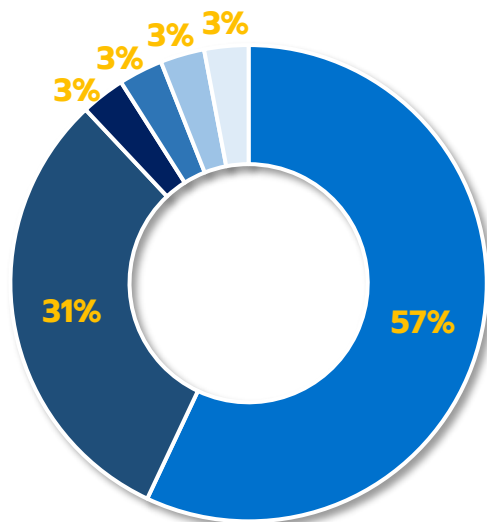


CEO Success Metrics – Performance Indicators

The Chief Executive Officer’s performance assessment is based on predefined Key Performance Indicators (KPIs) aligned with the company’s strategic plans. These KPIs are divided into the following categories:

- **Financial performance indicators:** including metrics such as revenue, sales, EBITDA, net profit, and return on investment (ROI), which collectively represent 57% of the CEO's performance evaluation. ROI is used to evaluate capital efficiency and project success, accounting for 31% of the assessment weight.
- **Relative financial indicators:** consideration is given to performance compared to peers in the same industry, such as business growth relative to competitors.
- **Environment, Social, and Governance (ESG) indicators:** representing 12% of CEO KPIs. These include reduction in greenhouse gas (GHG) emissions, reduction in waste to landfill, stakeholder satisfaction (e.g. product quality, cybersecurity, health & safety), and ESG ratings such as SET ESG and DJSI.

Performance against these indicators directly informs the CEO’s variable compensation, which includes performance-based bonuses. The evaluation process is transparent and aligned with the company’s long-term value creation and sustainability objectives



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

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 tables below show the annual compensation for the Chief Executive Officer (CEO) and all other employees as well as the compensation ratio between CEO and employees.

| | 2024 | |
|---|---------------------|-------------------|
| CEO Compensation (Baht)* | 3,000,200.00 | |
| | Median | Mean |
| Employee Compensation (Baht) | 222,348.00 | 340,356.00 |
| The ratio between the total annual compensation of the Chief Executive Officer and the mean employee compensation | 13.49 : 1 | 8.81 : 1 |

**Data from 2024 Annual Report (56-1 e-One Report) page 221*

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 |

Long-Term Incentives for Executives

To incentivize and reward the CEO, executive officers, and managers of the Company, CP Axtra has established a program aims to motivate them to perform at their highest potential for the benefit of the Company and its shareholders. It also serves as a retention tool for high performing executives, encouraging their long-term commitment toward achieving the Company's strategic objectives. The longest performance period covered by the executive compensation plan is 5 years. In 2024, 3% of the short-term bonus deferred in the form of shares or stock options. Otherwise, the longest time vesting period for variable CEO compensation is 5 years.

Clawback Provision

CP Axtra's claw back provision is referred from the Section 85 of the Public Limited Companies Act B.E. 2535 (1992) and the Section 89/7 and 281/2 of the Securities and Exchange Act B.E. 2535 (1992), the executives are responsible for carrying out their duties for the Company with prudence, due caution, and integrity. The Clawback provision will be applied to executive officers. This shall be enforced if there is a final judgment by a court or regulatory body confirming that an executive has engaged in misconduct such as fraud, corruption, or actions that cause harm to the Company – or has received undue personal benefit or granted benefits to related parties at the expense of the Company. In such cases, CP Axtra may take legal action to recover the compensation or benefits paid to such executives.