LEADERSHIP & HUMAN CAPITAL DEVELOPMENT

Target and Performance

Long term target by 2030:

All employees receive training and development for essential job skills.



2025 Performance: Achieved the2030 target, with **100%** of employees receiving necessary training and skill development.



100% employee are trained and developed

- **619** training course organized.
- **94.86%** of employees participated the development program.
- **2,109** employees participated in the leadership development program.
- **46,019** employees or **71.19%** of employees participated in ESG training program.
- **76.13** hours per person per year as the average of employee training hours.
- **892.84** Baht per person per year as the average training cost.

Opportunities and Challenges

The most valuable asset to any organization is the human resources that drive the business forward. To the Company, they are the delta between reaching set goals and falling short. Taking care of the employees that bridge the gap between available talent and organizational goals in the competitive landscape is key to operational optimization and social value creation.

Policy and Management Approach

The company prioritizes the human capital development of perspectives and mindsets that foster a professional corporate culture through 3 dimensions of the human resource management approach which are human capital development, leadership development, and talent attraction and retention to ensure effective competencies development and a happy workplace across the organization.

Human Capital Development

The Company has committed a strategic working style shift to an agile and speedy business operational model. The new technology in a digital transformation to leverage business operations meets the needs of the fast-changing world today, the human capital development to upskill and create new career paths to the future. Therefore the 5 Human capital development strategies have been defined for the dynamic, agile and accurate working environments for employees across the organization. Both classroom and online training (M-Learning) are designed to support.

2025 Total Training course = **619** course, accounted for **100%** of employees and temporary workers are trained.

5 Human Capital Development Strategies	
Customer Centricity	**47,375** persons
Agility	**496** persons
Talent	**168** persons
Data Driven-	**824** persons
Enabling People Function	**5,301** persons

Type of program offered for employee development includes:

Leadership development program	**506** persons
Cultural education	**960** persons
Transition program for retiring and terminated employees	**119** persons
Digital transition program	**1,792** persons

Learning methods (externally/internally) offered for employee development includes:

Coaching or Mentorship	**7%**
Teams and Networks (SPLD and PLP program)	**8%**
Online training	**53%**
Internal onsite training	**28%**
External training	**4%**

Total quantitative business impact	**95,132** million Baht
Employee % covers contractual or part time employees in company's own workforce	**100%**

The company arranges the training curriculum has been designed to support the necessary competencies as the Compliance Skill, the functional skill, the Leadership skill, the Digital transformation skill, the soft skill for emotional intelligence and systematic thinking from internal and external instructors to develop employee's competencies, increase self-esteem and upskill the support business growth strategies.

Store Talent Development Training Program

The Company arranges training programs to suit the employee's job level to give our employee knowledge and skills and also promote understanding of attributes and qualities that make a good leader who is able to drive business growth so as to make an advancement in their career path. The program comprises of 4 main courses: 1) STAR for assistant manager level and managers in related lines of work, preparing to be middle management, such as Store General Manager 2) Food Service Academy for assistant manager of Food Service and managers in related lines of work promotion to middle management, such as Food Service Store Manager 3) Supervisor Academy program for those promoting to be a manager and 4) Staff-2 development program for promoting staff to supervisory level. The objective of these programs is to develop the employee's potential in their line of work and for the employee to understand the qualities and behaviour of a good leader as well as able to help driving the Company growth.

2025 Result:

- **122** employees trained, accounted for **100%** of employee required to develop the skills
- Contributed to the Company's sale of **1,392.16** million Baht
- Participated employees in the training program had received an accumulated remuneration increased of **1.19** million Baht.

Leadership Development Program – CP Potential Leaders Development Program (PLP) & CP Leaders Development Program (LDP)

A leadership development program that use learning method of networking and knowledge-sharing by synergizing businesses within the CP Group through knowledge exchange between business units. The program focuses on developing knowledge and understanding of global trends and emerging technology transformations to enhance operational efficiency and drive stronger business growth. It cultivates leaders through collaborative work among program participants, streamlining work processes, reducing operational steps through flattened decision-making hierarchies, and helping participants recognize their roles in self-development and collaborative teamwork with others. This prepares the participants to effectively navigate through changes and competitiveness of the business landscape.

2025 Result:

- **279** persons participated in Leadership Development Program (PLP and LDP)
- Lead to **60 new initiatives** which uplift sales, profit, and reduce cost
- **17** of participated employees has been promoted

Skill for Online Business Model Training Program

To support the expansive growth of the online business model, employees and executives retain necessary skills through online e-training classroom platforms, featuring various invaluable courses. The objective of this program is to understand the management processes and be able to work in the same value chain both in the Online and Offline business systems. The courses to support employee performance include: Design Thinking course for innovation skill improving, Data Visualization course for complexity data prevention skill, Creative Thinking course for improving the systematic problem solving with the flexible solution, and Effective Time Management course for improving time management skill to driven the most effective performance etc.

2025 Result:

- **1,808** employee trained, accounted for **100%** of employee required to develop the skills on online business
- Contributed to the Company's Online (O2O) sale of **110,910.45** million Baht

Language and Cultural Education Course

The Company promotes diversity and inclusion across our organization, with colleagues from various nationalities and ethnicities working together at our offices and distribution centers. To support our international colleagues' successful integration, we provide comprehensive basic Thai language courses that incorporate cultural education components, helping foreign staff members understand Thai context, workplace customs, social etiquette, and local business practices for better adaptation to their work environment and life in Thailand.

2025 Result:

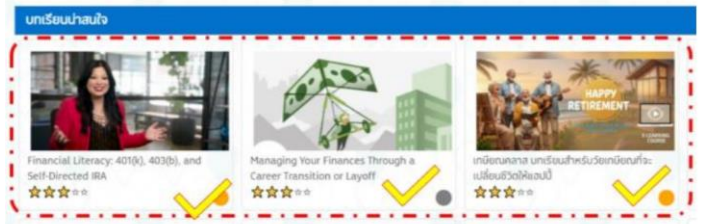
- Over **1,341** foreign personnel participated

Transition Program for Retiring Employees

Recognizing that career transitions and retirement represent significant life changes requiring careful planning and preparation, the Company is committed to supporting employees during these pivotal moments. Several development programs have been organized to help employees navigate their next chapter, equipping them with financial knowledge and practical transition skills including financial planning, saving strategies during transition periods, health insurance retention, and asset optimization. For retiring employees specifically, the Company offers an online course designed to prepare them for a happy and quality retirement life, covering physical and mental health, finance, law, technology, and hobbies. In addition to online course, expert talk by financial and investment advisors has been organised for retiring colleagues to provide knowledge on personal financial planning, investment portfolio management, and lifestyle transition preparation. These comprehensive transition programs ensure employees receive thorough preparation for their new life phase.

2025 Result:

- **120** retirees participated, accounted for 100% of employees retired.



Talent Attraction & Retention

The company focuses on creating a corporate innovation culture that fosters creative initiatives, continuous self-improvement, and reliable operational efficiency which led to a suitable and attractive working environment to retain talent.

People Analytics and Strategic Workforce Planning

Topics	Details	2025 Result
Measuring employee performance	• People working - absent performance dashboard. • PMP (Performance Management Process) at least 2 times per year	• **100%** of employees receive targeted performance evaluations.
Workforce Planning	• Analyze the organizational and manpower structure and prepare a human resource dashboard to closely and continuously monitor manpower requirements to support business growth. • Ensure annual succession management continuity. • Ensure tangible career progression with annual one-on-one supervisor-operator discussions.	• **100%** of employees who have participated in the succession development plan. • **36%** of the promotion rate comes from within the organization.
Identify current workforce skill gaps	• Determine the required work skills per required work scopes, prepare a recruitment plan under the Employee Development Program, and review required work scopes and skills annually.	• **100%** of all job positions are developed the skill as employee development program. • **100%** key positions has been completed the successor review. • **75%** of the job position already has successor

Topics	Details	2025 Result
Recruiting & hiring	• Determine recruitment and professional development strategies with skills that meet business needs according to appropriate career stages and establish Individual Development Plans (IDP) to build the strengths required to circumnavigate obstacles that limit growth along the career path. • Analyze comparable industry compensation, as well as different industries, to determine the overall demand for human resources with relevant professional backgrounds.	• **100%** of all job positions have a career growth path. • **100%** of all job positions are paid higher than peer and other industries.
Identify flight risks to improve retention	• Evaluate human resource requirements and risks due to retirements and turnover and determine the appropriate measures to retain sufficient qualified personnel to meet business growth plans. • Establish a program to support employees to reduce work-related obstacles and limitations • Exit interview analysis from every resigning employees to set up the manpower retention plan	• **100%** of the risks of all job positions have been assessed. • **100%** action from Exit interview are reviewed and corrected.

Performance Evaluation

The performance management appraisal are conducted both individual and team-based performance. Starting from goal setting, monitoring, and reviewing annual performance in close collaboration with supervisors, promoting awareness of the existing strengths and weaknesses, thus the opportunities for professional growth to prepare effective, progressive professional developmental plans. In 2025, the agile conversation are apply in the agile working teams.

Performance appraisal

Performance appraisal	By employee	Performance Appraisal Frequency
Management by objective	4%	twice per year
Team-based performance	94%	twice per year
360 Degree Feedback	1%	twice per year
Agile Conversation	1%	Every 6 months

Living wage

The Company commits to assess the living wage of all employees, contractors and supplier within 2025. In 2023, the living wage are reviewed to ensure that employees, contractors, and suppliers are paid the overall income level to support the cost of living. the living wage with Anker methodology as.

Step 1 : Calculate cost of a basic, decent standard of living for a household

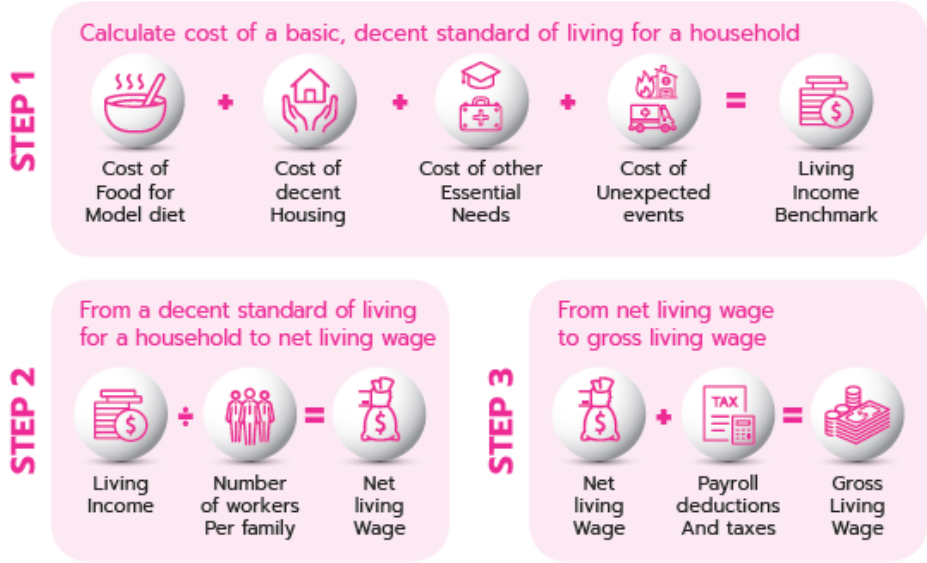
Cost of Food for Model diet + Cost of decent Housing + Cost of other Essential Needs + Cost of Unexpected events = Living Income Benchmark

Step 2 : From a decent standard of living for a household to net living wage

Living Income + Number of workers Per family = Net living Wage

Step 3 : From net living wage to gross living wage

Net living Wage + Payroll deductions And taxes = Gross Living Wage



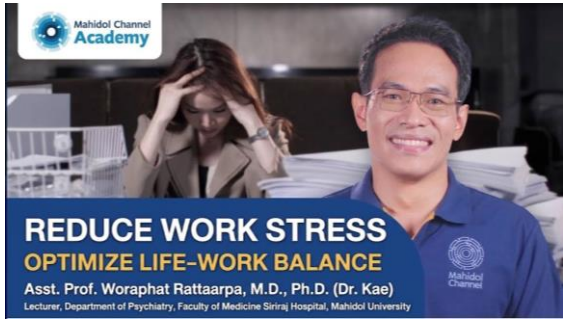
2025 Result:

- **100%** Staff are assessed.
- **100%** Contracted worker are assessed.
- **2%** Critical suppliers are assessed.
- **100%** Staff income are corrected to meet the Gross living wage.

Employee Supporting Program

The company provides facilities and programs such as annual health check-ups, by specializing occupational health-safety doctors and Stress counselling by psychologist, annual physical check up, alternative (Chinese) medical consultation, medical benefits to all employees and sport facility and health promotion programs.

- Workplace stress management
  - Stress counselling by psychologist
  - Stress and tension relief with massage by visually impaired persons (also supports visually impaired persons in generating income)
  - Stress management online training



- Sport facility and health support programs
- Alternative (Chinese) medical consultation
- Breast cancer self-screening
- Religion prayer room
- Lactation Room


Sport & Exercise Facility


Infirmary



Lactation Room


Buddhist Prayer Room


Muslim Prayer Room


Exercise Class eg. Yoga and Aerobic Dance


Stress Relief with Massage

Employee Health and Wellbeing Support Program

CP Axtra promotes employees' health and wellbeing by providing various facilities and exercise activities, including yoga classes, aerobic dance sessions, an on-site basketball court and a football pitch, and organized football tournament competitions. This initiative reflects our commitment to our employees' overall wellbeing and recognizes the importance of maintaining employees' health and cultivating a workplace culture that values the physical and mental wellbeing of every team member.







Example of Family Benefits

- Contractual childcare facility for employee to drop their children during the working hours
- Breast-feeding / lactation facilities
- Paid parental leave for the primary caregiver 7 weeks
- Paid parental leave for the non-primary caregiver 1 week
- Paid family or care leave beyond parental leave (care for a child, spouse, partner, dependent, parent, sibling, or other designated relation with a physical or mental health condition) 1 week



Lactation Room



Childcare Facilities for Employee

The Company places strong emphasis on promoting the physical and mental well-being of its employees through a comprehensive approach. A range of ongoing wellness initiatives are organized to support a healthy work-life balance, including aerobics sessions, yoga classes, and therapeutic massage services by visually impaired professionals available at corporate offices and stores. These efforts aim to enhance overall quality of life, foster resilience, and empower employees to perform sustainably. The Company firmly believes that investing in employee well-being lays a vital foundation for long-term organizational success.

Educational Loans for Employee's Children

The Company provides education loan support for employees' children to help remove financial barriers to quality education. This initiative demonstrates our dedication to supporting our employees as both professionals and parents, recognizing that our employees' personal financial wellbeing directly impacts their performance and happiness. By supporting the education of our employees' children, not only do we support our employees' financial wellbeing, but we also create a supportive workplace culture and contribute to building quality sustainable human capital for the future.

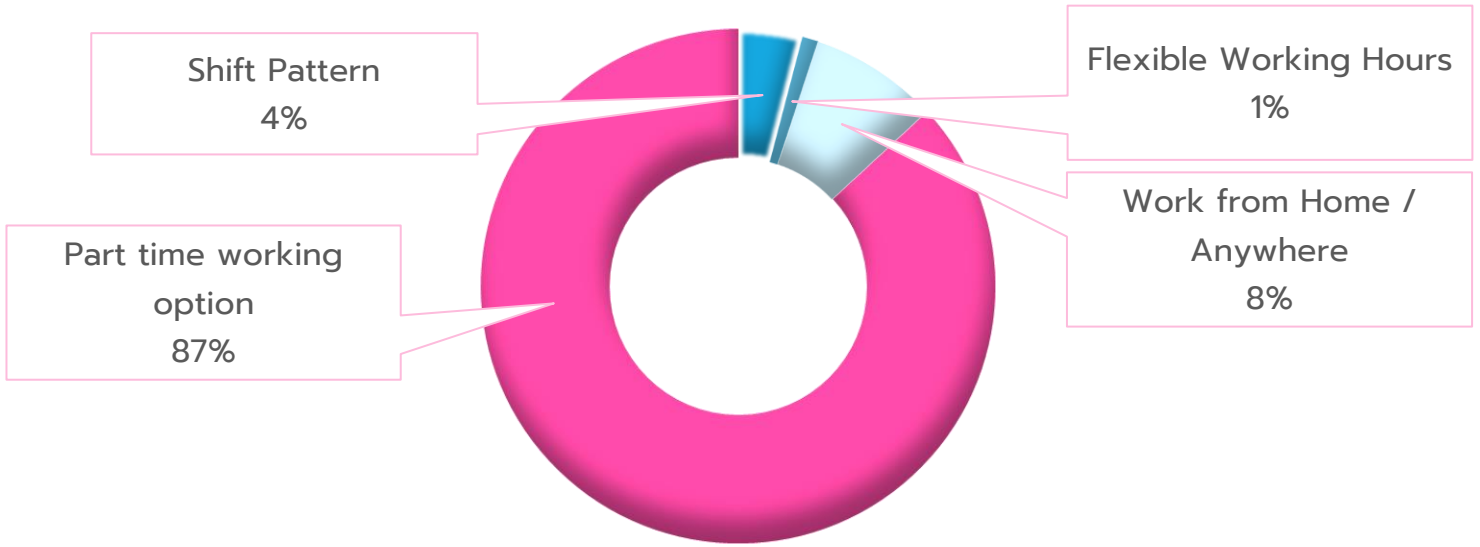


Preventing Excessive Working Hours

The Company is committed to fair and lawful treatment of employees, with strict adherence to labour regulations, including provisions on working hours and overtime. To ensure compliance and uphold fairness in the workplace, supervisory staff—particularly those at stores and distribution centres—receive regular training on labour laws. These efforts are designed to safeguard employee rights and promote a fair and responsible working environment across the organization.

Hybrid & Flexible Working Hours

The company is committed to creating a flexible working environment that is conducive to work efficiency and adaptability to fluctuating requirements and thus commenced hybrid working to facilitate a variety of working environments that encourage outcome-based achievements and appropriate time-management among employees without the unnecessary office location or working-hour restrictions, a strategic adjustment under the digital transformation.



2025 Employee Engagement Survey

Target: Employee engagement survey score at least **80%**

2025 Result: The employee engagement score is as high as **85%** from **100%** employee response the survey, detail score in dimension as;

- **85.53%** Job satisfaction (external motivation, e.g. I am satisfied with my job)
- **85.73%** Purpose (internal motivation, e.g., my work has a clear sense of purpose)
- **84.60%** Happiness (e.g., I feel happy at work most of the time)
- **83.10%** Stress (e.g., I feel stressed at work most of the time)

Long Term Incentives for Employees

CP Axtra has developed a robust Long-Term Incentive (LTI) program aimed at attracting and retaining high performing employees and talented executives. The program is designed to foster long-term commitment, enhance employee engagement, and align individual efforts with the Company's strategic goals. It encourages a sense of ownership and motivates employees to contribute meaningfully to the Company's success.

Performance Shares

- Eligible for employees who have served at least 3 years and are below senior managemen ny's workforce below senior management level = 97.42% of total employee)
- Participants can either exercise their shares for profit after a 3-year holding period, or reta investment returns.

Performance-Based Cash Bonuses

- Special cash rewards are granted based on:
    - Individual performance
    - Company-wide achievement of long-term strategic goals accordance with Corpor

Example of Corporate KPI linked to the Long-Term Incentive for Employee

- Return on Asset (ROA)
- Return on Equity (ROE)
- Reduction of greenhouse gas emissions
- Stakeholder Satisfaction (Product Quality, Cybersecurity, Health & Safety)



Human Capital Return on Investment

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
a) Total Revenue (THB)	266,367,279,275	469,131,439,242	489,949,167,345	512,041,888,147	520,706,351,252
b) Total Operating Expense (THB)	255,940,524,611	452,430,286,966	473,242,322,988	493,408,633,615	503,918,125,120
c) Total Employee-related Expenses (THB)	6,577,000,000	24,533,000,000	25,693,000,000	26,210,000,000	26,171,000,000
Resulting HC ROI (a - (b-c)) / c	2.58534	1.68076	1.65025	1.71092	1.64148
Total Employees	68,096	71,591	64,645	73,268	75,233

Remark:
Refer to 2025_Annual Report (AR2025 e-report)
- Total Revenue (Total income) on page 352 (pdf search tool)
- Total operating Expenses (Total expense) on page 352 (pdf search tool)
- Total Employee related expenses (Employee benefit expense) on page 464, topic 24. Expenses by nature (pdf search tool)
- 3rd party audit letter by KPMG for financial statement on page 348-497