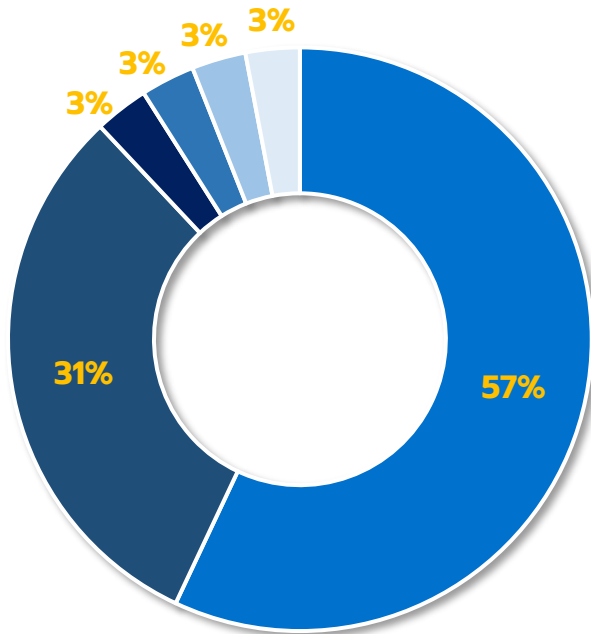


## CEO Success Metrics – Performance Indicators

The Chief Executive Officer's performance assessment criteria consist of 2 key parts as follows:

- Part 1 : Financial
- Part 2 : Environment, Social, and Governance (ESG)

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.



Financial	
Revenue, sales, EBITDA, net profit, etc.	57%
Project Management and Return on Investment	31%
Environment, Social, and Governance (ESG)	
Reduction in greenhouse gas emissions	3%
Reduction in waste to landfills	3%
Stakeholder satisfaction (Product Quality, Cybersecurity, Health & Safety)	3%
Others	
SET ESG / DJSI Score	3%

## Succession Plan for Chief Executive Officer (CEO)

The Company has established a succession plan for the Chief Executive Officer role. The succession framework and data are regularly assessed and reviewed. The succession planning status and progress are reported annually to the Board of Directors and the People Steering Committee. In addition, the Company continuously develops the competencies of those identified potential successors, monitors their progress, and revisit Successors' Development Plan on a semi-annual basis.

### 1. Develop Succession Plan

- Once the current incumbent's anticipated retirement is within 5-10 years
- Specify necessary skills to manage the organization
- Specify specialized skills and knowledge

### 2. Identify Talent Pool (Potential Successors)

- Select Top Performer employees based on Performance Rating
- Develop a successor's profile to identify key information that aligns with the role requirements

### 3. Assess Success Profile

- Evaluate against key position's success profile to assess the readiness of the potential successors
- Get validation and approval from the Function Head
- The current incumbent review and approve list of high potential successors

### 4. Create Successors' Development Plan

- Develop competencies of each potential successors, aligning with the role's requirement
- Assign development activities in alignment with the organization's goal and direction

## CEO Skill Matrix – CEO's Success Profile

Knowledge		Competency	
<b>Retail &amp; Wholesale Industry</b> <ul style="list-style-type: none"> <li>Market Dynamics</li> <li>Omnichannel Operations &amp; Sales</li> <li>B2B &amp; B2C Models</li> <li>Supply Chain Management</li> </ul>	<b>Business &amp; Financial Management</b> <ul style="list-style-type: none"> <li>Financial Planning &amp; Analysis</li> <li>Investment &amp; M&amp;A</li> <li>Legal &amp; Regulatory Landscape</li> </ul>	<b>Strategic Decision Making</b> <ul style="list-style-type: none"> <li>Establishing Strategic Direction</li> <li>Scanning the Environment</li> <li>Translating Strategy into Action</li> <li>Driving Execution</li> </ul>	<b>Innovation &amp; Digital Transformation</b> <ul style="list-style-type: none"> <li>Fostering Innovation</li> <li>Leading Change</li> <li>Technology Savvy</li> </ul>
<b>Technology &amp; Innovation</b> <ul style="list-style-type: none"> <li>Digital Technologies</li> <li>Data Science &amp; Analytics</li> <li>Cybersecurity &amp; Data Privacy</li> </ul>	<b>Human Capital &amp; Organizational Development</b> <ul style="list-style-type: none"> <li>Talent Acquisition &amp; Development</li> <li>Organizational Design &amp; Effectiveness</li> <li>Change Management</li> <li>Sustainability &amp; ESG</li> </ul>	<b>Driving Business Results &amp; Performance</b> <ul style="list-style-type: none"> <li>Financial Acumen</li> <li>Business Development</li> <li>Customer Focus</li> <li>Operational Excellence</li> <li>Sales &amp; Marketing Leadership</li> </ul>	<b>Leading People &amp; Organizations</b> <ul style="list-style-type: none"> <li>Building a High-Performing Team</li> </ul> <b>Sustainability &amp; Corporate Responsibility</b> <ul style="list-style-type: none"> <li>Championing Sustainability</li> <li>Ethical Leadership</li> </ul>
Experience		Personal Attributes	
<b>Senior Executive Leadership Experience in:</b> <ul style="list-style-type: none"> <li>P&amp;L Responsibility &amp; Profitability Growth</li> <li>Multi-National / Asian Market Exposure</li> <li>Omnichannel Transformation &amp; Sales Growth</li> </ul>	<b>Strategic &amp; Transformational Initiatives</b> <ul style="list-style-type: none"> <li>Mergers &amp; Acquisitions / Strategic Partnerships</li> <li>Technology Implementation</li> <li>Cost &amp; Margin Improvement</li> <li>New Revenue Stream Development</li> </ul>	<b>Visionary &amp; Future-Oriented</b> <ul style="list-style-type: none"> <li>Foresight</li> <li>Strategic Agility</li> </ul>	<b>Collaborative &amp; Empathetic</b> <ul style="list-style-type: none"> <li>Team Player</li> <li>Empathetic Leadership</li> </ul>
<b>Retail &amp; Wholesale Specific Experience</b> <ul style="list-style-type: none"> <li>B2B &amp; B2C Operations</li> <li>Digital Commerce Growth</li> <li>Physical Retail Optimization</li> <li>Supply Chain &amp; Logistics</li> </ul>	<b>People Leadership &amp; Organizational Effectiveness</b> <ul style="list-style-type: none"> <li>Building and Leading Diverse Teams</li> <li>Stakeholder Management</li> <li>Improving Organizational Effectiveness</li> </ul>	<b>Resilience &amp; Drive</b> <ul style="list-style-type: none"> <li>High Energy &amp; Stamina</li> <li>Results-Oriented</li> <li>Problem Solver</li> </ul>	<b>Integrity &amp; Ethics</b> <ul style="list-style-type: none"> <li>High Ethical Standards</li> <li>Commitment to Sustainability</li> </ul>
		<b>Influential &amp; Communicative</b> <ul style="list-style-type: none"> <li>Exceptional Communication</li> <li>Strong Negotiation Skills</li> <li>Cross-Cultural Sensitivity</li> </ul>	

## Criteria and Process for the Appointment of Chief Executive Officer (CEO)

The Company has established criteria and process for the appointment of the Company's Chief Executive Officer, as outlined below:

### Selection Process :

1. The Board of Directors assigns the Nomination and Remuneration Committee (NRC) the responsibility to screen and recruit potential candidates to be considered and appointed as the top management, the Group Chief Executive Officer (Group CEO)
2. Develop CEO's succession plan including CEO's Success Profile
3. Review the succession plan and report to the Board of Directors, at least once a year.
4. Human Resource is in charge of developing the plan to ensure that the Company has the appropriate successors and the leadership transitions are smooth and strategically aligned with the Company's goal.

### Criteria :

With development and succession plans in place, an assessment process is carried out to determine readiness of potential successors, such as undergoing a wide range of assessments to examine aptitude, leadership and psychological capacities, among other soft and hard skills. Assessment results are analysed and compiled into individual profiles where feedback is communicated to the management and the successor to be used as a basis for individual development plan. The subsequent developmental approach is a diversified model that commences the career road map with progressive stages and steps that construct the shortest path to realize the plan and attend to business needs in a timely manner. For instance, a successor can be arranged to join important Company projects, reassigned to a particular branch in a foreign country, or enrolled in a compulsory leadership development workshop of different levels, such as Charoen Pokphand Group's Leadership Development Program, among others.

## Chief Executive Officer Compensation

The table below shows the annual compensation for the Chief Executive Officer (CEO), management team, and all other employees as well as the compensation ratio between CEO and employees.

	2024	
Management Team Compensation (Baht)*	206,958,603.00	
CEO Compensation (Baht)	21,590,885.00	
	Mean	Median
Employee Compensation (Baht)	340,356.00	18,529.00
The ratio between the total annual compensation of the Chief Executive Officer and the mean employee compensation	63 : 1	97 : 1

\*Data from 2024 Sustainability Annual Report (56-1 e-One Report) page 192

## Total Employee Compensation

	2022	2023	2024	1 Jan - 31 Mar 2025
Total Employee Compensation (Baht)	20,002,290,906.00	20,811,665,894.00	22,633,897,463.00	6,207,593,778.00