,000 tons, to minimize forest fire fuels. These dry leaves are then processed to create added value as organic fertilizer, with cooperation from Maejo University, to generate income for communities and enable the sustainable management of the Community Forest Fund. The project covers six communities in two sub-districts, namely Saen Hai and Mueang Haeng Sub-districts in Wiang Haeng District, Chiang Mai Province.

"Zero Forest Burning" is another alternative to reducing fuel load in community forests. Collecting and adding value to dry leaves can lower agricultural costs and generate income for communities in the hopes that the people of Wiang Haeng will continue to protect and maintain the integrity of community forests.

CP Axtra Donates Surplus Food to Enhance the Quality of Life of Thai Elephants

CP Axtra PCL. signed a Memorandum of Understanding with the Forest Industry Organization to donate edible surplus food, including, vegetables and fruits, to enhance elephant welfare at the National Elephant Institute under Royal Patronage and to collaborate on food waste management from upstream to downstream to minimize food loss from Makro and Lotus's branches in Chiang Mai, and Krabi, totaling more than ten branches.

In addition, Makro-Lotus's continues to organize a wide range of activities throughout the year to support better life for elephants.



2,000 tons
Food waste reduction through utilization as animal feed

Value Creation
- Relationship Capital

Beekeeping to Create Jobs for Communities and Preserve Local Wisdom in Yunnan Province

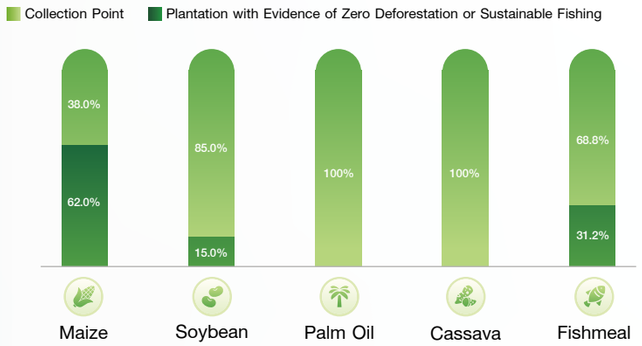


Value Creation
- Natural Capital
- Relationship Capital

CP Bee Industry has collaborated with the Institute of Apicultural Research, Chinese Academy of Agricultural Sciences, as well as provinces, cities, and counties to explore innovative means to develop the beekeeping industry around Nankun River Wildlife Sanctuary. This project builds on the beekeeping wisdom of the Wa ethnic group, who have long lived in the Awa Mountain in the southwestern border of China, an area rich in natural resources, such as, "Mi Tuan Flower Honey". Beekeeping enables the continuous survival of many plants. This development also enhances the pollination efficiency of "Macadamia", which is the key local economic crop.

CP has also created "Dr. Bee" platform as a tool to develop beekeeping career for the Wa people. This production standard has been implemented in more than 10 villages, generating income for local communities while enabling them to recognize the value and take part in conserving nature. Furthermore, the platform can assist in product traceability across the value chain, from flower cultivation sources through to consumers. The development of a production model that introduces technology and modern production systems to remote areas contributes to enhancing honey production both in terms of quantity and quality. It also promotes the potential of other agricultural sectors to grow together.

Progress of High-Risk Raw Material Traceability



The scope of traceability covers agricultural raw materials used for animal feed production across 10 countries: Thailand, Vietnam, India, Cambodia, Laos, Malaysia, the Philippines, Myanmar, Bangladesh, and China.

Traceability of High-risk Raw Materials



The traceability of high-risk raw materials is an essential factor in sustainable business operations. Sourcing raw materials from non-transparent sources can lead to deforestation, human rights violations, and biodiversity loss. In order to address this challenge, Charoen Pokphand Produce Company Limited (CPP) and Bangkok Produce Company Limited (BKP) have implemented a traceability system in agricultural product purchasing and distribution processes in Thailand, which has also been extended to Myanmar operations. The project uses satellite and GPS technologies to pinpoint forest areas and stubble burning regions to enhance raw material sourcing, in line with the Group's No Deforestation Policy, while working with trader associations, vendors, farmers, and environmental partners.

In terms of animal feed corn production process in Myanmar, both CPP and BKP Myanmar have acquired Traceability Verification from Control Union Company Limited, which has auditing and certification experience in more than 80 countries. This traceability certification employs the Chain of Custody verification, a process to confirm that the raw materials proceed from well-managed, sustainable, and controlled origins. Each year, the internal system is reviewed and certified by third-party agencies. Additionally, CP Rice Company Limited has also received the Farm Sustainability Assessment (FSA) certification for sustainable rice cultivation in Thailand in September 2024.

Data on hotspots is available at
https://sgc.cptg.co.th/en/report-myanmar/

Enhancing Cooperation with Myanmar Corn Industrial Association to Improve Traceability of Animal Feed Corn in Myanmar

The Myanmar Corn Industrial Association (MCIA) announced its collaboration with Charoen Pokphand Group's subsidiaries, namely Charoen Pokphand Produce Company Limited and Bangkok Produce Public Company Limited, to enhance traceability of animal feed corn in Myanmar and refrain from purchasing from areas involved in forest burning. Animal feed corn traders in Myanmar can access this traceability system, which has been developed by the Group's subsidiaries, to jointly effect changes in and steer Myanmar's animal feed corn industry towards sustainable development in the economic, social and environmental dimensions. The pilot project will be launched immediately in southern Shan State, a major corn-growing area of Myanmar.

This animal feed corn traceability system uses satellite imagery technology to monitor forest areas and track hotspots to prevent burning. The system consists of six key steps, namely supplier registration and plot mapping, identification of cultivation area using satellite imagery, verification of forest boundary to validate cultivation areas, hotspot monitoring between January and May, verification of burnt areas, and net cultivable areas validation and production data collection. MCIA's cooperation in the traceability system will not only promote success for farmers, traders, and exporters, but will also reduce health and environmental impacts in an effective manner.



Pilot project covers an area of
1,441,692 rai (570,000 acres)
in southern Shan State

Value Creation
- Relationship Capital
- Natural Capital

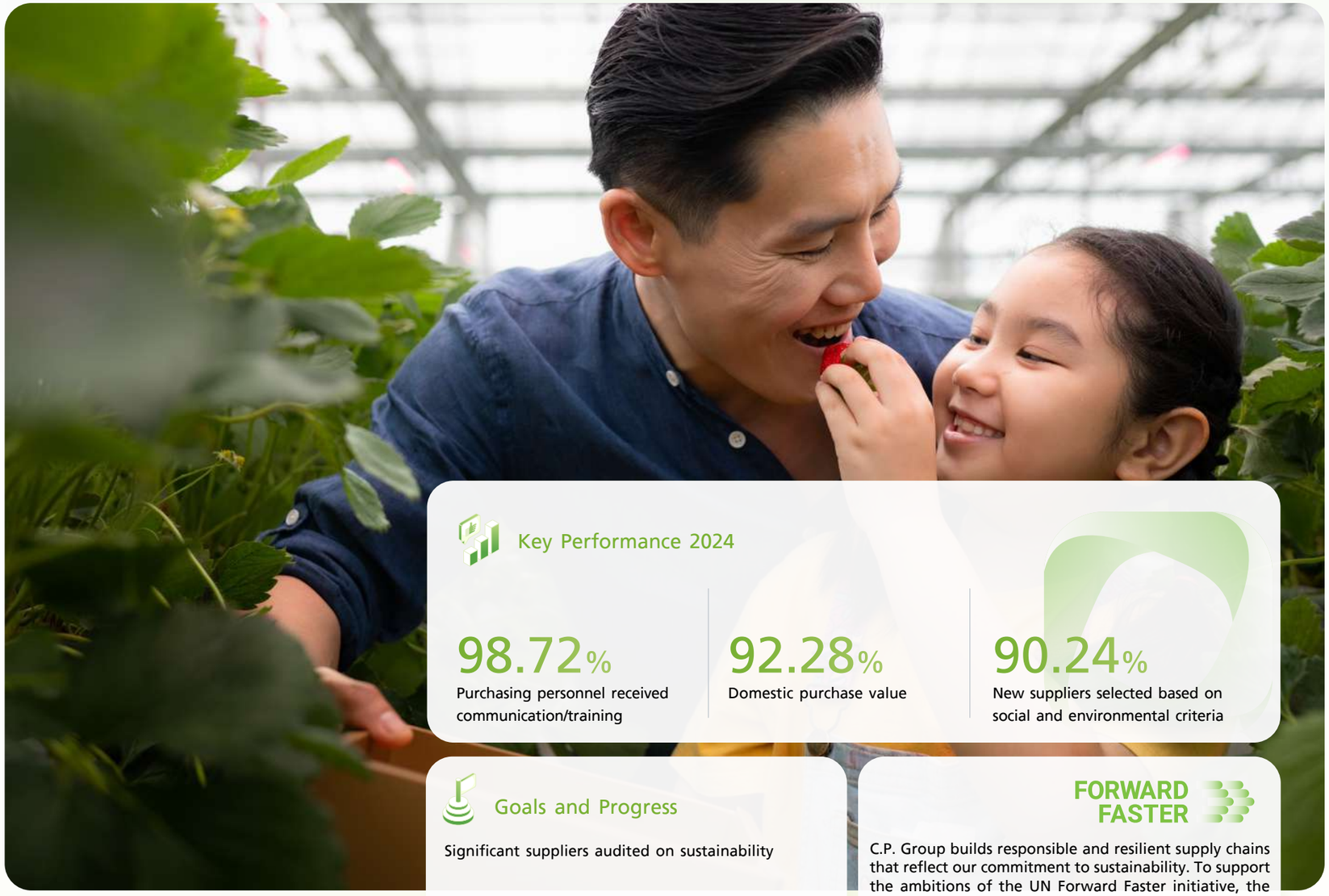
Responsible Supply Chain Management

Charoen Pokphand Group is committed to managing our supply chain with responsibility, transparency and sustainability. We adhere to business operation principles that respect human rights, comply with ethical principles, and promote cooperation with suppliers to raise standards across all dimensions of our operations. A strong and sustainable supply chain network not only reinforces trust and good relationship with stakeholders but also acts as an important mechanism for building long-term competitiveness. Additionally, the Group targets to enhance supply chain management through data collection and in-depth risk analysis using technology and digital systems, while enhancing suppliers' capacity in sustainability and encouraging the reduction of indirect greenhouse gas emissions (Scope 3) from our external activities. This is aimed at creating a resilient and ethical supply chain that is capable of driving business growth in tandem with long-term social and environmental sustainability.

Supporting the SDGs

2.4 4.4 5.b 8.3 8.8
9.2 12.7 12.a 13.3 16.2

More information available in Sustainable Development Goals Report 2024
Sustainability Performance Report 2024



Key Performance 2024

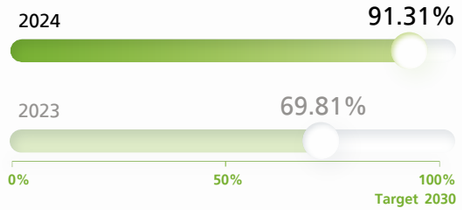
98.72%
Purchasing personnel received communication/training

92.28%
Domestic purchase value

90.24%
New suppliers selected based on social and environmental criteria

Goals and Progress

Significant suppliers audited on sustainability



FORWARD FASTER

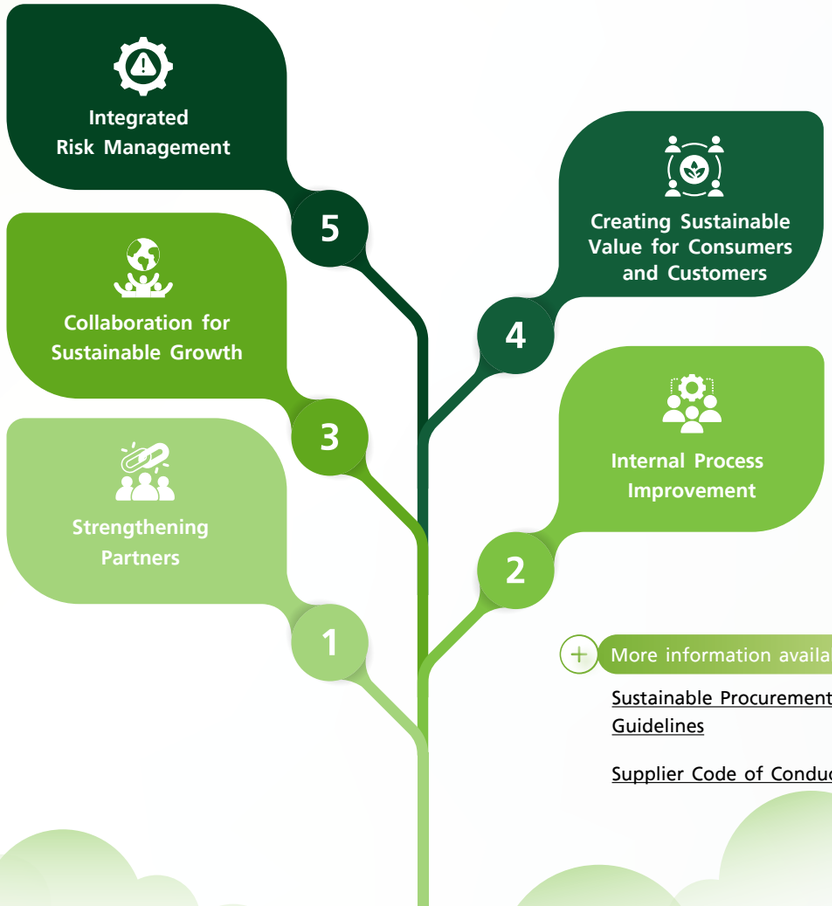
C.P. Group builds responsible and resilient supply chains that reflect our commitment to sustainability. To support the ambitions of the UN Forward Faster initiative, the Group collaborates with suppliers to uphold sustainability standards and co-create long-term value. Key actions include:

- Sets clear expectations through supplier codes of conduct
- Strengthens supplier capacity through training and traceability systems
- Promotes inclusive sourcing and local procurement

Comprehensive Supply Chain Management

Responsible supply chain management is at the heart of Charoen Pokphand Group's operations. Nevertheless, given the diversity of our businesses, products and services, the Group faces the challenge of managing complex supply chains, particularly with suppliers in remote locations. Therefore, fostering genuine understanding of sustainability principles and responsible supply chain management among suppliers remains a trial. In order to address these challenges, the Group has developed a responsible supply chain management approach in line with the UN Global Compact framework and leveraged information technology to assess sustainability risks. The Group's operations and commitments are not only focused on mitigating environmental and social risks but also enhance our competitiveness in the global market and opportunities for sustainable growth in the future.

Responsible Supply Chain Management Strategy



More information available in

Sustainable Procurement Policy and Guidelines

Supplier Code of Conduct

Charoen Pokphand Group has established the Responsible Supply Chain Management Strategy to set standards in supply chain management and achieve targets related to supplier management. The Responsible Supply Chain Management Strategy consists of:

Strategy 1: Strengthening Partners

Charoen Pokphand Group supports adding value and worth to business while gaining acceptance from stakeholders, ch will provide immunity for businesses and increase value in the long run.

- Encourage suppliers to engage in sustainable sourcing and supply chain management with their next-tier suppliers.
- Create opportunities and expand sales channels for products and services from local suppliers and suppliers based in the country of operation.

Strategy 2: Internal Process Improvement

Charoen Pokphand Group continues to develop and improve work processes to maximize the efficiency of resource utilization for both the Group and our suppliers.

- Networking and capacity building for sustainability auditors through workshops to enable value-added audits.
- Develop a digital system for comprehensive risk assessment in the process of new vendor registration.

Strategy 3: Collaboration for Sustainable Growth

Charoen Pokphand Group collaborates with all sectors to resolve problems and take proactive steps to address challenges and changes that may occur in the future.

- Conduct research and development with suppliers to design products that are environmentally friendly throughout the life cycle, from raw material sourcing through to end-of-life management.
- Enhance efficiency of production processes, reduce costs and increase productivity by transferring technology and knowledge to suppliers.

Strategy 4: Creating Sustainable Value for Consumers and Customers

Charoen Pokphand Group promotes responsible sourcing practices that prioritize reducing social and environmental impacts to ensure that raw materials proceed from appropriate sources and through appropriate methods. High-risk raw materials can be traced back to their source.

- Promote the acquisition of sustainable product standard certification, e.g., Marine Trust, Roundtable on Sustainable Palm Oil (RSPO), Forest Stewardship Council (FSC), Round Table on Responsible Soy (RTRS), and BONSUCRO.

Strategy 5: Integrated Risk Management

Charoen Pokphand Group focuses on managing suppliers throughout the supply chain with appropriate approaches based on priority and risks in order to reduce risks from suppliers and their impact on business operations in both the short and long term.

- Assess risks throughout the supply chain at Group and business group levels, and determine measures to reduce, mitigate and eliminate potential negative impacts.
- Require regular assessments of significant suppliers' compliance with the Code of Conduct and sustainability requirements.

"We prioritize and support small entrepreneurs, who are the foundation in driving the country's economy. We build effective partnerships to forge ahead with stability while establishing a trade ecosystem to develop capacity and gain acceptance from stakeholders. Such will provide immunity and increase value for businesses in the long run."

Mr. Thanis Chearavanont
Chief of Executive Officer
Commercial Group
CP Axtra Public Company Limited



Highlight Performances in 2024

Supplier Screening

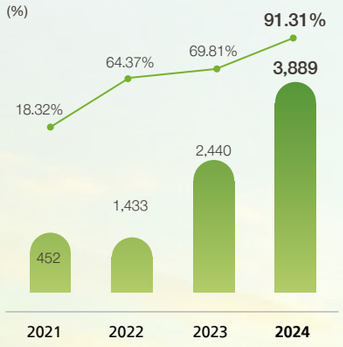
27,358 supplier
Tier 1 Suppliers

4,165 suppliers
Significant Tier 1 Suppliers

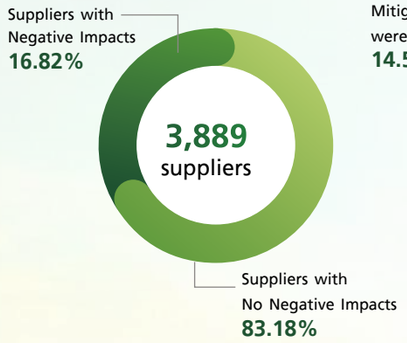
94 suppliers
Significant Non-tier 1 Suppliers

Supplier Assessment

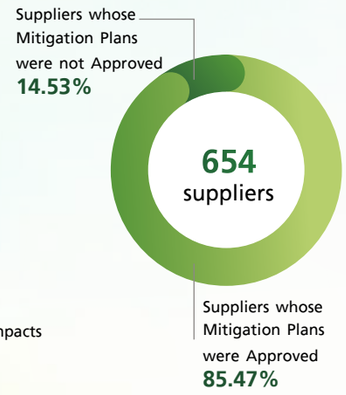
Significant suppliers receiving sustainability risk assessment



Suppliers assessed with actual/ potential negative impacts



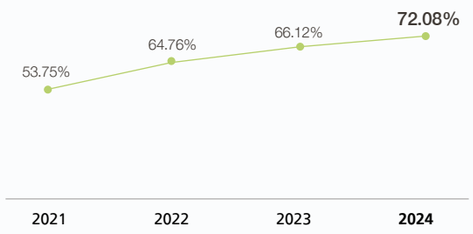
Suppliers obtaining approval on corrective action and improvement plan



Remark: * Data between 2020-2023 were revised to include only significant suppliers

Supplier Development

Suppliers participating in Supplier Development Program



New Supplier Selection

New suppliers selected using sustainability criteria

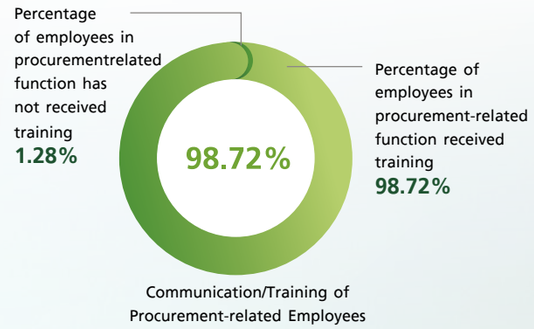


Awareness-raising

Supplier Code of Conduct for Significant Tier 1 Suppliers

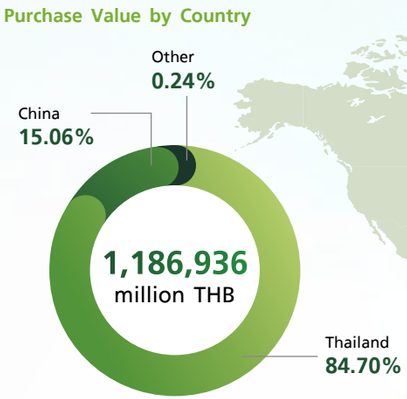


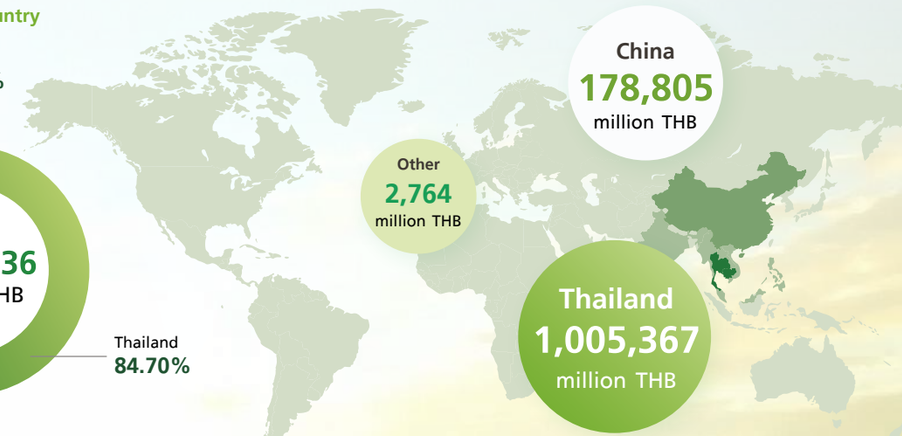
Sustainable Procurement Policy



Purchase Value

Purchase Value by Country





97.96%
Suppliers located in country of operation

84.18%
Purchase value from Significant Tier 1 Suppliers

92.28%
Domestic purchase value

6 suppliers
Terminated suppliers

Enhancing Supplier Operations

A Five-step Approach to Responsible Supply Chain Management



Commitment and Governance

Charoen Pokphand Group has announced the Sustainable Procurement Policy and Guidelines, the Supplier Code of Conduct, strategies, goals, and indicators. Furthermore, the Group has appointed Group-level and business group-level units in charge of responsible supply chain management to oversee, control, and monitor the implementation of relevant policies and guidelines, as well as report performance directly to the Sustainability Committee, which is chaired by the Chief Executive Officer of Charoen Pokphand Group. The performance and operational plans must then be reported to the Board of Directors.

Policy Implementation

Charoen Pokphand Group organizes communication and training on the Sustainable Procurement Policy and Guidelines to personnel involved in the Suppliers ESG Program, as well as provides communication and training on the Supplier Code of Conduct to all suppliers through various channels on an annual basis. Suppliers are required to sign acknowledgement of and demonstrate their intention to comply strictly with the Supplier Code of Conduct.

ESG Integration

Charoen Pokphand Group has integrated ESG criteria into the new supplier selection and annual supplier assessment processes. The Supplier Code of Conduct is affixed as part of the contract while additional requirements are specified for high-risk suppliers. In order to ensure effective supplier management, the Group has identified Significant Suppliers based on their priority level as follows:

1. Suppliers with high purchasing value
2. Suppliers of critical components, goods and services
3. Supplier of irreplaceable or rare goods and services

In addition to the abovementioned criteria, Charoen Pokphand Group also considers the level of sustainability risks across the supply chain using a two-dimensional evaluation criteria, namely severity and likelihood. The risk factors are derived from reliable sources, including 1. news, 2. past performance, 3. risk factors related to product/industry/country, and 4. potential future risk trends. The risk assessment covers raw materials, packaging, and service providers, and is not limited to Tier 1 Suppliers with whom the Group holds direct trading relationships but also includes other Non-tier 1 Suppliers.

Supplier Review & Evaluation

Charoen Pokphand Group annually conducts evaluation of compliance with the Code of Conduct and supplier sustainability requirements using appropriate methods including:

1. Questionnaire/Self-assessment
2. Site inspection by Group auditors
3. Site inspection by independent auditors
4. Analysis of suppliers' operational data assessment from reliable service providers

Once the evaluation is completed, suppliers identified with non-compliance with the Code of Conduct and other requirements shall submit a correction plan specifying the corrective measures and timelines to the Group for consideration of appropriateness, adequacy and effectiveness. The Group will keep a close eye on the progress of these measures according to the correction plan and offer advice to enhance and align the supplier's operations with the Group's standards.

Capacity Building

Charoen Pokphand Group offers a wide range of supplier development programs, e.g., training, training materials, consultations on resolving cases of non-compliance detected during evaluation, and participation in projects to eliminate existing limitations. The Group also hands out awards in recognition of suppliers with outstanding performance. Suppliers identified with non-compliance during the supplier evaluation shall be offered training to enhance their business operations in accordance with Group and international requirements. On the contrary, if any supplier refuses to participate in any form of Supplier ESG Program or fails to address non-conformities according to the measures and timeframe agreed upon, said supplier shall be subject to a fair contract termination process.

More information available in
Responsible Supply Chain Management
Supplier Sustainability Audit

Risk Factors

Environmental

- Toxicity of materials and chemicals
- Waste disposal
- Greenhouse gas emissions
- Water consumption and wastewater treatment
- Air pollution
- Biodiversity
- Deforestation

Social and Human Rights

- Child labor
- Discrimination and harassment
- Forced labor and abused labor
- Human trafficking
- Occupational health and safety
- Working conditions
- Wages, benefits and compensation
- Land rights
- Freedom of association
- Diversity, equity and inclusion

Corporate Governance

- Conflict of interest
- Corruption
- Fair competition
- Compliance
- Gifts, hospitality and entertainment
- Personal data protection
- Cybersecurity
- Intellectual property infringement

Integrating Operations to Develop Sustainable Supply Chains

For over a century, Charoen Pokphand Group has joined forces with both public and private sectors to improve the quality of life of farmers, suppliers and SMEs by providing all forms of support to eradicate limitations in each area, using methods suitable to the type and context of each supplier group, such as site visit to provide consultations, organization visit, collaboration on initiatives and training sessions by expert trainers organized annually by the Group. This commitment has been translated into continuous and earnest practice, resulting in visible results for farmers, supply chain partners and a wide range of stakeholders.

Supplier Capacity Building Program



Training

- Efficient use of resources
- Food safety
- Occupational health and safety
- Sustainability principles



Value Addition

- Product development
- Efficiency enhancement
- Use of modern agricultural tools
- Procurement of production factors according to academic principles



Management System

- Good agricultural practices
- Food production principles and methods
- Traceability system
- International standards



Synergy

- Creating a learning network
- Joining forces with the government
- Sharing experiences and best practices
- Building a network of agricultural equipment to reduce costs



Finance, Marketing and Technology

- Increase of sales channels
- Access to low-interest funding sources
- Demand-driven production and direct purchasing
- Use of digital platform

360 Supplier Platform

Pantavanij Company Limited, under Ascend Group, has become the first company in Thailand to obtain ISO 20400:2017 certification for sustainable procurement. The company has integrated 12 principles and sustainability issues according to the 7 main topics of sustainable procurement into its operations. In addition, Pantavanij has developed the 360 Supplier Platform for comprehensive verification of supplier information and performance, covering verification of establishment information, financial information, political connections, terrorism, and penalties, as well as the results of the supplier sustainability risk assessment. In this regard, only suppliers who have been rated with “Pass” from the assessment will be able to conduct business with the Group.

Supplier 360 Comprehensive Risk Assessment Process

Data Sources for Supplier Screening

- Dow Jones Sanctions List
- Dow Jones Sanctions Control & Ownership
- Dow Jones High Profile Criminals
- Dow Jones PEP/RCA
- Legal Execution Department
- Department of Local Administration
- Department of Business Development

The buyer considers and approves the list of suppliers based on the specified criteria and interacts with suppliers in accordance with the Sustainable Procurement Policy

Suppliers provide data on business establishment, e.g., company name, address, business type, and contact person



Supplier 360 categorizes risks based on SAQ assessment results and data from trusted national and international sources

Suppliers fill out data on sustainability performance based on comprehensive risk assessment, covering economic, social and environmental dimensions

Risk Assessment Topics

- Business Ethics
- Quality and Standard of Products and Services
- Respect for Human Rights
- Fair Labor Treatment
- Safety, Occupational Health and Working Environment
- Community and Social Responsibility
- Environmental Responsibility

Participants

1,100 suppliers

Value Creation

Relationship Capital



FORWARD FASTER

Appendix

Charoen Pokphand Group is committed to the transparent and comprehensive disclosure of sustainability performance in accordance with good governance principles. This Appendix provides a clear reporting scope and content index list according to the GRI Standards 2021, UN Global Compact, and IFRS S1 & S2 to enable the systematic verification of data consistency. It also displays third-party assurance statements to reinforce confidence in the Report's quality while reflecting the organization's intention to conduct business with transparency and responsibility.

Reporting Boundary 2024 266

GRI Content Index 268

Assurance Statement 284



Reporting Boundary 2024

The content presented in the 2024 Sustainability Report highlights the sustainability performance of Charoen Pokphand Group and its eight core business lines. The economic data encompasses the Group's operations across 23 countries and economic zones worldwide. Environmental and social performance data (specifically related to safety and occupational health) covers the operations of the Group's companies and subsidiaries in Thailand, Vietnam, India, the Philippines, Malaysia, Cambodia, Türkiye, Laos, China, Myanmar, Indonesia, Bangladesh, and Taiwan. Meanwhile, the social performance data (specifically related to human resources) covers the companies listed in the table below.

Business Group/Company Name	Economic	Environmental				Social	
		Energy	Greenhouse Gas	Water	Waste	Safety	Human Resources
Charoen Pokphand Group Co., Ltd. and Subsidiaries	●	○	○	○	○	○	●
Agro-industry and Food Business Group							
1 Charoen Pokphand Food Public Company Limited and Subsidiaries	●	●	●	●	●	●	●
2 Agro-Industry and Food Business Group (China)	●	●	●	●	●	●	●
3 Chia Tai Enterprises International Limited	●	●	●	●	●	●	●
4 Myanmar C.P. Livestock Co., Ltd.	●	●	●	●	●	●	○
5 C.P. Bangladesh Co., Ltd.	●	●	●	●	●	●	○
6 Charoen Pokphand Pakistan (Pvt.) Ltd.	●	○	○	○	○	○	○
7 Chia Tai Feedmill Pte. Ltd.	●	○	○	○	○	○	●
8 Chia Tai Co., Ltd. and Subsidiaries	●	●	●	●	●	●	●
9 C.P. Intertrade Co., Ltd. and Subsidiaries	●	●	●	●	●	●	●
10 Charoen Pokphand Produce Co., Ltd. and Subsidiaries	●	●	●	●	●	●	●
11 K.S.P Equipment Company Limited	●	●	●	●	●	●	●
12 Kasetphand Industry Company Limited	●	●	●	●	●	●	●
13 Charoen Pokphand Agriculture Company Limited	●	●	●	●	●	●	●
14 Charoen Pokphand Engineering Company Limited	●	●	●	●	●	●	●
15 Perfect Companion Group Company Limited	●	●	●	●	●	●	●
16 Advance Pharma Company Limited	●	●	●	●	●	●	●
Retail and Distribution Business Group							
1 CP All Public Company Limited and Subsidiaries	●	●	●	●	●	●	●
2 CP Axtra Public Company Limited and Subsidiaries	●	●	●	●	●	●	●
3 All Now Logistics Company Limited	●	●	●	●	●	●	●
4 CP Socialimpact Company Limited	●	○	○	○	○	○	●
5 CP Seeding Social Impact Company Limited	●	○	○	○	○	○	●
6 C.P. Lotus Corporation	●	●	●	●	●	●	●
Media and Telecommunications Business Group							
1 True Corporation Public Company Limited and Subsidiaries	●	●	●	●	●	●	●
2 Thana Telecom Company Limited and Its Subsidiaries	●	●	●	●	●	●	●
E-commerce and Digital Business Group							
1 Ascend Group Co., Ltd. and Subsidiaries	●	●	●	●	●	●	●
2 Freewill Solution Co., Ltd.	●	●	●	●	●	●	●
3 Amaze Company Limited	●	○	○	○	○	○	●
Property Development and Infrastructure Business Group							
1 C.P. Land Public Company Limited and Subsidiaries	●	●	●	●	●	●	●
2 C.P. Property Holding Co., Ltd.	●	●	●	●	●	●	●
3 CP Future City Development Co., Ltd.	●	○	○	○	○	○	●
4 Altervim Company Limited	○	●	●	○	○	●	●
5 Asia Erawon Company Limited	●	●	●	○	○	○	●
6 Shanghai Kinghill Limited	○	●	●	●	●	●	●
7 Chia Tai Land Co., Ltd.	○	●	●	●	○	○	●
8 Chia Tai Di Jing (Shanghai) Investment Management Ltd.							
Automotive and Industrial Products Business Group							
1 E.C.I Group Co., Ltd. and Subsidiaries	●	○	○	○	○	○	●
2 CPPC Public Company Limited and Subsidiaries	●	●	●	●	●	●	●
Pharmaceutical Business Group							
1 CP BIO	●	●	●	●	●	●	●
2 CP Pharmaceutical Group	●	●	●	●	●	●	●
Finance and Banking Business Group*							
1 Zheng Xin Bank Company Limited	○	●	●	●	●	●	○
2 Ping an Insurance (Group) Company of China, Ltd.							
3 ITOCHU CORPORATION							
4 Citic Group Corporation Ltd.							

Remarks:
- ● Refers to the company's performances that are covered in this Report
- ○ Refers to the company's performances that are not covered in this Report
- * At present, the Finance and Investment Business Group is not currently under the management of Charoen Pokphand Group.

GRI Content Index

GRI Content Index (GRI Standards 2021)

Foundation 2021

Statement of Use	Charoen Pokphand Group has reported in accordance with the GRI Standards for the period between 1 January 2024 to 31 December 2024
GRI 1 Used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022

GRI Standard/ Other Source	Disclosure	Our Response/ Location Reference	Omission			GRI Sector Specific	UNGC CoP	IFRS S1 & S2	External Assurance
			Requirement Omitted	Reason	Explanation				
General Disclosure 2021									
The Organization and its Reporting Practices									
GRI 2	2-1 Organizational details	page 20-21 C.P. Group website: Our Business						S1 21-22	
GRI 2	2-2 Entities included in the organization's sustainability reporting	page 266-267						S1 21-22	
GRI 2	2-3 Reporting period, frequency and contact point	page 30-31						S1 83-86	
GRI 2	2-4 Restatement of information	Sustainability Performance Report 2024					G4	S1 82	
GRI 2	2-5 External assurance	page 284-285 (external assurance)					G13	S1 85-86	
Activities and Workers									
GRI 2	2-6 Activities, value chain and other business relationships	page 20-25 C.P. Group website: Overview						S1 31-32	
GRI 2	2-7 Employees	page 50-51 Sustainability Performance Report 2024						S1 31-32	
GRI 2	2-8 Workers who are not employees	Sustainability Performance Report 2024	a, b, c	information unavailable/ incomplete	Data is not available due to the collection system is under development. This data will be reported in the next 1-2 years.			S1 31-32	

GRI Standard/ Other Source	Disclosure	Our Response/ Location Reference	Omission			GRI Sector Specific	UNGC CoP	IFRS S1 & S2	External Assurance
			Requirement Omitted	Reason	Explanation				
General Disclosure 2021									
Governance									
GRI 2	2-9 Governance structure and composition	page 36-37 C.P. Group website: Sustainability Governance					G5, G11	S1 25-28	
GRI 2	2-10 Nomination and selection of the highest governance body	page 66-69						S1 25-28	
GRI 2	2-11 Chair of the highest governance body	page 36-37, 66-67 C.P. Group website: Sustainability Governance						S1 25-28	
GRI 2	2-12 Role of the highest governance body in overseeing the management of impacts	page 50-53					G1, G7	S1 25-28	
GRI 2	2-13 Delegation of responsibility for managing impacts	page 50-53					G5	S1 25-28	
GRI 2	2-14 Role of the highest governance body in sustainability reporting	page 30-31					G1	S1 25-28	
GRI 2	2-15 Conflicts of interest	page 80-81 C.P. Group website: Corporate Governance						S1 25-28	
GRI 2	2-16 Communication of critical concerns	page 80-81 C.P. Group website: Corporate Governance						S1 25-28	
GRI 2	2-17 Collective knowledge of the highest governance body	page 68-69 C.P. Group website: Corporate Governance						S1 25-28	
GRI 2	2-18 Evaluation of the performance of the highest governance body	page 66-67						S1 25-28	
GRI 2	2-19 Remuneration policies		a, b	confidentiality constraints	The information is internally confidential information		G10	S1 25-28	
GRI 2	2-20 Process to determine remuneration		a, b	confidentiality constraints	The information is internally confidential information			S1 25-28	
GRI 2	2-21 Annual total compensation ratio	Sustainability Performance Report 2024	a, b, c	confidentiality constraints	The information is internally confidential information			S1 25-28	

GRI Standard/ Other Source	Disclosure	Our Response/ Location Reference	Omission			GRI Sector Specific	UNGC CoP	IFRS S1 & S2	External Assurance
			Requirement Omitted	Reason	Explanation				
General Disclosure 2021									
Strategies, Policies and Practices									
GRI 2	2-22 Statement on sustainable development strategy	Page 54-55					G1	S1 27-28	
GRI 2	2-23 Policy commitments	Codes of Conduct Human Rights and Labor Practices Policy and Guidelines					G2, G3, G7, G7.1, HR2, L1.1, E1.1	S1 27-28	
GRI 2	2-24 Embedding policy commitments	C.P. Group has several policies in place to ensure strict compliance to our Codes, vision and strategy, as well as applicable laws and regulations. Each management level has responsibility in the policy development, implementation, and monitoring. Beside overseeing the adoption of policies, every level of employee is provided with trainings to confirm clear understanding of each policy, and ability to execute everyday activity in accordance with statement set forth within policies.						S1 27-28	☑
GRI 2	2-25 Processes to remediate negative impacts	page 86-87 C.P. Group website: Corporate Governance Human Rights and Labor Practices						S1 27-28	☑
GRI 2	2-26 Mechanisms for seeking advice and raising concerns	page 80-81 C.P. Group website: Report a Concern Whistleblowing Policy and Guidelines					G8, G8.1	S1 27-28	☑
GRI 2	2-27 Compliance with laws and regulations	page 78-81 C.P. Group website: Corporate Governance						S1 27-28	
GRI 2	2-28 Membership associations	page 48-49 C.P. Group website: Collaboration for Sustainable Development						S1 27-28	
Stakeholder Engagement									
GRI 2	2-29 Approach to stakeholder engagement	Stakeholder Engagement Report 2024						S1 27-28	
GRI 2	2-30 Collective bargaining agreements	Sustainability Performance Report 2024					L1.2	S1 27-28	

GRI Standard/ Other Source	Disclosure	Our Response/ Location Reference	Omission			GRI Sector Specific	UNGC CoP	IFRS S1 & S2	External Assurance
			Requirement Omitted	Reason	Explanation				
Material Topics 2021									
GRI 3	3-1 Process to determine material topic	page 50-53 Double and Dynamic Materiality Assessment Report 2024					G7, G7.1, HR3, L2, L3	S1 57-58	
GRI 3	3-2 List of material topics	page 50-53 Double and Dynamic Materiality Assessment Report 2024					HR1, E12	S1 57-58	
GRI 3	3-3 Management of material topics	page 50-53 Double and Dynamic Materiality Assessment Report 2024					G7, G9, HR2, HR2.1, HR3, HR4, HR5, HR6, HR7, HR8, L1, L2, L3, L4, L5, L11, L12, E1, E2, E3, E4, E4.1, E4.2, E5, AC1, AC4, AC6, AC7, AC8	S1 45-46	
Economic Performance 2016									
GRI 201	201-1 Direct economic value generated and distributed	page 20-21				13.2.1 13.22.1 13.22.2			
GRI 201	201-2 Financial implications and other risks and opportunities due to climate change	Climate & Nature Resilience (IFRS S2 & TNFD) Report 2024				13.2.2	E2, E3, E4, E4.1, E4.2, E5, E9	S2 14-15	
GRI 201	201-3 Defined benefit plan obligations and other retirement plan		a, b, c, d, e	information unavailable/ incomplete	The information is internally confidential				
GRI 201	201-4 Financial assistance received from government		a, b, c	Not applicable	C.P. Group does not receive any financial assistance from government			S1 50-53	
Indirect Economic Impacts 2016									
GRI 3	3-3 Management of material topics	page 142-143 Double and Dynamic Materiality Assessment Report 2024				13.22.1		S1 45-46	

GRI Standard/ Other Source	Disclosure	Our Response/ Location Reference	Omission			GRI Sector Specific	UNGC CoP	IFRS S1 & S2	External Assurance
			Requirement Omitted	Reason	Explanation				
Indirect Economic Impacts 2016									
GRI 203	203-1 Infrastructure investments and service supported	page 142-155				13.22.3			
GRI 203	203-2 Significant indirect economic impacts	page 142-155				13.22.4		S1 45-46	
Procurement Practice 2016									
GRI 3	3-3 Management of material topics	page 254-257 Double and Dynamic Materiality Assessment Report 2024						S1 45-46	
GRI 204	204-1 Proportion of spending on local supplier	page 258-259 C.P. Group website: Responsible Supply Chain Management							
Anti-corruption 2016									
GRI 3	3-3 Management of material topics	page 64-67 Double and Dynamic Materiality Assessment Report 2024				13.26.1		S1 45-46	
GRI 205	205-1 Total number and percentage of operations assessed for risks related to corruption	page 78-79				13.26.2	G6, AC1, AC4, AC6, AC7, AC8	S1 45-46	
GRI 205	205-2 Communication and training about anti-corruption policies and procedures	Page 70-75 Sustainability Performance Report 2024				13.26.3	AC1, AC3, AC4, AC6, AC7, AC8	S1 45-46	
GRI 205	205-3 Confirmed incidents of corruption and actions taken	page 80-81 C.P. Group website: Corporate Governance				13.26.4	AC1, AC4, AC5, AC6, AC7, AC8	S1 45-46	
Anti-competitive Behavior 2016									
GRI 206	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	page 80-81				13.25.1 13.25.2		S1 45-46	
Materials 2016									
GRI 3	3-3 Management of material topics	page 212-215 Double and Dynamic Materiality Assessment Report 2024						S1 45-46	
Materials 2016									
GRI 301	301-1 Materials used by weight or volume	page 224-225 Sustainability Performance Report 2024	Data on materials that are used to produce is excluded	Information Unavailable	See remark 1 on this page			S1 45-46	☑ Packaging
GRI 301	301-2 Recycled input materials used	page 224-225 Sustainability Performance Report 2024	Data on the used of recycled materials is excluded	Information Unavailable	See remark 1 on this page			S1 45-46	
GRI 301	301-3 Reclaimed products and their packaging materials	page 224-225 Sustainability Performance Report 2024	a, b	Information Unavailable	See remark 1 on this page			S1 45-46	
Energy 2016									
GRI 3	3-3 Management of material topics	page 188-191 Double and Dynamic Materiality Assessment Report 2024						S1 45-46	
GRI 302	302-1 Energy consumption within the organization	page 206-207 Sustainability Performance Report 2024					E1, E2, E3, E4, E4.1, E4.2, E5, E10, E11	S2 21-23	☑
GRI 302	302-2 Energy consumption outside the organization	page 206-207 Sustainability Performance Report 2024	a, b, c	information unavailable/ incomplete	See remark 2 on this page		E1, E2, E3, E4, E4.1, E4.2, E5	S2 21-23	
GRI 302	302-3 Energy intensity	page 206-207 Sustainability Performance Report 2024					E1, E2, E3, E4, E4.1, E4.2, E5	S2 21-23	
GRI 302	302-4 Reduction of energy consumption	page 206-207 Sustainability Performance Report 2024					E1, E2, E3, E4, E4.1, E4.2, E5	S2 21-23	
GRI 302	302-5 Reductions in energy requirement of products and services	page 206-207 Sustainability Performance Report 2024	a, b, c	information unavailable/ incomplete	See remark 3 on this page		E1, E2, E3, E4, E4.1, E4.2, E5	S2 21-23	
Water and Effluents 2018									
GRI 3	3-3 Management of material topics	page 226-229 Double and Dynamic Materiality Assessment Report 2024				13.7.1		S1 45-46	

Remark:
1 C.P. Group reports only data on materials used for packaging. Data for other materials are excluded due to the collection system is under development. This data will be reported in the next 3-5 years.
2 Information on energy consumption outside the organization is currently unavailable, due to the data collection system is under development. This data will be reported in the next 3-5 years.
3 Data is not available due to the collection system is under development. This data will be reported in the next 3-5 years.

GRI Standard/ Other Source	Disclosure	Our Response/ Location Reference	Omission			GRI Sector Specific	UNGC CoP	IFRS S1 & S2	External Assurance
			Requirement Omitted	Reason	Explanation				
Water and Effluents 2018									
GRI 303	303-1 Interactions with water as a shared resource	page 228-237				13.7.2	E1, E2, E3, E4, E4.1, E4.2, E5	S1 45-46	
GRI 303	303-2 Management of water discharge-related impacts	page 228-237				13.7.3	E1, E2, E3, E4, E4.1, E4.2, E5	S1 45-46	
GRI 303	303-3 Water withdrawal	page 232-233 Sustainability Performance Report 2024				13.7.4	E1, E2, E3, E4, E4.1, E4.2, E5, E13	S1 45-46	☑
GRI 303	303-4 Water discharge	page 232-233 Sustainability Performance Report 2024	303-4-d-iii	Information unavailable	See remark 4 on this page	13.7.5	E1, E2, E3, E4, E4.1, E4.2, E5	S1 45-46	☑
GRI 303	303-5 Water consumption	page 232-233 Sustainability Performance Report 2024				13.7.6	E1, E2, E3, E4, E4.1, E4.2, E5, E13	S1 45-46	☑
Biodiversity 2016									
GRI 3	3-3 Management of material topics	page 238-241, 246-247 Double and Dynamic Materiality Assessment Report 2024				13.3.1 13.4.1 13.23.1		S1 45-46	
GRI 304	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	page 242-243 Climate & Nature Resilience (IFRS S2 & TNFD) Report 2024				13.3.2	E1, E2, E3, E4, E4.1, E4.2, E5, E15, E16	S1 45-46	
GRI 304	304-2 Significant impacts of activities, products, and services on biodiversity	page 242-243 Climate & Nature Resilience (IFRS S2 & TNFD) Report 2024				13.3.3	E1, E2, E3, E4, E4.1, E4.2, E5	S1 45-46	
GRI 304	304-3 Habitats protected or restored	page 248-249 Climate & Nature Resilience (IFRS S2 & TNFD) Report 2024				13.3.4	E1, E2, E3, E4, E4.1, E4.2, E5, E17	S1 45-46	
GRI 304	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	Page 242-243, 248-249				13.3.5		S1 45-46	

Remark:

4 The data on the number of incidents of non-compliance with discharge limits is currently unavailable. The data collection system is under development. This data will be reported in the next 1-2 years.

GRI Standard/ Other Source	Disclosure	Our Response/ Location Reference	Omission			GRI Sector Specific	UNGC CoP	IFRS S1 & S2	External Assurance
			Requirement Omitted	Reason	Explanation				
Emissions 2016									
GRI 3	3-3 Management of material topics	page 188-191 Double and Dynamic Materiality Assessment Report 2024				13.1.1	S1 27	S1 45-46	
GRI 305	305-1 Direct (Scope 1) GHG emissions	page 202-203 Sustainability Performance Report 2024	b	Information Unavailable	See remark 5 on this page	13.1.2	E1, E2, E3, E4, E4.1, E4.2, E5, E6	S2 29-31	☑
GRI 305	305-2 Energy indirect (Scope 2) GHG emissions	page 202-203 Sustainability Performance Report 2024				13.1.3	E1, E2, E3, E4, E4.1, E4.2, E5, E6	S2 29-31	☑
GRI 305	305-3 Other indirect (Scope 3) GHG emissions	page 202-203 Sustainability Performance Report 2024				13.1.4	E1, E2, E3, E4, E4.1, E4.2, E5, E7, E7.1	S2 29-31	☑
GRI 305	305-4 GHG emissions intensity	page 202-203 Sustainability Performance Report 2024				13.1.5	E1, E2, E3, E4, E4.1, E4.2, E5	S2 29-31	
GRI 305	305-5 Reduction of GHG emissions	page 202-203 Sustainability Performance Report 2024				13.1.6	E1, E2, E3, E4, E4.1, E4.2, E5	S2 29-31	
GRI 305	305-6 Emissions of ozone-depleting substances (ODS)		a, b, c, d	Information Unavailable	See remark 6 on this page	13.1.7	E1, E2, E3, E4, E4.1, E4.2, E5	S1 45-46	
GRI 305	305-7 Nitrogen oxides (NOx), Sulfur oxides (SOx), and other significant air emissions	Sustainability Performance Report 2024	NOx, SOx, POP, HAP, and PM	Information Unavailable	See remark 7 on this page	13.1.8	E1, E2, E3, E4, E4.1, E4.2, E5, E18	S1 45-46	☑ (VOCs)
Waste 2020									
GRI 3	3-3 Management of material topics	page 212-215 Double and Dynamic Materiality Assessment Report 2024				13.8.1 13.9.1		S1 45-46	
GRI 306	306-1 Waste generation and significant waste-related impacts	page 218-225				13.8.2	E1, E2, E3, E4, E4.1, E4.2, E5	S1 45-46	

Remark:

5 C.P. Group's GHG emission data cover only CO_2, CH_4, SF_6, N_2O, refrigerant leak, flaring, fire extinguishing agents, CH_4 from wastewater treatment, and landfill waste within operating areas of business groups of C.P. Group. The reporting data excluded GHG emissions from septic tank and industrial welding. This calculation excludes all kinds of fugitives and leaks, as well as combustion at flare stacks originating from CPF. C.P. Group's will integrate this requirements into data collection system and will report the data in the next 3-5 years.

6 Data is not available due to the collection system is under development. This data will be reported in the next 3-5 years.

7 In 2024, C.P. Group reports only VOC data. For data of NOx and SOx will be included in the data collection, which will be reported in 2024. While, data of POP, HAP, and PM will also be integrated into the data collection system, and will be reported in the next 3-5 years.

GRI Standard/ Other Source	Disclosure	Our Response/ Location Reference	Omission			GRI Sector Specific	UNGC CoP	IFRS S1 & S2	External Assurance
			Requirement Omitted	Reason	Explanation				
Waste 2020									
GRI 306	306-2 Management of significant waste-related impacts	page 218-225				13.8.3	E1, E2, E3, E4, E4.1, E4.2, E5	S1 45-46	
GRI 306	306-3 Waste generated	page 218-225 Sustainability Performance Report 2024	Electronic waste from Ascend group Waste data from ALLNOW Group only included data from ALLNOW Complex	Information unavailable	See remark 8 on this page	13.8.4	E1, E2, E3, E4, E4.1, E4.2, E5, E19	S1 45-46	☑
GRI 306	306-4 Waste diverted from disposal	page 218-225 Sustainability Performance Report 2024	d	Information Unavailable	See remark 9 on this page	13.8.5 13.9.2	E1, E2, E3, E4, E4.1, E4.2, E5, E20	S1 45-46	☑
GRI 306	306-5 Waste directed to disposal	page 218-225 Sustainability Performance Report 2024	d	Information Unavailable	See remark 10 on this page	13.8.6	E1, E2, E3, E4, E4.1, E4.2, E5, E20	S1 45-46	☑
Supplier Environmental Assessment 2016									
GRI 3	3-3 Management of material topics	page 254-257 Double and Dynamic Materiality Assessment Report 2024						S1 45-46	
GRI 308	308-1 New suppliers that were screened using environmental criteria	page 258-259 Sustainability Performance Report 2024						S1 45-46	☑
GRI 308	308-2 Negative environmental impacts in the supply chain and actions taken	page 258-259 Sustainability Performance Report 2024						S1 45-46	
Employment 2016									
GRI 3	3-3 Management of material topics	page 82-83, 88-89 Double and Dynamic Materiality Assessment Report 2024				13.20.1		S1 45-46	
GRI 401	401-1 New employee hires and employee turnover	page 112-113 Sustainability Performance Report 2024	a, b	Information Unavailable	See remark 11 on this page			S1 31-32	

Remark:
8 Data is not available due to the collection system is under development. Data will be reported in the next 1-2 years.
9 Data is not categorized into onsite and offsite. The categorization will be integrated into the data collection system. Data will be reported in the next 1-2 years.
10 Data is not categorized into onsite and offsite. The categorization will be integrated into the data collection system. Data will be reported in the next 1-2 years.
11 Data is not available due to the collection system is under development. Data will be reported in the next 1-2 years.

GRI Standard/ Other Source	Disclosure	Our Response/ Location Reference	Omission			GRI Sector Specific	UNGC CoP	IFRS S1 & S2	External Assurance
			Requirement Omitted	Reason	Explanation				
Employment 2016									
GRI 401	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	page 88-91 C.P. Group website: Human Rights and Labor Practices						S1 31-32	
GRI 401	401-3 Parental leave	Sustainability Performance Report 2024	XX					S1 31-32	
Labor/Management Relations 2016									
GRI 402	402-1 Minimum notice periods regarding operational changes	At C.P. Group, minimum notice periods regarding operational changes is 30 days in advance				13.15.5		S1 31-32	
Occupational Health and Safety 2018									
GRI 3	3-3 Management of material topics	page 82-83, 92-93 Double and Dynamic Materiality Assessment Report 2024				13.19.1		S1 45-46	
GRI 403	403-1 Occupational Health and Safety Management System	page 92-93				13.19.2	L1, L2, L3, L4, L5, L11, L13	S1 31-32	
GRI 403	403-2 Hazard identification, risk assessment, and incident investigation	page 92-93				13.19.3	L1, L2, L3, L4, L5, L11, L12	S1 31-32	
GRI 403	403-3 Occupational health services	page 92-95	a	Information Unavailable	See remark 12 on this page	13.19.4	L1, L2, L3, L4, L5, L11, L12	S1 31-32	
GRI 403	403-4 Worker participation, consultation, and communication on occupational health and safety	C.P. Group highly values workers engagement, even the amid of COVID-19 pandemic. C.P. Group communicates with worker regarding occupational health and safety on regular basis to ensure that highest occupational health and safety standards are uphold. In case of uncertainty, C.P. Group has consultation channels for workers to file questions.				13.19.5	L1, L2, L3, L4, L5, L11, L12	S1 31-32	
GRI 403	403-5 Worker training on occupational health and safety	page 92-93 C.P. Group website: Human Rights and Labor Practices				13.19.6	L1, L2, L3, L4, L5, L11, L12	S1 31-32	

Remark:
12 C.P. Group has the system in place to protect confidentiality data on employees' health, however, this data is not disclosed yet, we will report this data in the next 1-2 years.

GRI Standard/ Other Source	Disclosure	Our Response/ Location Reference	Omission			GRI Sector Specific	UNGC CoP	IFRS S1 & S2	External Assurance
			Requirement Omitted	Reason	Explanation				
Occupational Health and Safety 2018									
GRI 403	403-6 Promotion of worker health		a, b	Information Unavailable	See remark 13 on this page	13.19.7	L1, L2, L3, L4, L5, L11, L12	S1 31-32	
GRI 403	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	page 92-97				13.19.8	L1, L2, L3, L4, L5, L11, L12	S1 31-32	
GRI 403	403-8 Workers covered by an occupational health and safety management system		a, b, c	Not applicable	See remark 13 on this page	13.19.9	L1, L2, L3, L4, L5, L11, L12	S1 31-32	
GRI 403	403-9 Work-related injuries	page 94-95 Sustainability Performance Report 2024	The number and hour worked of small distributors are excluded	Information Unavailable	See remark 14 on this page	13.19.10	L1, L2, L3, L4, L5, L9, L10, L11, L12	S1 31-32	☑
GRI 403	403-10 Work-related ill health	Sustainability Performance Report 2024				13.19.11	L1, L2, L3, L4, L5, L11, L12	S1 31-32	☑
Training and Education 2016									
GRI 3	3-3 Management of material topics	page 108-111 Double and Dynamic Materiality Assessment Report 2024						S1 45-46	
GRI 404	404-1 Average hours of training per year per employee	page 116-117 Sustainability Performance Report 2024						S1 31-32	
GRI 404	404-2 Program for upgrading employee skills and transition assistance	page 114-119 Sustainability Performance Report 2024						S1 31-32	
GRI 404	404-3 Percentage of employees receiving regulation performance and career development reviews	page 108-109 Sustainability Performance Report 2024						S1 31-32	
Diversity and Equal Opportunity 2016									
GRI 3	3-3 Management of material topics	page 82-83, 88-89 Double and Dynamic Materiality Assessment Report 2024				13.15.1		S1 45-46	

Remark:

13 Data is not available due to the collection system is under development. Data will be reported in the next 1-2 years.

14 The scope of work-related injuries for workers excluded third's party consultants, delivery staff members and drivers of external agencies, student trainees or visitors because information was not available for CPF data. Also, the number and hour worked of small distributors are excluded.

GRI Standard/ Other Source	Disclosure	Our Response/ Location Reference	Omission			GRI Sector Specific	UNGC CoP	IFRS S1 & S2	External Assurance
			Requirement Omitted	Reason	Explanation				
Diversity and Equal Opportunity 2016									
GRI 405	405-1 Diversity of governance bodies and employees	C.P. Group's Board of Director consists of 11 members, of which 10 members are non-independent directors, and 1 is executive directors. A total of 100% of members are male. However, C.P. Group does not discriminate from having female director, and this has been stated in CG Policy, which is internal document.				13.15.2	G11	S1 25-28	
GRI 405	405-2 Ratio of basic salary and remuneration of women to men	Sustainability Performance Report 2024	a, b	Confidentiality constraints	The information is internally confidential information	13.15.3	L8	S1 25-28	
Non-discrimination 2016									
GRI 406	406-1 Incidents of discrimination and corrective actions taken	C.P. Group website: Corporate Governance				13.15.4 13.18.1	L1, L2, L3, L4, L5, L11, L12		
Freedom of Association and Collective Bargaining 2016									
GRI 407	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	As stated in C.P. Group's Code of Conduct, human Rights and Labor Practices Policy and Guidelines, and Supplier Code of Conduct, employees, suppliers and contractors have the rights to freely exercise their rights and participate in any collective bargaining in accordance with legal procedures in the applicable jurisdiction.				13.18.2	L1, L2, L3, L4, L5, L12, L13		
Child Labor 2016									
GRI 3	3-3 Management of material topics	page 82-85 Double and Dynamic Materiality Assessment Report 2024				13.17.1		S1 45-46	
GRI 408	408-1 Operations and suppliers at significant risk for incident of child labor	page 86-87				13.17.2	L1, L2, L3, L4, L5, L11, L12		
Forces or Compulsory Labor 2016									
GRI 3	3-3 Management of material topics	page 82-85 Double and Dynamic Materiality Assessment Report 2024				13.16.1		S1 45-46	

GRI Standard/ Other Source	Disclosure	Our Response/ Location Reference	Omission			GRI Sector Specific	UNGC CoP	IFRS S1 & S2	External Assurance
			Requirement Omitted	Reason	Explanation				
Forces or Compulsory Labor 2016									
GRI 409	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	page 82-85				13.16.2	L1, L2, L3, L4, L5, L11, L12		
Security Practices 2016									
GRI 410	410-1 Security personnel trained in human rights policies or procedures		a, b	Not applicable	See remark 15 on this page				
Rights of Indigenous Peoples 2016									
GRI 3	3-3 Management of material topics	page 82-85 Double and Dynamic Materiality Assessment Report 2024				13.14.1		S1 45-46	
GRI 411	411-1 Incidents of violations involving rights of indigenous people	page 86-87				13.14.2			
Local Communities 2016									
GRI 3	3-3 Management of material topics	page 142-145 Double and Dynamic Materiality Assessment Report 2024				13.12.1		S1 45-46	
GRI 413	413-1 Operations with local community engagement, impact assessments, and development programs	page 144-155				13.12.2		S1 45-46	
GRI 413	413-2 Operations with significant actual and potential negative impacts on local communities	page 144-155				13.12.3		S1 45-46	
Supplier Social Assessment 2016									
GRI 3	3-3 Management of material topics	page 254-257 Double and Dynamic Materiality Assessment Report 2024						S1 45-46	
GRI 414	414-1 New suppliers that were screened using social criteria	page 258-259 Sustainability Performance Report 2024							
GRI 414	414-2 Negative social impacts in the supply chain and actions taken	page 258-259 Sustainability Performance Report 2024							

Remark:

15 C.P. Group operates in industries where security functions are generally outsourced to third-party service providers. These third-party security service providers are responsible for the recruitment, training, and management of their personnel, including compliance with human rights policies and procedures. Whereas, C.P. Group includes requirements to uphold ESG principles in their activities within in the contract, e.g. human rights protection, safety standards, and environmental protection. Consequently, this indicator is not applicable to C.P. Group's business operations.

GRI Standard/ Other Source	Disclosure	Our Response/ Location Reference	Omission			GRI Sector Specific	UNGC CoP	IFRS S1 & S2	External Assurance
			Requirement Omitted	Reason	Explanation				
Public Policy 2016									
GRI 415	415-1 Political contributions	page 48-49 C.P. Group website: Stakeholder Engagement				13.24.1 13.24.2			
Customer Health and Safety 2016									
GRI 3	3-3 Management of material topics	page 156-159 Double and Dynamic Materiality Assessment Report 2024				13.10.1 13.11.1		S1 45-46	
GRI 416	416-1 Assessment of the health and safety impacts of product and service categories	page 158-161				13.10.2 13.10.4			
GRI 416	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	C.P. Group website: Health and Well-being				13.10.3 13.10.5			
Marketing and Labelling 2016									
GRI 3	3-3 Management of material topics	page 130-133 Double and Dynamic Materiality Assessment Report 2024						S1 45-46	
GRI 417	417-1 Requirements for product and service information and labeling	page 138-139							
GRI 417	417-2 Incidents of non-compliance concerning product and service information and labeling	page 80-81 C.P. Group website: Corporate Governance							
GRI 417	417-3 Incidents of non-compliance concerning marketing communications	page 80-81 C.P. Group website: Corporate Governance							
Customer Privacy 2016									
GRI 3	3-3 Management of material topics	page 130-133 Double and Dynamic Materiality Assessment Report 2024						S1 45-46	
GRI 418	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	page 80-81 C.P. Group website: Corporate Governance Cybersecurity and Data Protection							

Topics in the applicable GRI Sector Standards determined as not material

Topic	Explanation
GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022	
13.5 Soil Health	C.P. Group has determined that soil health is not a material issue for our operations. Our business model focuses on advanced technological farming methods and controlled environments, reducing reliance on traditional soil-based agriculture and minimizing soil health impacts. We comply with local and international agricultural regulations to ensure our practices do not adversely affect soil quality. Moreover, our commitment to sustainable farming practices, such as precision agriculture and hydroponics, further mitigates the impact on soil health. Given these factors, soil health has not been prioritized as a material issue. However, we remain vigilant and responsive to any emerging concerns or changes that may require reassessment.
13.6 Pesticides Use	C.P. Group has been actively working to minimize pesticide use and promote sustainable agricultural practices. Policies to eliminate pesticides use, both within the company and suppliers, have been announced and monitored the performance closely. Hence, the pesticides use is not C.P. Group material issues.
13.13 Land and Resource Rights	C.P. Group has determined that land and resources rights are not a material issue within the context of our operations and stakeholder engagement. Our business model primarily focuses on integrated agro-industrial and food conglomerate activities, involving advanced technological farming methods and controlled environments. As a result, our land use is primarily confined to areas specifically allocated for these purposes, minimizing potential conflicts over land and resource rights. We operate in strict adherence to local and international regulations concerning land use and resource rights, ensuring that all our land acquisitions and usages are legally compliant and ethically managed, reducing the risk of disputes or adverse impacts on local communities.
13.21 Living Income and Living Wage	C.P. Group's compensation and benefits packages are designed to exceed the legal minimum wage requirements in all regions where we operate, ensuring that our employees receive fair and competitive remuneration. We adhere to strict labor laws and international standards, providing wages that support a decent standard of living. Our commitment to employee development, health, and safety further ensures that our workforce is well-supported beyond just wages. Given these factors, living income and living wage have not been prioritized as material issues. Nevertheless, we remain committed to continuous improvement and regularly review our compensation practices to meet evolving standards and expectations.

Assurance Statement

LRQA Independent Assurance Statement

Relating to Charoen Pokphand Group Company Limited's Sustainability Report for the calendar year 2024

This Assurance Statement has been prepared for Charoen Pokphand Group Co, Ltd in accordance with our contract but is intended for the readers of this Report.

Terms of engagement

LRQA Thailand Ltd. was commissioned by Charoen Pokphand Group Co, Ltd (CPG) to provide independent assurance on its Sustainability Report for the calendar year 2024 ("the report") against the assurance criteria below to a limited level of assurance and at the materiality of the professional judgement of the verifier using LRQA's verification procedure. *LRQA*'s verification procedure is based on current best practice, is in accordance with ISAE 3000 and ISAE 3410 and uses the following principles of - inclusivity, materiality, responsiveness, Impact and reliability of performance data.

Our assurance engagement covered CPG's global operations and specifically the following requirements:

- Confirming that the report is in accordance with GRI Standard (2021) together with double materiality assessment.
- Reviewing the integrity of CPG's (GRI 2-24) Embedding policy commitments, (GRI2-25) Process to remediate negative impacts and (GRI2-26) Mechanism for seeking advice and raising concerns and supplier assessment and development processes.
- Evaluating the reliability of data and information for only the selected indicators listed below:
  GRI 203-2 Indirect social investment-SROI : "Raising Layer for Student's Lunch project and CP Development" in Thailand and Omkoi Model "High-Value Agriculture and Social Enterprise Development Program" in Chiang Mai Province-Thailand, GRI 301-1 Packaging material used by weight, GRI 301-2 Recycled input packaging material used, GRI 302-1 Energy consumption within the organization, GRI 303-3 to 5 Water withdrawal, discharge and consumption, GRI 305-1 Direct (Scope 1) GHG emissions [(1)], GRI 305-2 Energy indirect (Scope 2) GHG emissions, GRI 305-3 Other Significant indirect (Scope 3) GHG emissions - excluded cat. 8 and 14 which are not relevant, GRI 305-7 Signifiant air emissions – VOC only, GRI 306-3 to 5 Waste generated, diverted from and directed to disposal included food loss and food waste, GRI 403-9 and 10 Work related injury and ill health. GRI 308-1 and GRI 414-1 New Supplies that were screened using and social and environmental criteria.

Notes: 1. Reporting scope of direct GHG emission excluded emission from flaring of biogas and all vented from CPF
2. Reporting scope of waste disposal excluded electronic waste from Ascend Group
The information for these selected indicators is available at http://cpgroupglobal.com/u/en/pdf/2024/sustainability-report

LRQA's responsibility is only to CPG. LRQA disclaims any liability or responsibility to others as explained in the end footnote. CPG's responsibility is for collecting, aggregating, analysing and presenting all the data and information within the report and for maintaining effective internal controls over the systems from which the report is derived. Ultimately, the report has been approved by, and remains the responsibility of CPG.

LRQA's Opinion

Based on LRQA's approach nothing has come to our attention that would cause us to believe that CPG has not, in all material respects:

- Met the requirements above
- Disclosed reliable performance data and information for the selected indicators as no errors or omissions were detected
- Covered all the issues that are important to the stakeholders and readers of this report.

The opinion expressed is formed on the basis of a limited level of assurance and at the materiality of the professional judgement of the verifier.

Note: The extent of evidence-gathering for a limited assurance engagement is less than for a reasonable assurance engagement. Limited assurance engagements focus on aggregated data rather than physically checking source data at sites. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

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[1] *GHG quantification is subject to inherent uncertainty.*

LRQA's approach

LRQA's assurance engagements are carried out in accordance with our verification procedure. The following tasks though were undertaken as part of the evidence gathering process for this assurance engagement:

- Assessing CPG's approach to stakeholder engagement to confirm that issues raised by stakeholders were captured correctly. We did this by reviewing documents and associated records.
- Reviewing CPG's process for identifying and determining material issues to confirm that the right issues, with no bias, were included in their Report and updated overtime.
- Auditing CPG's data management systems to confirm that there were no significant errors, omissions or mis-statements in the Report. We did this by reviewing the effectiveness of data handling processes and systems, including collaborating information from third party assurance engagements done for CPG subsidiaries included CPF (Global), CPAll and True Corp.
- Sampling evidence presented verification to CPG's subsidiaries included Ascend Money,True Data Center, Chai Tai, CPLand, CPPC, CP- Intertrade, Charoen Pokphand Produce , Dynamic Transport, ALL NOW Group, Altervim, Advanced Pharma, Perfect Companion Group, Myanmar C.P. Livestock, C.P.Bangladesh, Chia Tai Fisheries (Nantong), C.P. Premix (Nantong), Qinhuangdao Chia Tai, Laibin Chia Tai Modern Agriculture, Xiangyang CP Seed Industry, Chongqing Chia Tai Egg Industry, Chongqing Chia Tai CP Trading, Xiangyang Chia Tai, Xiangyang Zhengda Agriculture and Animal Husbandry Food and Chia Tai Foods (Xiangyang) to confirm the reliability of the selected indicators. We also spoke with key people in various facilities responsible for compiling the data and drafting the Report.

Note: LRQA did not verify the data back to its original sources, nor did it assess the accuracy and completeness of the data reported by individual locations.

Observations

Further observations and findings, made during the assurance engagement, are:

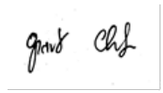
- Stakeholder Inclusivity: We are not aware of any key stakeholder groups that have been excluded from CPG's engagement process.
- Materiality: We are not aware of any material aspects concerning CPG's sustainability performance that have been excluded from the Report.
- Responsiveness: CPG has processes for responding to various stakeholder groups. We believe that future reports should further explain the climate actions being taken by its supply chains.
- Impact: CPG should extend the supplier assessment process to address related ESG impacts through its supply chains.
- Reliability: CPG should maintain those subsidiary companies' third-party verification as CPG has collaborated its data and information from subsidiaries level.

LRQA's standards, competence and independence

LRQA ensures the selection of appropriately qualified individuals based on their qualifications, training and experience. The outcome of all verification and certification assessments is then internally reviewed by senior management to ensure that the approach applied is rigorous and transparent.

This verification, together with verification for CPG subsidiaries are the only works undertaken by LRQA for CPG and as such does not compromise our independence or impartiality.

Signed Dated: 9 July 2025



Opart Charuratana - Lead Verifier
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