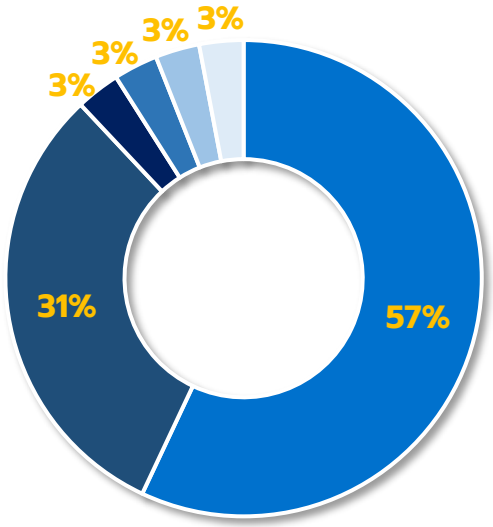
CEO Success Metrics – Performance Indicators

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

Retail & Wholesale Industry
- Market Dynamics
- Omnichannel Operations & Sales
- B2B & B2C Models
- Supply Chain Management

Technology & Innovation
- Digital Technologies
- Data Science & Analytics
- Cybersecurity & Data Privacy

Business & Financial Management
- Financial Planning & Analysis
- Investment & M&A
- Legal & Regulatory Landscape

Human Capital & Organizational Development
- Talent Acquisition & Development
- Organizational Design & Effectiveness
- Change Management
- Sustainability & ESG

Competency

Strategic Decision Making
- Establishing Strategic Direction
- Scanning the Environment
- Translating Strategy into Action
- Driving Execution

Driving Business Results & Performance
- Financial Acumen
- Business Development
- Customer Focus
- Operational Excellence
- Sales & Marketing Leadership

Innovation & Digital Transformation
- Fostering Innovation
- Leading Change
- Technology Savvy

Leading People & Organizations
- Building a High-Performing Team

Sustainability & Corporate Responsibility
- Championing Sustainability
- Ethical Leadership

Experience

Senior Executive Leadership Experience in:
- P&L Responsibility & Profitability Growth
- Multi-National / Asian Market Exposure
- Omnichannel Transformation & Sales Growth

Retail & Wholesale Specific Experience
- B2B & B2C Operations
- Digital Commerce Growth
- Physical Retail Optimization
- Supply Chain & Logistics

Strategic & Transformational Initiatives
- Mergers & Acquisitions / Strategic Partnerships
- Technology Implementation
- Cost & Margin Improvement
- New Revenue Stream Development

People Leadership & Organizational Effectiveness
- Building and Leading Diverse Teams
- Stakeholder Management
- Improving Organizational Effectiveness

Personal Attributes

Visionary & Future-Oriented
- Foresight
- Strategic Agility

Resilience & Drive
- High Energy & Stamina
- Results-Oriented
- Problem Solver

Influential & Communicative
- Exceptional Communication
- Strong Negotiation Skills
- Cross-Cultural Sensitivity

Collaborative & Empathetic
- Team Player
- Empathetic Leadership

Integrity & Ethics
- High Ethical Standards
- Commitment to Sustainability

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.

Long-Term Performance Alignment

• 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. 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.

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.

	2025
CEO Compensation (Baht)*	15,599,184.28
	Mean
Employee Compensation (Baht)	332,287.21
The ratio between the total annual compensation of the Chief Executive Officer and the mean employee compensation	46.94 : 1

** Data from 2025 Annual Report (56-1 e-One Report) page 278*

Total Employee Compensation

	2022	2023	2024	2025
Total Employee Compensation (Baht)**	20,550,072,481.00	21,374,323,677.00	22,167,490,849.00	22,985,303,311.00

*** Data from 2025 Annual Report (56-1 e-One Report) page 281*

Management ownership and requirement

Aligning CEO and executive incentives with long-term shareholder interests is a of CP Axtra's corporate governance framework that substantial share ownership by CEO and executives directly drives sustainable business growth and financial outperformance. This year, further strengthened this alignment through increased share accumulation by CEO and Executive Committee. The table below details these ownership which are calculated as a multiple of base salary.

Executive Level	Minimum Ownership Requirement (Multiple of Base Salary)	Actual Stock Ownership (Multiple of Base Salary)	Status
Chief Executive Officer (CEO)*	**2.00**	**2.68**	**Exceeded**
Average Executive Committee **	**2.00**	**6.03**	**Exceeded**

Remark:

* ***CEO :*** *Mr. Tanin Buranamanit*

: Actual Multiple of base salary is calculated as the closing share price of 30 Dec 2025 multiplied by the total number of shares held by the CEO, divided by the CEO's annual base salary.

** ***Executive Committee :*** *(1) Mr. Tarin Thaniyavarn (2) Mr. Sompong Rungnirattisai*

: Average Executive Committee - Actual Multiple of base salary as Sum of each (individual executive's ownership multiple closing share price of 30 Dec 2025 × number of shares held by the executive) ÷ annual base salary of that specific executive], divided by the total number of executives with reported shareholdings.