



# 2025 DOUBLE MATERIALITY ANALYSIS REPORT

# Our Supply Chain

## Product Sourcing

Select high-quality product complied with standards and ESG Criteria.



## Distribution

Efficient delivery product to-from distribution centers without negative environmental impact to communities.



## Selling

Retail business (Lotus's) and Wholesale business (Makro) in both onsite and online channel.

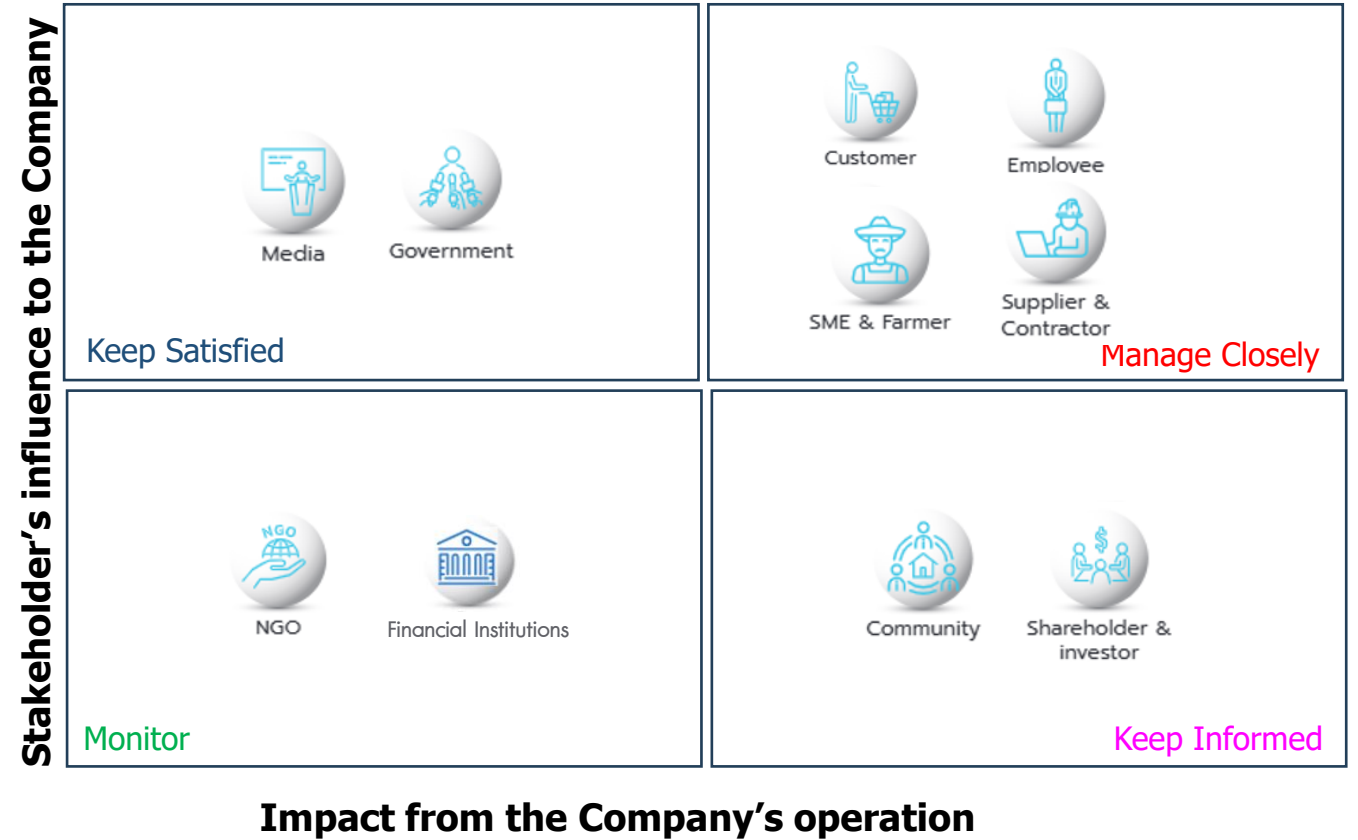


## Marketing and After Sales Services

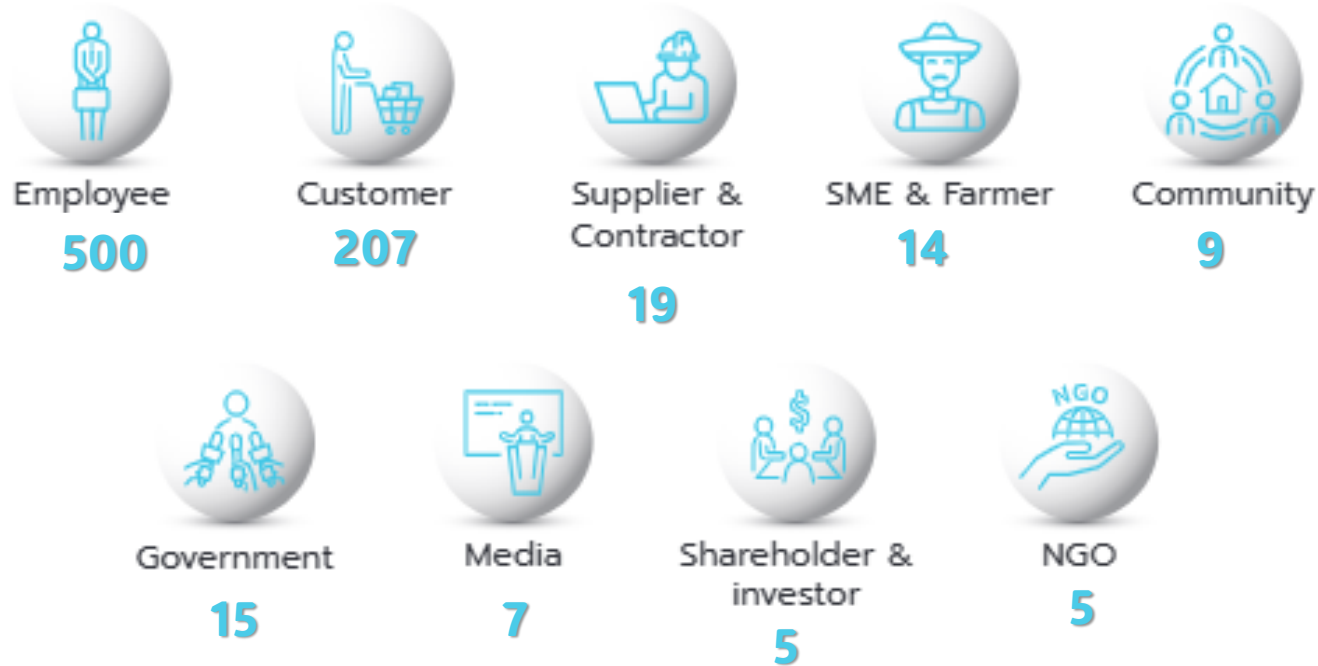
Branding, ethical marketing, customer rights including sales services to creating a great experience shopping to customer.



# Identify and prioritize the stakeholder



## Participant by group










In 2025, the annual stakeholder engagement survey from total **781** people which percent of random as below




2025 Annual Stakeholder Engagement Survey

## Identify the material issue from Stakeholder Engagement Channels

The feedback from the variable engagement channel will be collected and considered to the material issue. The negative feedback i.e., complaint, number of breach case, incident etc. The result will be counted as the negative issue. In the other hand, the positive feedback as suggestion and expectation from external stakeholder are considered either. Also the performance gap or significant change that potentially impact to ESG management system such as the migrant worker hiring in store which are review for human rights, non-discrimination, labor practice and living wage and safe work condition etc.

Stakeholders	Engagement Channels	Expectations / Impact / Performance gap	Materiality Issue
 <p><b>Shareholders and Investors</b> (External stakeholder)</p>	<ul style="list-style-type: none"> <li>Annual General Meeting of Shareholders (AGM).</li> <li>Quarterly Analysts Meeting.</li> <li>Investor meeting.</li> </ul>	<ul style="list-style-type: none"> <li>Accurate, complete, and timely information disclosure.</li> <li>transparency Management.</li> <li>Protect shareholder's rights.</li> <li>Business growth &amp; Competitiveness.</li> <li>Comply with Stock market's new CG and transparency disclosure.</li> </ul>	<ul style="list-style-type: none"> <li>Corporate Governance.</li> <li>Stakeholder engagement.</li> <li>Innovation product &amp; service.</li> <li>Cybersecurity &amp; data privacy.</li> </ul>
 <p><b>Employees</b> (Internal stakeholder)</p>	<ul style="list-style-type: none"> <li>Annual ESG engagement survey.</li> <li>Whistleblowing, Suggestion box, website, and hotline.</li> <li>Annual employee engagement survey.</li> <li>Quarterly meetings of Welfare Committee.</li> </ul>	<ul style="list-style-type: none"> <li>Benefit, Welfare, Compensation, and Career Growth.</li> <li>Safe working condition and equipment.</li> <li>Work Life Balance and Flexible working hours.</li> <li>Upskill and reskill for modern competency.</li> <li>Equality, non-discrimination diversity and inclusion for migrant worker at store.</li> </ul>	<ul style="list-style-type: none"> <li>Human rights - Non-Discrimination.</li> <li>Health &amp; Safety.</li> <li>Human capital development.</li> <li>Human rights - migrant workers at store (NEW).</li> <li>Human rights - Discrimination (NEW).</li> </ul>
 <p><b>Customers</b> (External stakeholder)</p>	<ul style="list-style-type: none"> <li>Annual ESG engagement survey.</li> <li>Complaint channels as website, customer service call center and customer interviews.</li> </ul>	<ul style="list-style-type: none"> <li>Ontime delivery with safe, quality and promote health.</li> <li>Affordable food prices.</li> <li>Stock availability.</li> <li>Reliable &amp; traceable product label &amp; information.</li> <li>Personal data protection.</li> <li>Product and service that support the competitiveness for customer and customers.</li> </ul>	<ul style="list-style-type: none"> <li>Supply chain management.</li> <li>Health &amp; Well Being product.</li> <li>Innovative product &amp; service.</li> <li>Cyber security and data privacy.</li> <li>Education &amp; inequality reduction.</li> </ul>

Stakeholders	Engagement Channels	Expectations / Impact / Performance gap	Materiality Issue
 <p><b>Suppliers</b> (External stakeholder)</p>	<ul style="list-style-type: none"> <li>• Annual ESG engagement survey.</li> <li>• Supplier audit and capacity-building program.</li> <li>• Onsite visits and audits.</li> </ul>	<ul style="list-style-type: none"> <li>• Support agricultural products local SME and farmer.</li> <li>• Fairness and transparency supplier selection process.</li> <li>• Better understand the certified sustainable agriculture product requirement.</li> </ul>	<ul style="list-style-type: none"> <li>• Job creation and local SME and farmer.</li> <li>• Stakeholder engagement.</li> <li>• Supply chain management.</li> </ul>
 <p><b>Contractors</b> (External stakeholder)</p>	<ul style="list-style-type: none"> <li>• Annual ESG engagement survey</li> <li>• Complaint and suggestions channels.</li> <li>• Monthly meeting.</li> <li>• Onsite visits.</li> </ul>	<ul style="list-style-type: none"> <li>• Selection and encourage business partners with transparency.</li> <li>• Better understand the human rights and labor practice in Supplier's Code of Conduct manual.</li> <li>• Knowledge sharing for road accident prevention.</li> </ul>	<ul style="list-style-type: none"> <li>• Job creation for small local service company and worker.</li> <li>• Supply chain management.</li> <li>• Human rights &amp; Labor practice.</li> <li>• Health &amp; Safety - Road safety.</li> </ul>
 <p><b>Community and Society</b> (External stakeholder)</p>	<ul style="list-style-type: none"> <li>• Annual ESG engagement survey.</li> <li>• Communication channels via Makro's website, social media, call center.</li> <li>• Complaint channels for suggestions and complaints.</li> <li>• Dialogue / Monthly visits.</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborative with local firms to develop and support communities.</li> <li>• Job and career opportunities for local community members.</li> <li>• Protection of accident and environmental impact on the community.</li> <li>• CSR activities / donations / continuous support for disaster.</li> <li>• Support for student's education in community.</li> </ul>	<ul style="list-style-type: none"> <li>• Social impact Job creation and economy contribution.</li> <li>• Waste water &amp; waste management.</li> <li>• Health &amp; Safety.</li> <li>• Food security and access to nutrition.</li> <li>• Education &amp; inequality reduction.</li> </ul>
 <p><b>Financial Institutions</b> (External stakeholder)</p>	<ul style="list-style-type: none"> <li>• Key contact email and phone number.</li> <li>• Regular meetings.</li> <li>• Performance reports such as annual reports and financial statements.</li> </ul>	<ul style="list-style-type: none"> <li>• Strict compliance with accuracy, transparency, and punctuality principles.</li> <li>• Compliance with contractual terms and conditions.</li> <li>• Climate change target and action.</li> <li>• Encourage environmental and social support to local farmer.</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate Governance.</li> <li>• Job creation and economy impact to local.</li> <li>• Climate resilience and GHG reduction.</li> </ul>

Stakeholders	Engagement Channels	Expectations / Impact / Performance gap	Materiality Issue
 <p><b>Government</b> (External stakeholder)</p>	<ul style="list-style-type: none"> <li>Organize meetings with the government agencies.</li> <li>Open for government agencies visits.</li> <li>Collaborative agreements with government agencies.</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with legal and regulation.</li> <li>Support activities beneficial to the community, society, and the environment.</li> <li>Encourage BCG Model and protect natural resource.</li> <li>Encourage and protection of human right in among value chain.</li> <li>Collaboration to prevent food shortage from demand and supply including control or reduce price for end user during economic concern.</li> </ul>	<ul style="list-style-type: none"> <li>Corporate Governance.</li> <li>Supply chain management.</li> <li>Human Rights &amp; Labor Practice.</li> <li>Circular Economy.</li> <li>Climate Resilience.</li> <li>Water stewardship.</li> <li>Food security &amp; Access to Nutrition.</li> </ul>
 <p><b>Media</b> (External stakeholder)</p>	<ul style="list-style-type: none"> <li>Annual ESG engagement survey.</li> <li>Communication channels such as website, social media, email, and TV programs.</li> <li>Interview press releases.</li> </ul>	<ul style="list-style-type: none"> <li>Communicate relevant, factual, and timely performance.</li> <li>Strategy for business impact on the economy and society.</li> </ul>	<ul style="list-style-type: none"> <li>Corporate governance - transparent.</li> <li>Social impact and economic contribution.</li> </ul>
 <p><b>ESG Rating Agency &amp; NGO</b> (External stakeholder)</p>	<ul style="list-style-type: none"> <li>Meetings to discuss and exchange information.</li> <li>Research and discussion.</li> <li>Participate disclosure and rating program.</li> </ul>	<ul style="list-style-type: none"> <li>Human rights along supply chain.</li> <li>Supplier screening with ESG criteria.</li> <li>Carbon reduction strategy in own operation and supply chain.</li> <li>TNFD disclosure.</li> <li>Prevent ocean plastic waste.</li> <li>Promote the gender equity in supply chain.</li> <li>Responsible marketing of alcohol beverage (new topic)</li> </ul>	<ul style="list-style-type: none"> <li>Supply chain management.</li> <li>Climate resilience.</li> <li>Sustainable packaging.</li> <li>Biodiversity &amp; ecosystem protection.</li> <li>Human rights - Indigenous (New).</li> <li>Human rights - Non discrimination in the supply chain (New).</li> </ul>

## Materiality Analysis

The materiality assessment is conducted annually basis to consider the topic of the Company's activities, business value creation, external stakeholder impacts, and concerns from engagement, through the following process:



## Stakeholder along the Value Chain



Material issue	Actual impact	Potential impact	Negative impact	Positive impact	Impact to Social	Impact to Environment	Impact to People	Impact to Business value	Strategy & Target
Climate resilience	●		●			●		●	Energy transition to solar cell, BEV vehicle and H2 Fuel cell within 203
Food safety and quality (New)		●	●				●	●	100% products are international quality standards and have a traceability system by 2030.
Cybersecurity & data privacy		●	●		●			●	Zero damage of cyber attack or breach case of data protection.
Water stewardship		●	●			●			20% water consumption reduction within 2030 compared baseline 2020
Health & Well Being product	●			●	●			●	70% of total sales volume from the product or service that promote health and wellbeing for our customer's daily needs within 2030
Innovation		●		●				●	Own at least 3 Patents of business model, process, product or equipment within 2025
Stakeholder engagement		●		●				●	Stakeholder engagement score is higher than 80% within 2023

Material issue	Actual impact	Potential impact	Negative impact	Positive impact	Impact to Social	Impact to Environment	Impact to People	Impact to Business value	Strategy & Target
Supply Chain management	●			●	●	●		●	100% tier 1 and non tier 1 supplier passed ESG screening within 2025  2% increasing the certified product per total purchasing.
Social impact & Job creation	●			●	●				400,000 jobs supported to generate incomes for the community within 2030
Education to public	●			●	●				150,000 people supported through education and lifelong learning and upskilling.
Corporate Governance		●	●	●	●			●	100% workers are communicated Code of conduct and trained CG within 2025
Food waste to landfill	●		●			●		●	Zero food waste to landfill within 2030
Health & Safety – Supplier / Contractor	●		●					●	Fatality rate and severe lost time injury rate < 0.50 within 2030

Material issue	Actual impact	Potential impact	Negative impact	Positive impact	Impact to Social	Impact to Environment	Impact to People	Impact to Business value	Strategy & Target
Human rights - Supplier / Vendor		●	●				●		100% human rights of suppliers / vendors are assessed through HRDD process and complete the mitigation plan within 2025
Plastic Waste (Circular Economy)		●	●			●			100% plastic packaging are recycled 10% increasing of packaging from recycle within 2030
Human rights - Employee		●	●				●		100% human rights of employee are assessed through HRDD process and complete the mitigation plan within 2025
Biodiversity		●	●			●			100% high risk activities in supply chain are assessed the biodiversity risk within 2025
Leadership & human capital development	●			●				●	100% of employee engaged in learning and development program within 2025
Health & Safety – Employee	●		●					●	Fatality rate and severe lost time injury rate < 0.50 within 2030

## Likelihood

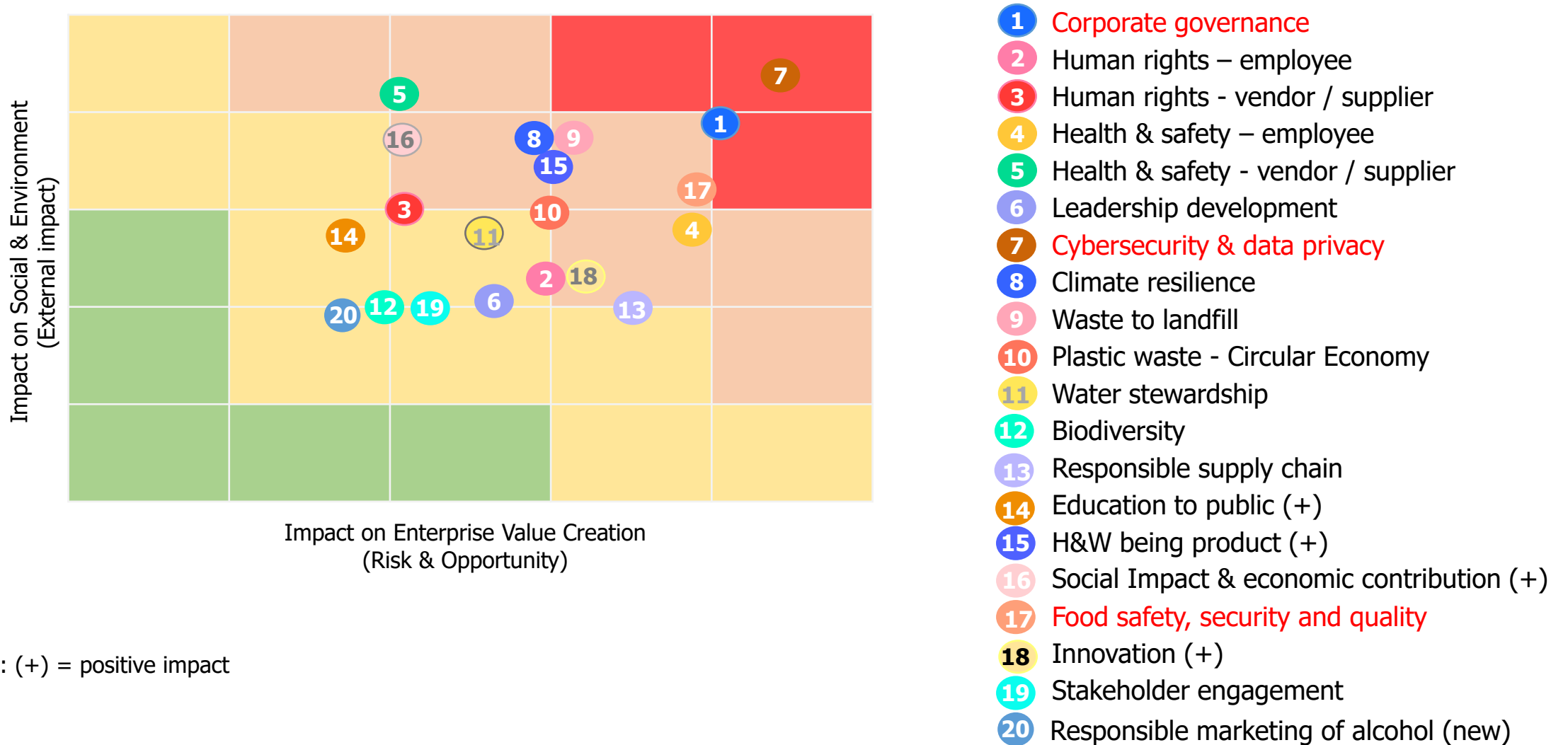
Rating	Rare (1)	Unlikely (2)	Possible (3)	Likely (4)	Almost certain (5)
Qualitative	Quite certain not to occurred.	Not likely to occur in normal situations.	Likely to occur in normal situations, there must be many driving factors.	Have occurred often, or has occurred every month.	Quite certain to occur, or high frequency of occurrence.
Frequency	Never occurred, or up to once in 3 or more years.	Once in 1 to 3 years.	Once in a year.	Once in 6 months up to 1 year.	Once every month.
Possibility	<10% chance of occurrence	10-40%	41-60%	61-90%	>90%

Impact	1	2	3	4	5
5	1,5	2,5	3,5	4,5	5,5
4	1,4	2,4	3,4	4,4	5,4
3	1,3	2,3	3,3	4,3	5,3
2	1,2	2,2	3,2	4,2	5,2
1	1,1	2,1	3,1	4,1	5,1
Likelihood	1	2	3	4	5

## Impact

Impacts	Insignificant (1)	Minor (2)	Medium (3)	Major (4)	Critical (5)
<b>Financial</b>					
Financial loss	Up to 5MB	>5-10MB	>10-15MB	>15-20MB	>20MB
Impact on profit	Decrease <1%	1-2%	>2-5%	>5-10%	>10%
Cash flow impact	No impact	Can cover by operating	May be affected	Imminent cash flow problems	Has cash flow problems
<b>Non – Financial</b>					
Image & Reputation	Local media attention, no impact	Local media coverage in a few days	National negative media coverage 1-3 days	National negative media coverage >3 days	International negative media coverage, and social media
Law & Reputation	No report to regulator	Reportable incident to authorised parties, no follow up actions	Report to local governor with immediate actions	Report to regulator for corrective actions	Significant prosecution & fines
Safety & Environment	First aid treatment	Medical treatment injury	Single lost time injury	Multiple lost time injuries	Fatalities
Environment	Very low impacts	Low impacts	Moderate and internal impacts	Major impacts	Severe impact incidents, affect to external parties
Community	Isolated complaint	Sporadic or multiple complaints	Repeatable or serious of complaints	Ongoing complaints from concerned parties	High concern from various parties

# 2025 Materiality Results – Approved by CGSD (5 Feb 2026)



Remark: (+) = positive impact

No.	Materiality	Impact on Enterprise Value Creation		Score 1	Impact on Social & Environment		Score 2	Total Score (Score1+2)
		Risk / Opportunity	Likelihood		Severity	Likelihood		
1	<u>Corporate Governance</u>	Major (4)	Possible (3)	12	Major (4)	Possible(3)	12	24
2	Human rights-employee	Medium (3)	Possible (3)	9	Medium (3)	Unlikely (2)	6	15
3	Human rights-vendor/supplier	Medium (3)	Unlikely (2)	6	Medium (3)	Possible (3)	9	15
4	Health & safety-employee	Major (4)	Likely (4)	16	Medium (3)	Unlikely (2)	6	22
5	Health & safety-vendor/ supplier	Medium (3)	Unlikely (2)	6	Major (4)	Possible (3)	12	18
6	Leadership development	Major (4)	Unlikely (2)	8	Medium (3)	Unlikely (2)	6	14
7	<u>Cybersecurity &amp; data protection</u>	Critical (5)	Likely (4)	20	Major (4)	Possible (3)	12	32
8	Climate resilience	Medium (3)	Possible (3)	9	Major (4)	Possible (3)	12	21
9	Waste to landfill	Medium (3)	Possible (3)	9	Major (4)	Possible (3)	12	21
10	Plastic waste	Medium (3)	Possible (3)	9	Medium (3)	Possible (3)	9	18
11	Water stewardship	Medium (3)	Unlikely (2)	8	Medium (3)	Possible (3)	9	17
12	Biodiversity	Medium (3)	Unlikely (2)	6	Medium (3)	Unlikely (2)	6	12
13	Responsible supply chain	Major (4)	Possible (3)	12	Medium (3)	Unlikely (2)	6	18
14	Education to public	Medium (3)	Unlikely (2)	6	Medium (3)	Possible(3)	9	15
15	H&W being product	Medium (3)	Possible (3)	9	Major (4)	Likely (4)	12	21
16	Social impact (Job creation)	Medium (3)	Unlikely (2)	6	Major (4)	Possible(3)	12	18
17	<u>Food safety, security &amp; quality</u>	Major (4)	Likely (4)	16	Medium (3)	Possible(3)	9	25
18	Innovation	Medium (3)	Possible (3)	9	Medium (3)	Unlikely (2)	6	15
19	Stakeholder engagement	Medium (3)	Unlikely (2)	6	Minor (2)	Possible(3)	6	12
20	Responsible alcohol marketing	Medium (3)	Unlikely (2)	6	Minor (2)	Possible(3)	6	12

# Material Issues for Enterprise Value Creation (1/6)

## Material Issues 1) Cybersecurity and Data protection

Topic	Descriptions
<p><b>Materiality issues</b></p>	<p><b>Cyber Security and Data protection</b></p> <p>Material category : Cyber security</p>
<p><b>Business case</b></p>	<p>Businesses increasingly rely on technology to maintain a competitive edge. However, the company recognizes the critical need to maintain data and cybersecurity as cyber-attacks and threats grow in severity, complexity, and speed. A failure to protect information systems will critically impact business continuity, reputation, and credibility. Furthermore, cyber threats, personal data leaks, and system interruptions could undermine company finances, stakeholder relationships, and long-term stability.</p> <p><b>Type of Impact</b> </p>
<p><b>Business strategies</b></p>	<p>The Company has established a Cybersecurity Department to oversee and govern data security across the organization. The 24-hour Security Operations Center (SOC) monitors threats using advanced technology like AI and Machine Learning (ML). The company regularly conducts Cyber Simulation exercises and Phishing Campaigns to test and train for cyber threats. We also use tools such as Web Application Firewalls and Intrusion Prevention Systems to protect critical data and reduce the risk of attacks.</p> <p>Furthermore, we are developing a robust cybersecurity culture through communication and training for employees at all levels, including Phishing Testing and Security Email Alerts. We also have comprehensive guidelines for both internal operations and external communication. Our operations are governed and audited by ISO 27001 and an Information Security Management System (ISMS). The Disaster Recovery Plan is also in place to ensure business continuity in the event of an interruption.</p>


# Material Issues for Enterprise Value Creation (2/6)

## Material Issues 1) Cybersecurity and Data protection

Topic	Descriptions
<b>Materiality issues</b>	<b>Cyber security and Data protection</b>
<b>Target/Metric</b>	The company achieves international standards for cybersecurity and data privacy certifications.
<b>Target Year</b>	2030
<b>Progress</b>	<p>Achieved the 2030 target, with the company receiving NIST score as 4.22 (top quartile of national ranking)            100% Complied with Charoen Pokphand Group and external party action list for cybersecurity and data privacy.</p> <ul style="list-style-type: none"> <li>• 100% of employees have been trained in cybersecurity awareness and phishing E-mail.</li> <li>• 100% of data routes have been conducted the cybersecurity risk assessment.</li> <li>• 100% of web and mobile application have been conducted the annual security testing</li> <li>• 100% of web and mobile application have been conducted the annual security testing</li> </ul>
<b>Executive Compensation</b>	<p>The Chief Executive Officer (CEO) is assessed against both financial and non-financial performance indicators, using targets and assessment criteria that are aligned with the company’s strategic plans, both short and long term. For cyber security, Customer satisfaction (cyber security) is used as one of the performance indicator in ESG criteria for compensation, which accounted for 3% of total CEO KPIs. see his vision at link <a href="#">Cybersecurity Awareness in Thai Business   TikTok</a></p>

# Material Issues for Enterprise Value Creation (3/6)

## Material Issues 2) Food Safety and Product Quality (Health & Well Being Product)

Topic	Descriptions
<b>Materiality issues</b>	<b>Food Safety and Product Quality (Health &amp; Well Being Product)</b>
	Material category : Product/service quality and safety
<b>Business case</b>	Food safety and product quality are crucial factors that directly impact consumer health, well-being, and confidence. Products that are safe and meet international standards enhance a company's credibility and consumer trust. Conversely, a crisis related to product or food safety can lead to a significant backlash, resulting in business losses and damaged stakeholder relationships.
	<b>Type of Impact</b> 
<b>Business strategies</b>	<p>CP Aextra is committed to developing food quality and safety management aligned with international standards, including GLP, Q Mark, GHP, HACCP, and GMP Codex. This applies from the beginning of the process, from sourcing raw materials and selecting suppliers to contracting third-party logistics services. By comprehensively assessing suppliers and strictly examining raw material sources, the company ensures consumer confidence that products are of good quality and align with standards.</p> <p>Additionally, the company uses a traceability system called "i-Trace," which uses a QR code to show product origin information. Customers can scan the QR code on the packaging to directly access data on the product's source, quality checks, and safety standards. This system enhances transparency and builds confidence for both consumers and business partners..</p>


# Material Issues for Enterprise Value Creation (4/6)

## Material Issues 2) Food Safety and Product Quality (Health & Well Being Product)

Topic	Descriptions
<b>Materiality issues</b>	<b>Food Safety and Product Quality (Health &amp; Well Being Product)</b>
<b>Target/Metric</b>	70% of sales come from B2B and B2C products and services that promote health and well-being.
<b>Target Year</b>	2030
<b>Progress</b>	47% of sales come from B2B and B2C products and services that promote health and well-being
<b>Executive Compensation</b>	✓ The Chief Executive Officer (CEO) is assessed against both financial and non-financial performance indicators, using targets and assessment criteria that are aligned with the company’s strategic plans, both short and long term. For Food Safety and Product Quality, Customer satisfaction (Product quality) is used as one of the performance indicator in ESG criteria for compensation, which accounted for 3% of total CEO KPIs.

# Material Issues for Enterprise Value Creation (5/6)

## Material Issues 1) Climate resilience

Topic	Descriptions
<p><b>Materiality issues</b></p>	<p><b>Climate resilience</b></p> <p>Material category : Climate transition &amp; physical risks</p>
<p><b>Business case</b></p>	<p>The environmental crisis driven by climate change is a major challenge impacting businesses across all sectors. CP Axta recognizes the potential effects on our operations, energy consumption, and the costs of environmental management. This shift not only increases pressure to operate sustainably but also affects our reputation among stakeholders. Furthermore, evolving environmental laws and standards present challenges in complying with national and international regulations.</p> <p><b>Type of Impact</b>  <b>Risk</b></p>
<p><b>Business strategies</b></p>	<p>CP Axta is committed to achieving carbon neutrality by 2030 and net-zero emissions by 2050. To meet these goals, the company is implementing a robust strategy to reduce both direct (Scope 1) and indirect (Scope 2) emissions. Key initiatives include:</p> <ul style="list-style-type: none"> <li>• Renewable Energy: Shifting to renewable energy sources like Solar Rooftops and Solar Thermal systems.</li> <li>• Energy Management: Adhering to the ISO 50001:2018 standard and relevant energy laws to improve efficiency.</li> <li>• Sustainable Logistics: Transitioning to electric vehicles for transport and replacing traditional forklifts with electric models.</li> <li>• Energy Conservation: Installing Water-Loop Cooling systems and solar rooftops at distribution centers to significantly reduce electricity consumption.</li> </ul> <p>Furthermore, an Energy Committee oversees all initiatives, tracking progress and managing the budget. For transparency, the company monitors and verifies GHG emissions data across all scopes, with regular reporting to build stakeholder trust.</p>

# Material Issues for Enterprise Value Creation (6/6)

## Material Issues 1) Climate resilience

Topic	Descriptions
<b>Materiality issues</b>	<b>Climate resilience</b>
<b>Target/Metric</b>	Achieve carbon neutrality by 2030 (compared to the 2020 baseline), Reducing Scope 1+2 emissions by 42% and Scope 3 emissions by 25%, with a goal of net-zero carbon emissions by 2050 (reducing Scope 1+2 by 90% and Scope 3 by 90%).
<b>Target Year</b>	2030
<b>Progress</b>	<ul style="list-style-type: none"> <li>• Scope 1&amp;2 emissions reduced by 1.38% from the baseline year or 11,378.40 tons CO2 equivalent.</li> <li>• Renewable energy utilization ratio increased to 276,588.12 tons or 16% of the total energy used.</li> </ul>
<b>Executive Compensation</b>	<ul style="list-style-type: none"> <li>✓ The Chief Executive Officer (CEO) is assessed against both financial and non-financial performance indicators, using targets and assessment criteria that are aligned with the company's strategic plans, both short and long term. For Climate resilience, reduction in GHG emissions is used as one of the performance indicator in ESG criteria for compensation, which accounted for 3% of total CEO KPIs.</li> </ul>

# Material Issues for External Stakeholders (1/2)

## Material Issues 1) Climate resilience and 2) Local Economic Supporting

Topic	Climate Resilience	Local economic supporting
<b>Materiality issues</b>	<b>Climate resilience</b>	<b>Local economic supporting (Direct purchase from farmers and small entrepreneurs)</b>
	Material category : Climate transition & physical risks	Material category : Society & community relations
<b>Cause of Impact</b>	Business value chain: operation	Business value chain: supply chain
	Activity coverage : more than 50% of business activity	Activity coverage : more than 50% of business activity
<b>External Stakeholder(s)/ Impact Area(s) Evaluated</b>	✓ Environment	✓ Society ✓ External employees
<b>Topic Relevance on External Stakeholders</b>	Assessment: Climate change imposes significant external costs on society, known as the social cost of carbon (SCC)—a monetary estimate of the long-term damage caused by emitting one additional ton of CO <sub>2</sub> . For external stakeholders such as communities, suppliers, and customers, this translates into rising healthcare expenses, reduced agricultural productivity, infrastructure damage from extreme weather, and biodiversity loss. These costs are not borne by the emitters alone but ripple through the economy, affecting public budgets, insurance markets, and vulnerable populations. As SCC estimates rise, they underscore the urgency for businesses and policymakers to internalize these externalities through carbon pricing, regulation, and sustainable practices	Assessment: The external stakeholder i.e., suppliers, vendors, community & society expect the positive impact that the company support the local agriculture farmers and small factories for job creation to the community wherever our business operates. also strengthens our supply chain, reliable and quality product to consumer..
	Type of impact: negative	Type of impact: positive

# Material Issues for External Stakeholders (2/2)

## Material Issues 1) Climate resilience and 2) Local Economic Supporting

Topic	Climate Resilience	Local economic supporting
<b>Materiality issues for External Stakeholders</b>	<b>Climate resilience</b>	<b>Local economic supporting (Direct purchase from farmers and small entrepreneurs)</b>
<b>Output metric</b>	<p>✓ Quantitative output metric/s linked to material issue</p> <p>Current Reduction of GHG emission in 2024 = 11,378 tCO<sub>2</sub>e</p>	<p>✓ Quantitative output metric/s linked to material issue</p> <p>245,607 SME and famers are supported.</p>
<b>Impact valuation</b>	<p>✓ Impact valuation conducted : social cost caused/avoided Social cost avoids from GHG reduction initiatives</p> <p>Assessment based on social cost of carbon by EPA report CP Aextra recognizes the critical impact of climate change, including floods, droughts, extreme heat, and other acute climate impacts, on its business and the environment. To respond to such changes, CP Aextra records and monitors its business contribution to climate impacts and the environment by utilizing the social cost of carbon to measure its monetary impacts to the society and environment.</p> <p>The social cost of carbon (SCC) represents the economic damage caused by emitting one additional ton of carbon dioxide into the atmosphere, expressed in monetary terms. It quantifies societal costs from climate impacts including reduced agricultural productivity, health care costs, property damage from flooding, and decreased economic output from extreme weather.</p> <p>By adopting SCC as a measurement framework, CP Aextra can translate its environmental impact reduction efforts into quantifiable financial benefits to society, enabling the Company to demonstrate the tangible value of its sustainability initiatives to stakeholders.</p>	<p>✓ Impact valuation conducted : increased/decreased in household-level income Household income increases from social program</p> <p>CP Aextra has support communities by purchasing products, including, meat, alternative protein, poultry, eggs, seasonal fruits, aqua &amp; seafood, local vegetables and other local items with the total purchasing amount of 9,290 million THB. This has helped creating jobs and generate incomes for 245,607 people around Thailand. Therefore, the average income per household is calculated from total products purchased from farmers divided by total number of beneficiaries in FY 2024.</p>
<b>Impact metric</b>	<p>✓ Quantitative output metric/s linked to material issue</p> <p>83,514,520 THB / year of social cost is avoided</p>	<p>✓ Quantitative output metric/s linked to material issue</p> <p>average income 37,824 THB per household per month</p>

# Integrated ESG Risk into Enterprise Risk Management



All materiality issues are integrated into the Company's Risk Management System. The "Essential ERM platform" is implemented as tool for executive management the efficiently tracking the data, more effective risk management. This system enables real time access to risk management information for BU management team including provide risk evaluation tools tailored to each unit's objectives, updating the risk level and demonstrate as the digitalized dashboard impact for the risk steering committee review and follow the action. The Company's risk including ESG Risk will be reviewed quarterly.



Rank	Portfolio	Risk Name	ID	Category	Residual Likelihood	Risk
341	Sustainability	Climate Resilience	TRAC-7122	Environmental RL...	3 - Medium	3-
342	Sustainability	Circular Economy	TRAC-7127	Economic Risk	Assign Value	Au
343	Sustainability	Water Stewardship	TRAC-7129	Environmental RL...	Assign Value	Au
344	Sustainability	Ecosystem and Biodiverit...	TRAC-7131	Economic Risk	Assign Value	Au
345	Sustainability	Responsible Supply Chain...	TRAC-7133	Environmental RL...	Assign Value	Au
346	Sustainability	Health and Well-Being	TRAC-7135	Social Risk	Assign Value	Au
347	Sustainability	Social Impact and Econom...	TRAC-7137	Social Risk	Assign Value	Au
348	Sustainability	Food Security and Access t...	TRAC-7139	Social Risk	Assign Value	Au
349	Sustainability	Innovation	TRAC-7141	Social Risk	Assign Value	Au
350	Sustainability	Stakeholder Engagement	TRAC-7143	Social Risk	Assign Value	Au
351	Sustainability	Corporate Governance	TRAC-7145	Ethics & Compla...	Assign Value	Au
352	Sustainability	Human Rights and Labor P...	TRAC-7147	Ethics & Compla...	Assign Value	Au
353	Sustainability	Education and Inequality	TRAC-7150	Ethics & Compla...	Assign Value	Au

# Supporting UN Sustainable Development Goals - I

## HEART Living Right



### Corporate Governance

**100%**

The businesses implement a corporate governance impact scoring assessment.



### Human Rights and Labor Practices

**100%**

The businesses periodically conduct human rights impact assessment in high risk own operations and tier 1 supplier.



### Education and Inequality Reduction

**150,000**

people supported through education and lifelong learning and upskilling.



### Leadership and Human Capital Development

**100%**

of employees engaged in learning and initiatives.



### Cybersecurity and Data Protection

**100%**

of businesses are certified on an international standard of data security and data privacy.



# Supporting UN Sustainable Development Goals - II

## HEALTH Living Well



### Health and Well-Being

**70%**

of total sales volume of B2B and B2C products and services help promote health and wellness.



### Social Impact and Economic Contribution

**400,000**

jobs supported to generate incomes for the community.



### Food Security and Access to Nutrition

**150,000**

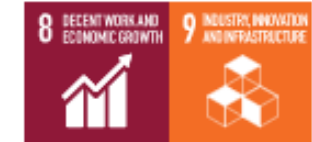
children and people in need get access to safe and nutritious food.



### Innovation

**6**

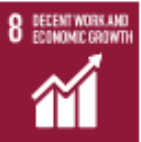
patents or petty patents were registered.



### Stakeholder Engagement

**80%**

engagement score of multi-stakeholders perception survey



# Supporting UN Sustainable Development Goals - III

## HOME Living Together



### Climate Resilience

Achieving Carbon Neutrality by 2030 and reaching Net Zero emissions by 2050.



### Circular Economy

**100%**

achieve food waste to landfill and use sustainable packaging



### Water Stewardship

**20%**

Reduction in water withdrawals per net revenue compared to the baseline year 2020



### Ecosystems and Biodiversity Protection

- 100% of Store and distribution centers and tier 1 supplier are not in the natural or heritage reservation area.
- 100% of high-risk raw material are traceable.



### Responsible Supply Chain Management

- 100% of suppliers are assessed ESG risk.
- 100% high-risk suppliers are audited and corrected.



# LRQA Independent Assurance Statement

## Relating to CP Aextra Public Company Limited's Sustainability Report for the calendar year 2025

This Assurance Statement has been prepared for CP Aextra Public Company Limited (CP Aextra) in accordance with our contract but is intended for the readers of this Report.

### Terms of Engagement

LRQA (Thailand) Limited (LRQA) was commissioned by CP Aextra Public Company Limited (CP Aextra) to provide independent assurance on its Sustainability Report 2025 "the report" against the assurance criteria below to a moderate level of assurance and at the materiality of the professional judgement of the verifier, using AccountAbility's AA1000AS v3, where the scope was a Type 2 engagement.

Our assurance engagement covered CP Aextra's subsidiaries in Cambodia, Malaysia, Myanmar and Thailand, and specifically the following requirements:

- Evaluating CP Aextra's adherence to AA1000 AccountAbility Principles (2018) of Inclusivity, Materiality, Responsiveness and Impact.
- Confirming that the report is in accordance with GRI Standards<sup>1</sup> (2021).
- Reviewing the double materiality assessment process, Codes of conduct compliance system and integrity of CP Aextra's supplier screening, assessment and development process.
- Evaluating the reliability of data and information for only the selected indicators listed below:
  - *Environmental:*  
GRI 302-1 Energy consumption within the organization, GRI 302-3 Energy intensity, GRI 303-3 to 5 Water withdrawal, discharge and 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 (Purchased goods & services, Capital goods, Fuel and energy related activities, Upstream transport and distribution, Waste generated in operations, Business travel, Employee commuting, Downstream leased, Downstream transport and distribution, processing of sold product and used of sold products only), GRI 305-4 GHG emissions intensity, (GRI 306- 3 to 5) Waste generated/diverted from disposal and direct to disposal and food loss & waste and GRI 308-2 Negative environmental impacts in the supply chain and actions taken.
  - *Social:*  
GRI 403-9 to 10 Work-related injuries and ill health, GRI 405-2 Ratio of basic salary and remuneration of women to men and GRI 414-2 Negative social impacts in the supply chain and actions taken.
  - *Non-GRI* : Board Performance review

Our assurance engagement excluded the data and information of CP Aextra's operations and activities outside of Cambodia, Malaysia, Myanmar and Thailand and suppliers and any third-parties mentioned in the report.

LRQA's responsibility is only to CP Aextra. LRQA disclaims any liability or responsibility to others as explained in the end footnote. CP Aextra'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 CP Aextra.

### LRQA's Opinion

Based on LRQA's approach nothing has come to our attention that would cause us to believe that CP Aextra 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 moderate level of assurance and at the materiality of the professional judgement of the verifier.

**Note:** The extent of evidence-gathering for a moderate level of assurance engagement is less than for a high level of assurance engagement. Moderate assurance engagements focus on aggregated data rather than physically checking source data at sites. Consequently, the level of assurance obtained in a moderate assurance engagement is substantially lower than the assurance that would have been obtained had a high assurance engagement been performed.

<sup>1</sup> <https://www.globolreporting.org>

### LRQA's approach

LRQA's assurance engagements are carried out in accordance with AA1000AS v3. The following tasks though were undertaken as part of the evidence gathering process for this assurance engagement:

- Assessing CP Aextra's approach to stakeholder engagement to confirm that issues raised by stakeholders were captured correctly. We did this by interviewing CP Aextra's management who engage directly with stakeholder groups as well as reviewing documents and associated records.
- Reviewing CP Aextra's process for identifying and determining double material issues to confirm that the right issues were included in their report. We also tested the filters used in determining material issues to evaluate whether CP Aextra makes informed business decisions that may create opportunities which contribute towards sustainable development.
- Auditing CP Aextra'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 process, and systems, including those for internal verification. We also spoke with key people in various departments responsible for compiling the data and drafting the report.
- Visiting CP Aextra's operations in Malaysia and Thailand as business representative to sampling performance data and information for only the selected indicators to confirm its reliability.

### 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 CP Aextra's stakeholder engagement process. Stakeholders have the opportunity to express their concerns about how CP Aextra's operations may impact on them.
- Materiality: We are not aware of any material issues concerning CP Aextra's sustainability performance that have been excluded from the report. CP Aextra has processes for identifying and determining material issues from either ESG impact or financial materiality accordingly.
- Responsiveness: CP Aextra has addressed and response the concerns of stakeholders in relation to GHG emissions reduction and OH&S statistics.
- Impact: CP Aextra has processes to evaluate negative ESG impacts from its operations for example, input materials and food loss/waste.
- Reliability: Data management systems are considered to be well defined, but the implementation of these systems varies across CP Aextra's business unit. CP Aextra should consider interim verification to further improve the reliability and of its disclosed data and information.

### 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 is the only works undertaken by LRQA for CP Aextra and as such does not compromise our independence or impartiality.

Dated: 20 February 2026



Opatt Charuratana  
LRQA Lead Verifier  
On behalf of LRQA (Thailand) Limited  
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LRQA reference: BGK00001274

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