

CENTRAL 45 PATTANA

YEARS OF BETTER FUTURES



ESG Performance Report for Listed Companies in 2025 CENTRAL PATTANA PUBLIC COMPANY LIMITED Fiscal Year End 31 December 2025

ESG Performance

Company Name : CENTRAL PATTANA PUBLIC COMPANY LIMITED

Symbol : CPN

Market : SET

Industry Group : Property & Construction

Sector : Property Development

Environmental management

Information on environmental policy and guidelines

Environmental policy and guidelines

Environmental policy and guidelines : Yes

Environmental guidelines : Electricity management, Fuel management, Renewable/clean energy management, Water resources and water quality management, Waste management, Biodiversity management, Greenhouse gas and climate change management, Air quality management, Noise pollution management, Others : Green Building Management

Environmental Management Approach

Central Pattana Public Company Limited operates its environmental management under its [Climate and Environmental Policy](#), and overseen [Environmental Management Policy](#) by the [Climate Change and Environment Committee \(CEC\)](#), which operates under the supervision of the [Corporate Governance and Sustainable Development Committee \(CG-SD Committee\)](#). This governance structure drives the Company's progress toward achieving its Net Zero target by 2050. The Company systematically manages key environmental aspects, including energy, water, waste, biodiversity, and pollution, in accordance with international standards such as ISO 14001, ISO 14064-1, and ISO 50001, as well as climate adaptation frameworks.

1. Energy Management and Renewable Energy

- The Company focuses on improving electricity efficiency across all operations while minimizing unnecessary energy consumption. Machinery and equipment are regularly maintained to ensure optimal performance, with continuous monitoring and improvement. Dedicated taskforces, such as the Building Thermal Management Taskforce, are established to enhance HVAC system efficiency.
- International green building standards, such as LEED and WELL, are applied to reduce long-term environmental impacts.
- The Company promotes the use of renewable energy across its operations and continuously increases the share of renewable energy consumption to support its low-carbon transition, while also exploring investments in environmentally friendly technologies.

2. Water Resource Management ([sustainable-water-resources-management-policy.pdf](#))

The Company adopts a sustainable water management approach, focusing on efficient water use, reducing unnecessary consumption, and increasing the use of alternative water sources, including recycled and reused water (Recycle & Reuse) and rainwater harvesting.

Wastewater generated from operations is treated to meet regulatory standards prior to discharge into public water bodies, minimizing impacts on the environment and surrounding communities.

3. Waste Management ([waste-management-policy.pdf](#))

The Company applies the principles of the circular economy by implementing the 3Rs: Reduce, Reuse, and Recycle, aiming to minimize waste generation at source. Waste segregation systems are implemented across all buildings, with proper waste management practices to reduce landfill disposal and maximize resource recovery.

4. Biodiversity Management ([biodiversity-management-and-no-deforestation-policy.pdf](#))

The Company adopts a No Net Loss principle for biodiversity and avoids impacts on forest resources. Project development is restricted in environmentally sensitive areas, including World Heritage Sites and protected areas classified under IUCN Categories IIV.

The Company follows the Mitigation Hierarchy (AvoidMinimizeRestoreOffset) to systematically manage impacts on ecosystems. In addition, reforestation initiatives are implemented to increase green areas and enhance carbon sequestration.

5. Greenhouse Gas Management [climate-and-environment-policy](#)

Setting a target to achieve Net Zero Emissions by 2050, with a focus on reducing carbon emissions from both direct operations (Operational Carbon) and from materials and construction (Embodied Carbon).

Continuous carbon reduction measures are being implemented alongside climate risk management, divided into a Climate Mitigation Plan and a Climate Adaptation Plan, in order to drive sustainable business growth in alignment with international standards.

6. Air Quality and Pollution Management

The Company controls indoor air quality to comply with applicable standards by selecting materials and equipment with low volatile organic compounds (VOCs) to minimize impacts on occupant health.

During construction, dust, noise, and vibration are monitored and controlled to reduce impacts on surrounding communities.

Reference link for environmental policy and guidelines : <https://www.centralpattana.co.th/en/corporate-governance/policies-implementing-guidelines>

Information on review of environmental policies, guidelines, and/or objectives over the past years

Review of environmental policies, guidelines, and/or goals over the past year

Review of environmental policies, guidelines, and/or goals over the past year : Yes

Changes in environmental policies, guidelines, and/or goals : Electricity management, Fuel management, Renewable/clean energy management, Water resources and water quality management, Waste management, Biodiversity management, Greenhouse gas and climate change management, Air quality management

Central Pattana has upgraded, expanded the scope, and updated practices from the original policies outlined in the Code of Conduct, which focused on general principles, into 5 specific policies emphasizing proactive strategies with clear details and measurable targets, effective from May 2, 2025.

The key changes are as follows:

1. Climate Change and Environmental Management Policy

- Sets a clear Net Zero target by 2050
- Applies Science Based Targets (SBT) methodology for greenhouse gas reduction goals
- Introduces Internal Carbon Pricing in investment decision-making
- Physical risk assessment and scenario analysis in accordance with TCFD and IFRS standards.

Establishes a Climate Change and Environment Committee (CEC) to drive the policy

2. Sustainable Water Resource Management Policy

- Reduce water consumption, reuse water, increase the proportion of recycled water, and secure alternative water sources.
- Enhance system-level efficiency, such as water storage infrastructure design, leakage management systems, and collaborative management with tenants.
- Develop wastewater treatment systems in accordance with established standards.
- Sets short- and long-term water reduction targets
- Builds community partnerships for natural water source conservation

Covers the entire supply chain (contractors, tenants, and business partners)

3. Biodiversity Management and No-Deforestation Policy

Biodiversity:

- Assess the interconnection between real estate development and nature through the DIROs (Dependencies, Impacts, Risks, Opportunities) assessment framework in accordance with TNFD standards.
- Integrate LEAP and the Mitigation Hierarchy (Avoid > Minimize > Restore > Offset).
- No projects in World Heritage sites or IUCN Category IIV areas
- Conducts ecological impact assessments before project commencement
- Targets No Net Loss of biodiversity

Forestry:

- Verifies the origin of materials; no use of illegal timber
- Respects community rights under the Community Forest Act
- Supports compensatory reforestation

Adheres to FSC (Forest Stewardship Council) principles

4. Environmental Management Policy

Pollution Management:

- Controls air quality to meet standards
- Reduces VOCs (Volatile Organic Compounds)
- Maintains machinery to minimize pollution

Sustainable Construction:

- Selects environmentally friendly materials
- Reduces embodied carbon
- Develops projects to Green Building / LEED / WELL standards

Integration:

Incorporates environmental policies as part of KPIs for executives and employees

5. Waste Management Policy

- Define strategies across the entire value chain: Upstream Construction waste management Midstream Operational and internal organizational waste management Downstream Engaging customers, partners, and communities

- **3Rs Framework:** Reduce: Minimize waste generation at the source Reuse: Repurpose materials Recycle: Sort and recycle

- Adopt and apply innovation, and forge synergies with partners and networks.

Specific Management Systems:

- Disposal sites: separated into general / hazardous / recyclable waste.
- Construction phase waste management: sort before demolition, reuse materials, and manage separately across four categories: (1) demolition waste, (2) construction material waste, (3) waste from workers in labor camps, and (4) general solid waste.
- Establish incentive mechanisms for processing and resale: categorized into 4 types (paper, plastic, processed materials, and landfill).
- Hazardous waste: to be handled exclusively by licensed operators.
- Reduce landfill waste and separate organic waste.
- Promote and campaign for Zero Food Waste management.

Governance Structure Changes

All of the above policies include updates to the governance structure, with clearly defined roles and responsibilities across the organization, as follows:

- Board of Directors - Approves and oversees
- Climate Change and Environment Committee (CEC) - Drives the Net Zero agenda
- Thermal Air Working Group - Manages energy efficiency
- Risk Management Division - Assesses environmental risks

Information on compliance with environmental management principles and standards

Compliance with environmental management principles and standards

Environmental management principles and standards : ISO 14001 - Environmental management systems

Compliance with energy management principles and standards

Energy management principles and standards : ISO 50001 Energy management

Compliance with water management principles and standards

Water management principles and standards : 3Rs or 5Rs, ISO 46001 - Water efficiency management systems

Compliance with waste management principles and standards

Waste management principles and standards : 3Rs, 5Rs or 7Rs, Other : ISO 14001

Compliance with greenhouse gas or climate change management principles and standards

Greenhouse gas or climate change management principles and standards : Thailand Greenhouse Gas Management Organization (TGO), The Greenhouse Gas Protocol, IPCC Guidelines for National Greenhouse Gas Inventories, ISO 14064 - Greenhouse gases

Information on other environmental management

Plans, performance, and outcomes related to other environmental management

Air Quality and Pollution Management

The Company recognizes that air quality is a critical factor directly affecting the health and well-being of building occupants, as well as the quality of life of surrounding communities. The Company therefore places strong emphasis on managing environmental impacts across the entire project lifecycle from design and construction to operational phases by establishing policies, measures, and practices to control air pollution and prevent or mitigate potential impacts.

During the construction phase, which may generate impacts from dust arising from demolition, site preparation, and foundation works, as well as air emissions from machinery and intermittent noise disturbances, the Company implements preventive measures alongside continuous environmental monitoring. Key practices include:

- Installing solid barriers with fire-retardant dust mesh sheets to prevent dust dispersion
- Implementing wheel-washing systems for trucks prior to exiting construction sites
- Regularly engaging with nearby residents to monitor and address construction-related impacts
- Installing information boards with clear contact details of responsible personnel to facilitate communication and complaint handling
- Planning construction activities to avoid simultaneous use of high-noise machinery
- Cooperating with government authorities during periods of severe air pollution, such as adjusting or suspending construction activities during high PM2.5 episodes
- Conducting continuous monitoring of dust, noise, and vibration within project sites and surrounding sensitive areas, with increased monitoring frequency during high-impact activities (e.g., daily monitoring of TSP, PM10, PM2.5, noise, and vibration during piling works), ensuring that all parameters remain within regulatory limits

During the operational phase, building activities do not result in significant direct air pollutant emissions. However, the Company continues to prioritize indoor air quality (IAQ) management to ensure a safe and healthy environment for occupants. Key measures include:

- Selecting materials and equipment with low volatile organic compound (VOC) emissions to minimize impacts on health and the environment
- Avoiding the use of fossil fuel-based machinery within buildings, except for emergency backup systems

In 2025, indoor air quality monitoring results across all projects indicated that key parameters including PM2.5, PM10, CO, ozone, bacteria, fungi, and *Legionella spp.* were in compliance with applicable standards.

Information on incidents related to legal violations or negative environmental impacts

Number of cases and incidents of legal violations or negative environmental impacts

	2023	2024	2025
Number of cases or incidents of legal violations or negative environmental impact (cases)	0	0	0

Energy management

Disclosure boundary in energy management in the past years

Boundary type	:	Project
Total number of disclosure boundaries	:	81
Actual number of disclosure boundaries	:	78
Data disclosure coverage (%)	:	96.30

Information on energy management

Energy management plan

The company's energy management plan : Yes

Energy Management approach

The Company is committed to strengthening energy security and enhancing operational cost efficiency (OPEX efficiency) through a systematic energy management framework. This approach covers both internal operations and the entire value chain, with key strategies outlined as follows:

1. Energy Governance

The Company manages energy in accordance with the Plan-Do-Check-Act (PDCA) cycle and complies with ISO 50001 standards. A Building Management System (BMS) serves as the core tool for monitoring and evaluating energy performance.

In addition, Site Energy Committees are established at the branch level to oversee, manage, and continuously improve energy performance in alignment with corporate targets.

2. Energy Sources

The Company manages two primary energy sources to diversify cost risks:

- **Non-renewable Energy:** Electricity purchased from the grid and fossil fuels, such as diesel for backup generators and transportation
- **Renewable Energy:** Electricity generated from rooftop solar photovoltaic systems, used to supplement energy demand and reduce peak load during daytime periods

3. Energy Boundary & Tenant Engagement

Energy management is categorized based on the level of control:

- **Common Areas and Central Cooling Systems (Company Control)**

Managed directly by the Company through six engineering-based energy efficiency dimensions

- **Tenant Areas (Tenant Control)**

The Company promotes energy efficiency among tenants through the following initiatives:

- Implementation of Tenant Design Guidelines requiring energy-efficient equipment and alignment with green building standards
- Installation of sub-metering systems to enable pay-per-use electricity consumption
- Engagement programs such as Central Pattana Green Partnership and Energy Day activities

4. Energy Efficiency Measures

The Company implements energy efficiency measures across six engineering dimensions:

1) Building Envelope (Passive Design)

Focus on reducing heat transfer into buildings through architectural improvements, such as:

- Installation of additional thermal insulation for roofs and walls
- Use of active skylight systems and shading to control natural light and reduce heat gain
- Integration of solar panels as shading elements on roofs and concrete surfaces

2) Hot Air Intake Management

Reduction of heat entering buildings and optimization of air balance systems by:

- Deploying HVAC innovations such as Air Scrubber systems in fresh air intake
- Reducing thermal load entering the building, improving overall cooling efficiency

3) Machine Efficiency

Enhancement of key equipment efficiency and adoption of innovative technologies, including:

- Installation of high-efficiency chillers using low global warming potential (GWP) refrigerants
- Upgrading cooling tower components and installing Variable Speed Drives (VSDs)
- Replacement of motors with high-efficiency models
- Pilot implementation of DC-powered air conditioning systems utilizing direct solar energy

4) Operation & Control

Optimization through automated systems and operational excellence across three dimensions:

- **Technology & Innovation:**

Advancement from BMS to AI-driven Chiller Plant Optimization, leveraging real-time data from temperature and humidity sensors

- **Process Optimization:**

Implementation of AC control systems and operational adjustments aligned with thermal load patterns while maintaining thermal comfort

- **People & Capability Development:**

Training programs on environmental and energy management standards (e.g., ISO 14001, ISO 50001) to foster a culture of sustainability

5) Maintenance

Adoption of predictive and preventive maintenance using data from smart sensors and BMS to:

- Ensure optimal equipment performance
- Reduce equipment failure rates

6) Renewable Energy

Expansion of solar energy installations and integration as a standard requirement for new developments

5. Digitalization & Smart Platforms

The Company has developed a centralized environmental data management platform, initially focused on energy management, which:

- Enables real-time performance monitoring for both site-level operators and central teams, supports benchmarking against targets and enhances decision-making

- Integrates AI and IoT technologies with chiller plant systems to improve precision and efficiency in energy reduction

6. Demand-side Management

The Company implements strategies to reduce peak electricity demand (peak load shaving) by optimizing the operation schedule of large equipment to avoid simultaneous usage.

This approach:

- Reduces demand charges
- Enhances grid resilience at the national level

Information on setting goals for managing energy

Setting goals for managing electricity and/or oil and fuel

Does the company set goals for electricity and/or fuel management : Yes

Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
Reduction of electricity purchased for consumption	2015 : purchased electricity for consumption 172.00 Kilowatt-Hours / m2	2025 : Reduced by 20% or 137.60 Kilowatt-Hours / m2
Reduction of electricity purchased and fuel consumption	2024 : energy consumption 608,925.00 Megawatt-Hours	2025 : Reduced by 5% or 30,446.25 Megawatt-Hours
Increase of electricity consumption from renewable energy sources	2024 : electricity consumption from renewable sources 37,949.00 Megawatt-Hours	2025 : Increased by 10% or 41,743.90 Megawatt-Hours

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

The Company's energy performance reflects the successful integration of engineering-based energy efficiency measures and smart technologies, enhancing energy efficiency, reducing operational costs, and delivering tangible contributions to the Company's greenhouse gas (GHG) reduction targets.

1. Energy Efficiency Measures and Value Creation

The Company implemented a total of 66 energy efficiency measures, with a total investment of THB 92 million. These initiatives targeted electricity savings of 7,093 MWh per year, achieving 6,855 MWh per year, equivalent to 96.6% of the target.

Key measures include:

- **Building envelope improvement and hot air intake reduction:**

Installation of insulation, window films, and skylight shading systems to reduce heat gain

- **Machine efficiency enhancement:**

Replacement with LED lighting, installation of high-efficiency chillers, upgrades of cooling water pumps (CDP & CHP), high-efficiency motors, and installation of Variable Speed Drives (VSDs)

- **Operational efficiency improvement:**

Optimization of chiller and pump system performance

- **Renewable energy integration:**

Deployment of solar hybrid systems for air conditioning in elevator machine rooms

- **Smart systems implementation:**

Application of IoT, Building Management Systems (BMS), and photo sensors to optimize energy consumption

In addition, the Company strengthened employee capabilities through 31 energy-related training programs, with 1,816 participants (30.7%), fostering a long-term culture of energy efficiency.

2. Progress in Renewable Energy Generation

The Company established Central Pattana Green Growth Co., Ltd. (CPNGG), a wholly owned subsidiary, to develop and drive clean energy and environmental solutions.

In 2025:

- Installed solar capacity increased to 35.84 MW, covering 31 shopping centers, 1 hotel, 3 office buildings, and 6 residential projects (clubhouse rooftops)
- Total renewable electricity generation reached 40,158 MWh, representing a 358% increase from 2019, significantly reducing reliance on grid electricity and supporting GHG emission reductions

For 2026, the Company plans to:

- Expand installations across new developments and 30 additional projects

Add 25.7 MW of capacity, bringing total installed capacity to 61.8 MW

3. Tenant Engagement Achievements

The Company has continued the Central Pattana Green Partnership program for the fourth consecutive year, driving tangible sustainability outcomes through energy audits and 3-year action plans with pilot tenants.

A GHG reduction guideline for tenants has been developed, with potential energy savings of up to 37,496 kWh per store.

In addition, the Company promotes waste management through the Love the Earth campaign at centralwOrld, with 3,249 participants. The initiative encourages environmentally responsible behavior through The 1 loyalty program, fostering a sustainability ecosystem among business partners and customers.

Energy-Efficient and Green Buildings

Central Pattana Public Company Limited places strong emphasis on the development of energy-efficient and green buildings across all dimensions. The Company is committed to sustainable design and construction standards to enhance energy efficiency, improve occupant well-being, reduce environmental impacts, and support long-term GHG reduction goals.

Projects are developed in alignment with both national and international green building standards, including TREES, LEED, and EDGE, with a focus on a lifecycle approach to minimize energy and resource consumption.

In 2025, the Company achieved a key milestone with Central Nakhon Sawan, which received TREES Gold certification from the Thai Green Building Institutemarking the Companys first project certified under this standard. This success was driven by strategic collaboration with ONNEX by SCG, integrating green building design from the early development phase.

Subsequently, Central Chanthaburi also achieved TREES Gold certification, becoming the second project to do so. As of year-end 2025, 7.2% of the Companys total portfolio (by floor area) has been certified as green buildings, with plans to expand certifications across new developments and renovation projects.

Energy Awards and Recognition

The Company continues to participate in energy performance assessments, including:

- ASEAN Energy Awards (AEA)
- Thailand Energy Awards (TEA)
- MEA Energy Awards, under the Management of Energy Achievement (MEA Index)
- Indoor Air Quality (IAQ) assessments

To date, the Company has received:

- 58 Thailand Energy Awards
- 12 ASEAN Energy Awards
- 20 MEA Energy Awards

In 2025, the Company received 3 additional Thailand Energy Awards for:

- Central Samui
- Central Eastville
- Central Ubon

And, 3 additional MEA Energy Awards (Premium) for:

- Central Chaengwattana
- Central Rama 2
- Central Rama 3

Overall, 82% of the Companys total floor area has undergone energy performance assessments.

Information on electricity management

Company's electricity consumption ^(*)

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	559,903,000.00	604,857,000.00	601,189,000.00
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	533,892,000.00	566,908,000.00	559,709,000.00
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	26,011,000.00	37,949,000.00	41,480,000.00
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	99,132.97	98,494.87	100,382.20

Additional explanation : ^(*) Exclude electricity consumption outside of the Company

Electricity Consumption Intensity

	2023	2024	2025
Intensity of total electricity consumption within the organization (Kilowatt-Hours / m ²)	134.50000000	141.08000000	138.62000000

Electricity Expense ^(*)

	2023	2024	2025
⁽¹⁾ Total electricity expense (Baht)	2,509,292,400.00	2,437,704,400.00	2,294,808,000.00
Percentage of total electricity expense to total expenses (%) ^(**)	8.60	7.79	7.72
Percentage of total electricity expense to total revenues (%) ^(**)	5.19	4.53	4.20
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	444,279.82	396,955.61	383,170.48

Additional explanation : ^(*) Exclude electricity expense outside of the Company

^(**) Total revenues and expenses from consolidated financial statement

Remark:

⁽¹⁾ The electricity cost was calculated based on an average rate of 4.1 THB per unit, representing a decrease from the rates in 2024 and 2023, which were 4.3 and 4.7 THB per unit, respectively.

Information on fuel management

Company's fuel consumption

	2023	2024	2025
Jet fuel (Litres)	0.00	0.00	0.00
Diesel (Litres)	172,497.93	165,292.21	153,636.00
Gasoline (Litres)	217,562.13	251,097.94	310,000.00
Fuel oil (Litres)	0.00	0.00	0.00
Crude oil (Barrels)	0.00	0.00	0.00
Natural gas (Standard Cubic Feet)	0.00	0.00	0.00
LPG (Kilograms) ⁽²⁾	12,159.23	13,856.49	11,184.00
Steam (Metric tonnes)	0.00	0.00	0.00
Coal (Metric tonnes)	0.00	0.00	0.00

Additional explanation : Not include external fuel consumption

Remark: ⁽²⁾ The data has been retroactively updated because last year it was recorded in 'liters'.

Company's fuel expense^(*)

	2023	2024	2025
Total fuel expense (Baht)	13,483,231.13	14,510,660.79	14,536,945.32
Percentage of total fuel expense to total expenses (%) ^(**)	0.05	0.05	0.05
Percentage of total fuel expense to total revenues (%) ^(**)	0.03	0.03	0.03

Additional explanation : ^(*) Exclude electricity expense outside of the Company

^(**) Total revenues and expenses from consolidated financial statement

Information on total energy management (electricity + fuel)

Energy Consumption

	2023	2024	2025
Total energy consumption within the organization (Megawatt-Hours) ⁽³⁾	537,716.80	570,977.00	564,154.00

Remark: ⁽³⁾ From Non-renewable sources only.

Energy Consumption Intensity

	2023	2024	2025
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues) ^(*)	0.01112437	0.01060316	0.01033639
Intensity of total energy consumption within the organization (Megawatt-Hours / m ²)	0.12291700	0.13318000	0.13308274

Additional explanation : ^(*) Total revenues and expenses from consolidated financial statement

Water management

Disclosure boundary in water management over the past years

Boundary type	:	Project
Total number of disclosure boundaries	:	81
Actual number of disclosure boundaries	:	78
Data disclosure coverage (%)	:	96.30

Information on water management plan

Water management plan

The Company's water management plan : Yes

Water and Wastewater Management Approach

The Company is committed to managing water resources and wastewater efficiently and sustainably, aiming to balance project development, resource efficiency, and environmental stewardship. Water management strategies are integrated with the Company's climate action roadmap, Net Zero 2050 target, and the Sustainable Development Goals (SDGs).

1. Risk Assessment and Governance

The Company discloses water consumption in accordance with GRI 303-1 and conducts water risk assessments across its operational areas. Key findings identify medium-to-high water risk areas, particularly within the Mekong and Chao Phraya river basins.

These risks are further analyzed alongside physical climate risks, including El Nino-related drought conditions, especially in the northern and northeastern regions.

To address these risks, the Company has developed systematic preparedness plans for droughts and floods, overseen by the Climate and Environmental Committee, which closely monitors implementation and performance.

2. Water Efficiency and Alternative Water Sources

The Company manages water demand across both indoor operations and landscape areas based on the 3Rs principle: Reduce, Reuse, and Recycle, alongside alternative water sourcing and systematic management approaches:

2.1 Water Reduction (Reduce)

Water consumption is minimized through advanced technologies and water-efficient equipment, including:

- Installation of high-efficiency sanitary fixtures and sensor-based faucets in all restrooms
- Optimization of water flow rates according to actual usage
- Adoption of waterless cleaning technologies
- Use of drip irrigation systems combined with water-efficient sprinklers for landscape management
- Application of ozone technology in cooling tower water treatment to replace chemical usage, reduce scaling, minimize bleed-off, and decrease make-up water demand

2.2 Water Reuse (Reuse)

Implementation of systems to collect and reuse condensate water from cooling and air-conditioning systems for internal reuse

2.3 Water Recycling (Recycle)

Installation of water recycling systems within shopping centers to treat and reuse water for appropriate applications, such as sanitation and landscape irrigation

2.4 Alternative Water Sources

Promotion of alternative water usage through:

- Rainwater harvesting systems for on-site utilization
- Controlled use of groundwater, where legally permitted and licensed, to mitigate risks of water shortages

2.5 Systematic Water Efficiency Enhancement

- **System design and commissioning:** Water systems are designed based on demand analysis, site suitability, and cost-effectiveness of recycling systems, with commissioning and periodic re-commissioning every two years
- **Leak detection and water monitoring systems:** Installation of leak detection sensors integrated with pumping systems to enable rapid response and minimize water loss
- **Tenant engagement:** 100% Installation of water metering systems in tenant areas to enable pay-per-use billing, creating incentives for efficient water use

3. Wastewater Management and Quality Control

The Company enforces strict wastewater discharge standards across all operations to prevent impacts on public water sources and surrounding communities:

- **Appropriate wastewater treatment technologies:**

Utilization of technologies suited to site conditions, including Sequencing Batch Reactor (SBR) systems, Deep Shaft systems, and biological treatments for grease and odor removal

- **Water quality monitoring in accordance with international standards:**

Treated wastewater is tested monthly for parameters such as BOD, TSS, TDS, pH, and Oil & Grease by ISO/IEC 17025-certified external laboratories, with system management aligned with ISO 14001

- **Emergency response measures:**

In case of non-compliance, immediate corrective actions are taken, with escalation to site management and environmental committees

- **Construction phase wastewater management:**

Strict control of contractor wastewater management at worker camps, including training on organic waste segregation and the use of Effective Microorganisms (EM) for wastewater treatment and odor control.

4. Value Creation and Shared Value

The Company's water management approach creates circular value and delivers benefits across multiple dimensions:

- **Economic Value:** Reduction in municipal water consumption and improved wastewater efficiency, leading to long-term OPEX savings
- **Environmental Value:** Reduced extraction of natural water resources and decreased GHG emissions associated with water production, treatment, and distribution (water-energy nexus)
- **Social Value:** Mitigation of complaint risks, enhanced trust among customers and tenants, and protection of community access to clean water.

Information on setting goals for water management

Setting goals for water management

Does the company set goals for water management : Yes

Details of setting goals for water management

Target(s)	Base year(s)	Target year(s)
Reduction of water withdrawal	2024 : Water withdrawal 12,916,695.00 Cubic meters	2025 : Reduced by 5% or 645,834.75 Cubic meters
Increase of recycled water for consumption	2024 : Recycled water for consumption 596,762.00 Cubic meters	2025 : Increased by 5% or 29,838.00 Cubic meters

Information on performance and outcomes of water management

Performance and outcomes of water management

Performance and outcomes of water management : Yes

The Company closely monitors and evaluates its water resource management to ensure alignment with long-term sustainability targets. Key achievements are as follows:

1. Performance in Water Recycling and Alternative Water Sources

- **Water Recycling Systems** have been installed in 13 projects:
 - Total recycled water produced amounted to 408,616 cubic meters
 - This represents 3.1% of the Company's total water consumption, and 15% of water consumption within projects equipped with recycling systems

Alternative Water Sources: The Company has implemented rainwater harvesting systems and utilized groundwater (where legally permitted) across 6 projects, including: Central Chiang Mai Airport, Central Chiang Rai, Central Chiang Mai, Central Samui, Central Phuket Floresta, and Central Udon.

2. Wastewater Management Standards and Regulatory Compliance

- **Wastewater Treatment and Discharge:**
 - A total of 5.6 million cubic meters of wastewater was treated and safely discharged in compliance with regulatory standards
 - 2.3 million cubic meters of wastewater was collected and transferred to licensed external specialists for further treatment
- **Environmental Complaints:** The Company recorded zero environmental complaints related to wastewater management from communities and stakeholders, both during construction and operational phases.

Information on water management

Water withdrawal by source

	2023	2024	2025
Total water withdrawal (Cubic meters)	11,820,100.00	12,916,695.00	13,156,140.00
Water withdrawal by third-party water (cubic meters)	11,605,870.00	12,688,337.00	12,909,341.00
Water withdrawal by surface water (cubic meters)	3,114.00	8,039.00	8,261.00
Water withdrawal by groundwater (cubic meters)	211,116.00	220,319.00	238,538.00
Water withdrawal by seawater (cubic meters)	0.00	0.00	0.00
Water withdrawal by produced water (cubic meters)	0.00	0.00	0.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	2,092.79	2,103.35	2,196.72
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.24	0.24	0.24

Additional explanation : ^(*) Total revenues and expenses from consolidated financial statement

Water discharge by destinations

	2023	2024	2025
Percentage of treated wastewater (%)	99.64	99.63	99.63
Total wastewater discharge (cubic meters)	7,602,907.00	7,949,658.00	7,918,464.00

	2023	2024	2025
Wastewater discharged to third-party water (cubic meters)	2,467,105.00	2,199,066.00	2,320,339.00
Wastewater discharged to surface water (cubic meters)	5,135,802.00	5,750,592.00	5,598,125.00
Wastewater discharged to groundwater (cubic meters)	0.00	0.00	0.00
Wastewater discharged to seawater (cubic meters)	0.00	0.00	0.00

Water consumption

	2023	2024	2025
Total water consumption (Cubic meters)	4,217,193.00	4,967,037.00	5,237,676.00

Recycled water consumption

	2023	2024	2025
Total recycled water for consumption (Cubic meters)	617,371.00	596,762.00	408,616.00

Water Consumption Intensity

	2023	2024	2025
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.08724593	0.09223893	0.09596430
Intensity of total water consumption (Cubic meters / m ²)	1.01000000	1.16000000	1.21000000

Additional explanation : ^(*) Total revenues and expenses from consolidated financial statement

Water withdrawal expenses

	2023	2024	2025
Total water withdrawal expense (Baht)	272,737,956.00	308,094,409.00	286,452,742.69
Total water withdrawal expense from third-party water (Baht)	272,737,956.00	308,094,409.00	286,452,742.69
Total water withdrawal expense from other sources (Baht)	0.00	0.00	0.00
Percentage of total water withdrawal expense to total expenses (%) ^(*)	0.94	0.98	0.96
Percentage of total water withdrawal expense to total revenues (%) ^(*)	0.56	0.57	0.52
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	48,289.30	50,170.07	47,829.81

Additional explanation : ^(*) Total revenues and expenses from consolidated financial statement

Waste management

Disclosure boundary in waste management over the past years

Boundary type	:	Project
Total number of disclosure boundaries	:	81
Actual number of disclosure boundaries	:	78
Data disclosure coverage (%)	:	96.30

Information on waste management plan

Waste management plan

The company's waste management plan : Yes

Management Approach

The Company manages waste in strict compliance with applicable legal requirements, the Central Groups waste segregation policy, the Climate and Environmental Policy, and the Social, Community, and Environmental Policy. Waste management is structured across the value chain in three key dimensions as follows:

1. Governance

The Company translates its climate and environmental policies from Board-level oversight into cross-functional implementation by appointing the Journey to Zero Working Team, comprising executives from the head office and representatives from all branches. The working team is responsible for formulating strategies and measures, as well as closely monitoring performance. It reports directly to the Climate and Environment Committee and the CSV (Creating Shared Value) Committee to ensure that waste management practices are aligned with the Company's Net Zero by 2050 target and broader business objectives.

2. Value Chain Strategy

The Company recognizes the challenge of changing consumer behavior, as well as the relationship between waste volumes and financial impacts. From the tenants perspective, higher waste generation often correlates with increased customer traffic and higher revenues. In contrast, from the waste management perspective, greater waste volumes lead directly to higher disposal costs and regulatory expenses. The Company therefore transforms this challenge into an opportunity to create shared value through a Waste-to-Value approach and avoided cost management, with strategies implemented throughout the value chain as follows:

2.1 Upstream Construction Waste Management

To raise waste management standards at construction sites in line with circular economy principles, the Company has established an operating framework under its Construction Waste Management Manual, covering processes from source segregation to end-of-life treatment. This framework is supported by financial incentive mechanisms and shared social value creation to encourage tangible contractor participation through the following three-step process:

1) Waste classification and segregation at source

Waste management requirements are incorporated into the scope of work and Terms of Reference (TOR), covering: (1) demolition waste, (2) construction material waste, (3) waste generated by workers in labor camps, and (4) general solid waste.

Contractors are required to provide segregation bins for four waste categories: organic waste, recyclable waste, hazardous waste, and general waste. Educational communication materials on waste segregation must also be provided to workers, and monthly performance reports are required. These requirements are mandatory for new shopping center construction projects and renovation projects, covering more than 50% of the Company's total new real estate development projects.

2) End-of-life management and resource circulation

Segregated waste is managed to recover as much value as possible through four approaches: sale, donation, sanitary landfill disposal, and processing/resource circulation across projects. The Company has demonstrated concrete outcomes in the following areas:

(1) Reuse

- **Structural and architectural works:** For example, steel structures from dismantled parking roofs are repurposed into solar carport structures in parking buildings, while reusable materials in good condition, such as tiles, columns, walls, and flooring, are reused for decorative purposes.
- **Temporary facilities:** For example, 40 containers have been circulated for use as site offices and worker accommodation, while temporary hoardings, metal sheet roofing, and transformers have also been reused across projects.
- **Earthworks:** Soil excavated during construction has been transported for landfilling and leveling in other projects within the Group.

(2) Recycling

- **Construction material waste:** Through the CECI network, gypsum boards have been segregated for recycling into new boards. More significantly, pile head concrete has been converted into Recycled Concrete Aggregate (RCA) for use as a substitute for crushed stone in temporary road construction. To date, approximately 10,000 tons have been processed, reducing greenhouse gas emissions by more than 900 tons of carbon dioxide equivalent.
- **Organic waste from workers:** The Company promotes self-reliant circular waste practices in labor camps by converting leftover food and fruit and vegetable scraps into effective microorganisms (EM) solution for on-site wastewater treatment, compost, and vermiculture. The resulting compost is used in vegetable plots to support workers' food welfare, while surplus produce is sold to generate income, which is then reinvested in food and school supplies for children in nearby communities.

(3) Upcycling and social value creation

- **Converting leftover materials for public benefit:** Contractors are encouraged to cast leftover concrete from daily operations into paving slabs for improving the environment within labor camps, as well as for donation to temples and local communities for public use.
- **Project decoration:** The Company procures loose furniture made from recycled waste materials for use in show units, clubhouses, and common areas.

- **Community-based incentives:** Food scraps are used as animal feed, such as for raising ducks, and the eggs produced are used as rewards for workers who bring recyclable waste for exchange. This helps reduce landfill waste while improving workers quality of life.

3) Financial incentive mechanism

To maximize waste segregation efficiency and reduce landfill waste, the Company has established a policy under which all revenues and expenses related to waste management are considered the rights and benefits of contractors. This creates a positive incentive mechanism that encourages contractors to proactively generate value from waste through sale, processing, and welfare circulation, rather than disposing of it as mixed waste, which involves higher disposal costs.

2.2 Midstream Operational and Internal Waste Management

The Company is committed to elevating operational standards toward excellence, beginning with the development of a strong internal culture and extending systematic waste management across shopping center operations through the following mechanisms:

1) Management structure and international standards

- **Journey to Zero Working Team:** The Company has established a cross-functional team comprising members from the head office and representatives from all branches to jointly set targets, exchange best practices, and report performance outcomes to the Climate and Environment Committee.
- **ISO 14001 standard:** The Company has strengthened its waste segregation and disposal processes by pursuing ISO 14001 Environmental Management System certification across shopping center areas nationwide to ensure that waste management processes meet international standards and are auditable.

2) Internal waste management

The Company instills an environmental mindset among employees through management of two main waste streams: operational waste, such as repair works, demolition, marketing activities, and office equipment; and municipal waste generated from employee consumption.

This is implemented based on the 3Rs principle through the following waste management strategies:

- **No-desk-bin Policy:** Employee behavior is reshaped by replacing individual desk bins with centralized waste stations that separate waste into as many as nine categories: food waste, liquid waste, recyclable plastic bottles, recyclable paper, cardboard, recyclable aluminum cans and glass bottles, hazardous waste, electronic waste, refuse-derived fuel (RDF) waste, and general waste, in order to reduce contamination at source.
- **End-of-life management process:** All waste is segregated for beneficial use through sale, donation, recycling, and processing, with landfill disposal minimized as much as possible.
- **Culture building and incentives:** Ongoing e-learning and workshops are provided, alongside the One Recycling Drop a Month campaign held on the last Wednesday and Thursday of each month, encouraging employees to bring recyclables from home in exchange for The 1 points, together with branch-level competitions.

3) Recognition of greenhouse gas reduction achievements

The Company's commitment to waste management has resulted in continued certification under the Low Emission Support Scheme (LESS) by the Thailand Greenhouse Gas Management Organization. Carbon reductions have been assessed and certified from three key activities: recyclable waste segregation, use of organic food waste as animal feed, and UHT carton segregation.

2.3 Downstream Engagement with Customers, Partners, and Communities

Reducing waste at a national scale requires the collective efforts of all stakeholder groups. The Company therefore transforms its shopping centers into platforms for encouraging sustainable consumer behavior through collaborative initiatives with all sectors, as follows:

1) Infrastructure innovation for customers

- Three-category waste sorting stations are provided for general waste, recyclable waste, and hazardous waste, along with dedicated collection bins for clear plastic bottles or PET bottles. These initiatives support the return of post-consumer recycled (PCR) plastics into the production cycle in line with circular economy principles.
- Recycling drop-off points include Refund Machines that automatically collect PET bottles in exchange for The 1 points, as well as Ting Dee Boxes in shopping centers to collect clean plastics and cardboard.
- Recycle Stations are operated in collaboration with the startup platform Recycle Day, providing permanent waste collection points and roadshow activities.
- Green marketing campaigns are organized periodically, linking The 1 loyalty program and the Central X application to rewards and discount coupons, thereby encouraging customers to segregate waste on a sustained basis.

2) Collaboration with government agencies and sustainability networks

- The Company has enhanced management of organic waste and hazardous waste by partnering with the Bangkok Metropolitan Administration (BMA) under the Mai The Ruam (No Mixed Waste) campaign to expand food waste segregation in shopping centers and office buildings, and with the Pollution Control Department to use shopping center spaces as community hazardous waste collection points.
- To reduce plastic use, the Company collaborates with the PPP Plastic network through the Tang Won Thung by Muewiset project to collect flexible plastic waste, and participates in the Bottle Free Seas campaign to promote the use of personal water bottles and reduce single-use plastic bottle waste.
- To create social value, the Company participates in the Green Shelter Collect Cartons to Build Homes project with the Friends in Need (of Pa) Volunteers Foundation and Tetra Pak, recycling cleaned UHT cartons into construction materials for disaster relief beneficiaries.

3) Partnerships across the value chain

The Company collaborates with business partners to collect specific waste streams and channel them appropriately into the circular economy, for example:

- **Electronic waste (E-Waste):** In collaboration with AIS, electronic waste bins are provided for safe disposal and recycling.
- **Clothing and textiles:** In collaboration with Sabina under the Where Do Old Bras Go? campaign, collection boxes are provided for used underwear, which is then converted into clean energy.
- **Beverage packaging:** In collaboration with Nestle under the Give Plastic Bottles a New Life project, the Company promotes segregation of drinking water bottles in food court areas.

3. Risk Management

The Company integrates waste management risk assessment into its Enterprise Risk Management (ERM) framework, with a focus on transition risks, including:

- **Regulatory risk:** The Company closely monitors trends in local and national environmental regulations in order to proactively improve its operating systems.
- **Data management:** The Company is developing a centralized waste data collection and analytics system to enable accurate monitoring of waste volumes, evaluation of waste reduction measures, and surveillance of risks that may affect surrounding communities in a transparent, verifiable, and reliable manner.

Information on setting goals for waste management

Setting goals for waste management

Does the company set goals for waste management : Yes

Details of setting goals for waste management

Target(s)	Base year(s)	Target year(s)	Waste management methods
Increase of waste recovery Waste type: Non-hazardous waste	-	2025 : Increased by 60% or 61,608.00 Tonne	<ul style="list-style-type: none"> • Reuse • Recycle • Incineration with energy recovery • Other : -

Information on performance and outcomes of waste management

Performance and outcomes of waste management

The company's performance and outcomes of waste management : Yes

1. Greenhouse Gas Reduction from Circular Economy (GHG Avoidance in Scope 3)

- The total volume of operational waste generated from shopping centers and office buildings under Central Pattana and its subsidiaries amounted to 102,680 tons (including waste pending disposal as of year-end 2025), representing an 11% increase compared to 2024. Of this, 55,393 tons of waste were segregated, reflecting a 34% increase year-on-year. This resulted in a 54% reduction in landfill proportion relative to total waste disposed, equivalent to a diversion rate of 54%. This performance corresponds to 123,745 tons of carbon dioxide equivalent avoided. Compared to the previous year, total greenhouse gas emissions decreased by 6.8%.

- Certification under the Low Emission Support Scheme (LESS) by the Thailand Greenhouse Gas Management Organization (TGO) confirmed that the Company achieved a total greenhouse gas reduction of 78,270 tCO₂e from key activities, including recyclable waste segregation, use of food waste as animal feed, and UHT carton recycling, representing a 40.63% increase compared to 2024.

- In addition, electronic waste (E-Waste) management contributed to an estimated reduction of 1,664 kgCO₂e.

2. Value Recovery and Pollution Reduction

- **Electronic Waste (E-Waste):**

A total of 7.2 tons of electronic waste was collected from tenants and waste segregation points across shopping centers nationwide and safely processed through certified disposal systems.

- **Community Hazardous Waste:**

The Company collected over 17.74 tons of hazardous waste from surrounding communities through designated collection points at shopping centers, ensuring proper and safe disposal.

- **Single-use Plastic Avoidance:**

Through the Bottle Free Seas initiative, the Company reduced single-use plastic bottle waste by more than 193,555 bottles during the year, with a cumulative total of 384,690 bottles avoided since project inception.

3. Expansion of Infrastructure and System Standards

- **ISO 14001 Certification Coverage:** In 2025, the Company achieved ISO 14001 Environmental Management System certification across 39 shopping centers and 3 office buildings, representing 75% coverage of total operational areas.

- **Recycling Infrastructure for Communities:**

- Established 12 permanent Recycle Stations to facilitate waste segregation and recycling.
- Designated 42 shopping centers nationwide as community hazardous waste collection points in collaboration with government agencies.

Information on waste management

Waste Generation ^(*)

Unit: Metric Tons	2023	2024	2025
Total waste generated	59,905.08	59,989.60	58,954.21
Total non-hazardous waste	59,859.94	59,967.80	58,921.23
Non-hazardous waste - Landfilling	50,630.14	50,995.58	47,287.12
Non-hazardous waste - Incineration with energy recovery	9,229.80	8,972.22	11,634.11
Non-hazardous waste - Incineration without energy recovery	0	0	0
Total hazardous waste	45.14	21.80	32.98

Unit: Metric Tons	2023	2024	2025
Hazardous waste - Landfilling	0.00	0.00	0.01
Hazardous waste - Incineration with energy recovery	0.00	0.00	0.00
Hazardous waste - Incineration without energy recovery	38.46	19.79	25.77
(4) Hazardous waste Others	6.68	2.01	7.20

Additional explanation : ^(*) Exclude the total weight of waste generated outside of the Company, which is not responsible for the waste disposal or treatment cost

^(**) Total revenues and expenses from consolidated financial statement

Remark: ⁽⁴⁾ Electronic waste that is recycled or returned to the manufacturer.

Waste reuse and recycling

Unit: Metric Tons	2023	2024	2025
Total reused/recycled waste	22,157.17	32,243.29	43,733.07
Reused/Recycled non-hazardous waste	22,150.49	32,241.28	43,725.87
Reused non-hazardous waste	N/A	0.45	147.86
Recycled non-hazardous waste	22,150.49	32,240.83	43,578.01
Reused/Recycled hazardous waste	6.68	2.01	7.20
Recycled hazardous waste	6.68	2.01	7.20
Percentage of total reused/recycled waste to total waste generated (%)	40.73	53.81	74.16
Percentage of reused/recycled non-hazardous waste to non-hazardous waste (%)	40.75	53.83	74.19
Percentage of reused/recycled hazardous waste to hazardous waste (%)	14.80	9.22	21.83

Additional explanation : Exclude the total weight of reused/recycled waste outside of the Company, which is not responsible for the waste disposal or treatment cost

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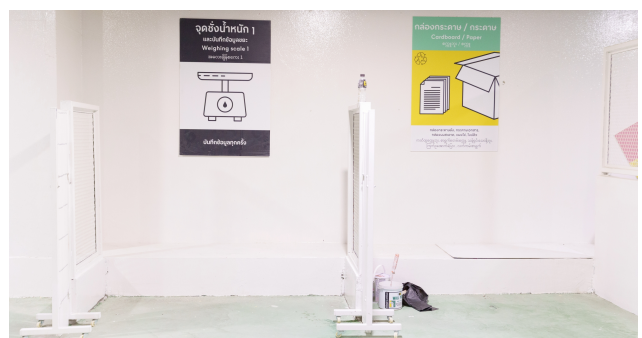
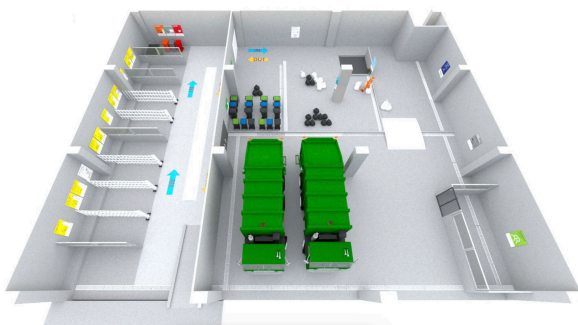
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Greenhouse gas management

Disclosure boundary in greenhouse gas management over the past years

Boundary type	:	Project
Total number of disclosure boundaries	:	81
Actual number of disclosure boundaries	:	78
Data disclosure coverage (%)	:	96.30

Information on greenhouse gas management plan

Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

Climate Change Management

The Company drives climate action through its low-carbon strategy (Climate Mitigation: Journey to Net Zero), focusing on systematic greenhouse gas (GHG) management across Scope 1, Scope 2, and Scope 3 emissions. This approach enables value chain decarbonization while integrating climate-related considerations into corporate governance, business models, and financial planning in alignment with international disclosure standards, including IFRS S1 and IFRS S2. The Company aims to enhance long-term business resilience through the following framework:

1. Climate Risk Management & Strategic Planning

The Company integrates climate-related risks and opportunities into its Enterprise Risk Management (ERM) framework and strategic planning processes. Key actions include:

- **Climate Scenario Analysis:**

The Company assesses both physical risks and transition risks across short-, medium-, and long-term horizons in alignment with TCFD and IFRS S2. Scenario analysis outcomes are incorporated into corporate strategy, asset management, and disaster risk insurance planning.

- **Financial Impact Assessment:**

The Company evaluates potential impacts on revenue, costs, and asset values arising from climate-related factors to support CAPEX/OPEX planning and investment decision-making in low-carbon initiatives.

- **Capital Allocation & Green Financing:**

The Company allocates capital toward low-carbon projects while leveraging sustainable finance instruments, such as Sustainability-Linked Loans (SLL) and Sustainability-Linked Bonds (SLB), to optimize financial costs and support the transition to a low-carbon economy.

2. Climate Transition Plan: Scope 1 & 2 Decarbonization

The Company implements a climate transition plan to reduce operational GHG emissions, with key measures including:

- **Energy Efficiency & Smart Technology (Smart Building & AI):**

The Company enhances energy efficiency across shopping centers and office buildings through passive design, building thermal management, and the implementation of Building Management Systems (BMS). High-efficiency cooling systems (Smart HVAC), integrated with AI and IoT (AI Chiller Plant Optimization), are deployed to optimize performance based on real-time cooling demand.

- **Clean Energy Transition:**

As a founding member of RE100 Thailand Club, the Company accelerates the deployment of solar energy systems (Solar Rooftop and Solar Carport) across all operating sites. New developments are designed to integrate renewable energy from the construction phase, reducing reliance on fossil fuels and mitigating energy cost volatility.

3. Value Chain Decarbonization & Scope 3 Management

The Company expands its GHG management to cover the value chain in accordance with IFRS S2, focusing on key emission sources, including upstream construction materials and downstream tenant energy use. Key initiatives include:

- **Embodied Carbon Management:**

The Company applies international green building standards, such as LEED, TREES, and EDGE, as well asGRESB-recognized frameworks, alongside a Green Procurement Policy to monitor and reduce emissions from key materials such as concrete and steel. Construction waste management is also implemented to mitigate future carbon pricing risks.

- **Green Lease Policy:**

The Company promotes tenant participation in decarbonization by establishing energy efficiency standards, including LED lighting, high-efficiency appliances, and sub-metering for electricity, water, and gas consumption. Waste segregation and management requirements are also enforced within tenant operations.

- **Stakeholder Engagement (Green Partnership):**

The Company collaborates with tenants, suppliers, and business partners under the KnowStartReduceAchieve concept to enhance awareness and support GHG reduction strategies. This includes providing tools and guidance to improve energy efficiency and reduce emissions in tenant operations.

- **Sustainable Infrastructure Development:**

The Company partners with stakeholders to expand electric vehicle (EV) charging networks across shopping centers, office buildings, hotels, and residential projects, supporting the transition to low-carbon mobility.

4. Metrics, Targets & Carbon Offsetting

- **Metrics & Targets:**

The Company has set a clear target to achieve Net Zero GHG emissions by 2050. GHG inventories are developed in accordance with ISO 14064-1, with preparations underway for sustainability data assurance under ISSA 5000 to enhance data credibility.

- **SBTi Alignment:**

The Company has developed an internal decarbonization pathway and a climate transition plan aligned with the 1.5C scenario, based on SBTi methodologies. The Board of Directors has approved maintaining a mid-term Scope 1 & 2 reduction target of 46.2%, representing the most ambitious level achievable under current supply chain constraints, while prudently managing financial risks (Strategic Deferral) pending further clarity on global real estate sector standards.

- **Carbon Offsetting Strategy:**

For residual emissions that cannot yet be avoided, the Company adopts a diversified offsetting approach, including:

1. Utility Green Tariff (renewable electricity procurement)
2. International Renewable Energy Certificates (I-RECs)
3. Verified carbon credits from recognized standards
4. Nature-based solutions, such as the 1 Million Trees reforestation program

These measures support the achievement of the Companys long-term climate targets in a sustainable and credible manner.

Information on setting greenhouse gas emission goals

Setting greenhouse gas emission goals

Does the company set greenhouse gas management : Yes
goals

Company's existing targets : Setting net-zero greenhouse gas emissions targets

Setting net-zero greenhouse gas emissions targets

Details of setting net-zero greenhouse gas emissions targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year	Certification
Scope 1-3	2019 : Greenhouse gas emissions 875,913.00 tCO ₂ e	2025 : Reduced by 22% or 230,139.80 tCO ₂ e in comparison to the base year	2050 : Reduced by 90% or 941,481.00 tCO ₂ e in comparison to the base year	<ul style="list-style-type: none">• Thailand Greenhouse Gas Management Organization (TGO) : None• Science-based Targets (SBTi) : None

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas : Yes
management

In 2025, Central Pattana Public Company Limited significantly advanced its greenhouse gas management practices in a tangible manner to progress toward becoming a low-carbon organization, driven through four key strategic pillars:

1. Climate Risk Management and Strategic Planning

- The Company adopted Internal Carbon Pricing (ICP) as a decision-support tool for investment appraisal, establishing a shadow price of THB 200 per ton of carbon dioxide equivalent to support investment decisions and strengthen low-carbon investments.
- The Company piloted the application of ICP in the Central Krabi project and allocated an additional Green CAPEX budget of THB 131.3 million to upgrade to high-efficiency technologies.
- The Company established Central Pattana Green Growth (CPNGG), a wholly owned subsidiary of Central Pattana, to serve as a core vehicle for driving the Company's Net Zero ambition through systematic investment in clean energy and sustainability solutions.

2. Transition Plan and Operational Decarbonization

● Smart Technology Innovation:

The Company installed and integrated Building Management Systems (BMS) together with high-efficiency cooling system upgrades (Smart HVAC) incorporating AI and IoT technologies (AI Chiller Plant Optimization) at two sites, fully in line with the implementation plan. These initiatives reduced Scope 2 greenhouse gas emissions by 513.5 tCO₂e per year and generated systemic returns under the Return on Sustainability Investment (ROSI) framework, as follows:

- **Asset Optimization:** Delivered electricity savings of 1,081 MWh, equivalent to THB 4.4 million in avoided operating costs (Avoided OPEX), while also enabling predictive maintenance that helps extend asset life.
- **Customer & Tenant Experience Enhancement:** The system is able to maintain thermal comfort accurately in line with occupancy levels, contributing positively to customer satisfaction and supporting long-term rental yield retention.

● Clean Energy Transition:

The Company continued expanding investment in solar power generation systems (Solar Rooftop and Solar Carport). As a result, in 2025, the total installed capacity reached 35.84 MW, generating 40,158 MWh of clean energy for self-consumption and reducing greenhouse gas emissions by 19,075 tCO₂e. This investment:

- improved operational efficiency, reduced reliance on the main grid, and generated direct returns through avoided electricity costs of THB 163.04 million per year; and
- served as a hedging mechanism against rising electricity tariff volatility (Ft) and reduced exposure to potential future government carbon tax measures.

3. Value Chain Resilience and Scope 3 Management

● Green Procurement & Embodied Carbon:

To address upstream emissions, the Company advanced its Green Procurement Guideline into practical implementation by launching pilot projects in two new developments. The Company also worked proactively with international consultants and business partners to define specifications and select key construction materials with Environmental Product Declarations (EPD) and low-carbon labels, in order to reduce emissions from construction materials.

● Tenant Engagement:

The Company continued the Central Pattana Green Partnership program for the fourth consecutive year, providing tenants in three retail categories – food, fashion, and specialty stores – with a corporate carbon reduction strategy package, including guidance manuals and carbon footprint calculation tools. These measures can help achieve energy savings of up to 37,496 kWh per store.

● Circular Economy & Customer Engagement:

The Company promoted waste management through the Love the Earth campaign at centralwOrld, which attracted 3,249 participants. The campaign encouraged environmentally friendly behavior through The 1 loyalty points program, helping create a sustainability ecosystem in collaboration with business partners and customer communities.

● Sustainable Mobility:

The Company expanded its EV Charging Station network to cover 42 shopping centers, with a total of 545 charging bays, capable of serving more than 500,000 vehicles per year, thereby promoting and supporting the transition to clean mobility. The Company assessed the value of this investment under the Return on Sustainability Investment (ROSI) framework and found that it generated business value in two main dimensions:

- Direct returns / Green Revenue: Revenue from charging station and service area provision amounted to THB 7.65 million; and

- Indirect returns and business growth: EV infrastructure helped attract higher-spending target customers and increased dwell time in shopping centers while vehicles were charging. This, in turn, supported tenant sales and generated tangible revenue circulation within the shopping center business ecosystem.

4. Metrics, Targets, and Carbon Offsetting

- **GHG Inventory:**

- Scope 1: 6,658 tCO₂e
- Scope 2 (Location-based): 179,050 tCO₂e
- Scope 3 (including key categories: Cat. 1, 3, 4, 5, 6, and 13): 603,306 tCO₂e
- GHG Intensity for Scope 1, 2, and 3: 182 kgCO₂e per square meter

- **Impact Valuation:**

The Company achieved reductions in Scope 1 and Scope 2 emissions compared with the base year, representing an avoided social cost of carbon valued at THB 30.2 million, thereby helping protect society from environmental and economic damages.

- **Assurance and Verification:**

The Company's environmental data was externally assured by an independent third party in accordance with ISSA 5000 and GRI Standards.

- **Science-based Alignment (SBTi Alignment):**

The Company assessed and developed an internal decarbonization pathway based on the SBTi methodology. The Board of Directors resolved to maintain the 46.2% Scope 1 & 2 reduction target, representing the most ambitious target currently achievable within existing supply chain capabilities, while prudently managing financial risk through strategic deferral pending greater clarity on international real estate sector criteria.

5. Carbon Offsetting:

- For residual emissions that cannot yet be avoided through available technologies, the Company has partnered with the Royal Forest Department, engaging specialists and local communities to plant and maintain forests under the 1 Million Trees Carbon Sink Reforestation Project to offset corporate carbon emissions.
- In 2025, a 500-rai area within Khlong Takhian National Reserved Forest, Chonburi Province, was registered under Thailand's Voluntary Emission Reduction Program (Standard T-VER). The project is expected to sequester 475 tCO₂e per year.

Information on greenhouse gas management

The company's greenhouse gas emissions

	2023	2024	2025
Total GHG emissions (Metrics tonne of carbon dioxide equivalents)	806,847.00	854,547.00	789,046.00

	2023	2024	2025
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	4,779.00	3,715.00	6,658.00
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	271,899.00	199,362.00	179,050.00
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	530,169.00	651,470.00	603,338.00

Greenhouse Gas Emissions Intensity

	2023	2024	2025
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) (*)	0.016692	0.015869	0.014457
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	142.86	139.15	131.75
Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / m ²)	0.14570731	0.14508798	0.13335095

Additional explanation : (*) Total revenues and expenses from consolidated financial statement

Information on verification of the company's greenhouse gas emissions over the past year

Verification of the company's greenhouse gas emissions over the past year

Verification of the company's greenhouse gas : Yes
emissions

List of greenhouse gas verifier entity : LRQA (Thailand) Limited

Reference link for the greenhouse-gas verifier entity : <https://sustainability.centralpattana.co.th/en/reporting-and-disclosure/assurance-statements>

Reference file for the greenhouse-gas verifier entity. : <https://esgmedia-setlink.setgroup.or.th/report/0481/2025/1774225281596.pdf>

Information on reduction and absorption of greenhouse gas

Reduction of Greenhouse Gas

	2023	2024	2025
Total reduced GHG (Metric tonnes of carbon dioxide equivalent)	8,566.11	3,281.17	1,828.18
Climate Care Platform reduced GHG (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00
Care the Bear Project (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00
Care the Whale Project (Metric tonnes of carbon dioxide equivalent)	8,566.11	3,281.17	1,828.18

Absorption and removal of Greenhouse Gas

	2023	2024	2025
Total absorbed and removal of GHG (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	0.00
Care the Wild Project (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	0.00

Remarks - This document is automatically generated based on information processed as received from the listed company on as is basis. The Stock Exchange of Thailand (SET) does not make any representations regarding accuracy, completeness, appropriateness, recency or reliability of the information contained in this document, nor does it make any guarantee of a result of the use of the information contained in this document. In no event shall SET be responsible for any loss or damage resulting from the use of this document or the information contained herein.

ESG Performance

Company Name : CENTRAL PATTANA PUBLIC COMPANY LIMITED Symbol : CPN
Market : SET Industry Group : Property & Construction Sector : Property Development

Human rights

Information on social and human rights policies and guidelines

Social and human rights policy and guidelines

- Social and human rights policy and guidelines : Yes
- Social and human rights guidelines : Employee Rights, Migrant/foreign labor, Child Labor, Consumer/customer rights, Community and environmental rights, Safety and occupational health at work, Non-discrimination, Supplier rights, Others : Rights of shareholders

Respecting human rights in business promotes workplace equality and nurtures a work environment and culture of diversity, inclusion, respect and non-discrimination. This commitment enhances the well-being of employees, tenants and suppliers, and reduces human rights risks across the supply chain that, if unaddressed, could lead to resistance from employees, suppliers and customers, potentially causing business disruptions, reputational harm and a loss of stakeholder trust.

Management Approach

1. Operate in accordance with the Respect of [Law and Principles of Human Rights Policy](#) and embed respect for human rights into company policies including Treatment of Employees Policy, Supply Chain Management Policy, Treatment of Customers Policy, Occupational Health and Safety Policy, Public Relations and Marketing Policy as well as in our [Code of Conduct and Corporate Governance Policy](#) , available at page 29, and [Code of Conduct for Suppliers](#), available at page 6. Our policies comply with applicable laws and regulations in all countries where we the UN Guiding Principles on Business and Human Rights, United Nations Global Compact (UNGC), Universal Declaration of Human Rights (UDHR) and International Labor Standards (ILO) standards.
2. Create a safe and healthy work environment where everyone is treated fairly, equally and appropriately. Uphold the human rights of employees and stakeholders including customers, employees, tenants, tenant employees, suppliers, supplier employees, business partners and vulnerable groups, while remaining vigilant in ensuring that our business is not complicit in human rights violations and strictly adhering to all applicable laws, rules and regulations.
3. Carry out human rights due diligence (HDRR) every four years and human rights risk assessment (HRRRA) every two years. Human rights risks are categorized and analyzed along the value chain including acquisition, design, construction, operations, and vulnerable groups. Each assessment cycle is guided by the Company's policies and Code of Conduct, with adjustments made based on organizational context and feedback from previous assessments.

Impact classification and approach to mitigation and remediation:

Direct: Company knowingly is involved or assists in human rights violations : Implement corrective actions to reduce impacts that are severe and affect business operations to an acceptable level.

Beneficiary: Company benefits directly from human rights abuses committed by someone else : Embed measures to prevent potential risks in the operational plans.

Silent: Failure of Company to question systematic or continuous human rights violations : Establish and implement mitigation and remediation actions for those affected by the Company's operations.

4. Review and assess human rights risks in operations across all business units and throughout the supply chain including during merger, acquisition, acquisition of shares, joint venture and other investment processes. This is fully integrated into the ESG assessment and embedded within the due diligence framework for mergers and acquisitions.
5. Adapt and apply globally accepted tools and frameworks in alignment with the UNs Protect, Respect and Remedy framework, with reviews conducted annually to ensure ongoing compliance.

Reference link for social and human rights policy and guidelines : <https://www.centralpattana.co.th/storage/sustainability/cg/cg-policy/20210604-cpn-hr-policy-en.pdf>

Information on review of social and human rights policies, guidelines, and/or goals over the past year

Review of social and human rights policies, guidelines, and/or goals over the past year

Review of social and human rights policies, guidelines, and/or goals over the past year : Yes

Changes in social and human rights policies, guidelines, and/or goals : Employee Rights, Child Labor, Consumer/customer rights, Community and environmental rights, Safety and occupational health at work, Non-discrimination, Supplier rights

Central Pattana has conducted a review of its social policies in 2025, upgrading from the original general principles outlined in the Code of Conduct into 6 specific operational policies with clear details and measurable targets, effective from May 2, 2025.

Key Changes

1. Social and Community Policy

- Defines 5 core dimensions: economic development, quality of life, education, cultural conservation, and impact management
- Supports community business initiatives, fair employment, and vocational training
- Creates educational opportunities and youth skill development
- Respects and promotes community culture and identity
- Assesses and mitigates negative social impacts through continuous monitoring
- Covers the entire value chain (business partners, contractors, communities)

2. Intellectual Property Policy

- Protects all IP rights including creative works, innovations, trademarks, patents, copyrights, and trade secrets
- Manages IP systematically from registration and protection to utilization
- Builds awareness among employees, business partners, and allies
- Prevents infringement of both third-party and company IP
- Establishes a fair IP dispute resolution mechanism

Aligns with laws and international standards in the digital age

3 . Safety and Occupational Health Policy

Scope of Coverage:

- Permanent employees, contractors, temporary staff, business partners, and external parties working on company premises
- All business units (head office, shopping centers, residential projects, office buildings)

Specific Practices:

- Strict compliance with laws and ISO 45001 standards
- Continuous risk assessment and management
- Regular training and awareness programs
- Open reporting channels for hazards with no negative repercussions
- Provision of protective equipment and infrastructure maintenance

Consideration of impacts on surrounding communities

4. Public Relations and Marketing Policy

Objectives:

- Build organizational transparency and credibility
- Set communication standards aligned with international best practices
- Strengthen brand image and stakeholder relationships
- Reduce risks from inappropriate communication and marketing

Core Principles:

- Conduct PR and marketing activities responsibly, transparently, and fairly
- Provide accurate, complete, and verifiable information without distortion
- Communicate ethically and equitably, with equal access to information
- Prioritize data security in the digital age
- Consider social and environmental impacts

Maintain crisis management and complaint resolution mechanisms

5. Procurement and Supplier Relations Policy

Objectives:

- Ensure transparency and fairness in procurement without discrimination
- Promote supply chain sustainability through human rights, environmental management, and business ethics
- Prevent and manage supplier-related risks through continuous assessment and monitoring
- Build long-term partnerships with suppliers through support and development

Core Practices:

- Uphold environmental conservation and circular economy principles
- Support local communities and SMEs
- Protect human rights throughout the supply chain
- Apply ESG (Environmental, Social, Governance) performance indicators
- Report on sustainability transparently
- Promote innovation and technology adoption

Maintain a whistleblower protection mechanism

6. Legal Compliance and Human Rights Policy

Expanded Scope Covering:

- Board of directors, executives, employees at all levels, and business partners across the value chain

Key Principles:

- Comply with Thai and international law

- Respect the Universal Declaration of Human Rights and the UN Guiding Principles on Business and Human Rights (UNGPs)
- Adhere to ILO (International Labour Organization) standards
- Prevent all forms of human rights violations:
 - Prohibition of child labour and forced labour
 - Prohibition of discrimination
 - Guarantee safe working conditions
 - Respect freedom of association and collective bargaining
 - Protect personal data
- Conduct regular Human Rights Due Diligence
- Maintain complaint and remedy mechanisms for affected parties
- Provide training and awareness programs at all levels

Governance Structure Changes

All policies have a clear governance structure:

- Board of Directors Approves and oversees
- Senior Management Allocates resources and coordinates
- Relevant Business Units Develops practices and monitors outcomes
- Employees Complies and reports violations
- Business Partners / Stakeholders Supports and adheres to policies

Enforcement Mechanisms and Penalties

All policies include:

- Training programs delivered through multiple channels
- Whistleblowing channels with complainant protection
- Disciplinary measures for violators
- Policy review at least once per year

Information on compliance with human rights principles and standards

Compliance with human rights principles and standards

Human rights management principles and standards : The UN Guiding Principles on Business and Human Rights, ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy, Others : Universal Declaration of Human Rights: UDHR

Information on Human Rights Due Diligence : HRDD

Human Rights Due Diligence : HRDD

Does the company have an HRDD process : Yes

1. We adopted the Human Rights Due Diligence (HRDD) for Listed Companies framework, developed by the Securities and Exchange Commission (SEC) in collaboration with the Faculty of Law, Chulalongkorn University, for the 2024-2025 assessment cycle. The assessment was conducted

in two stages: small groups of experts identified significant human rights risks, which were then incorporated into an online questionnaire. The target population of the survey was defined as: all employees (including subsidiaries, joint ventures and affiliated companies), as well as outsourced workers (sampled). The assessment criteria and analytical framework were developed based on the UNDP United Nations Guiding Principles on Business and Human Rights, the DIHR Danish Institute for Human Rights, the Community Insights Group and HRIA Toolkit.

A total of 23% of employees participated in the survey, achieving 230% of the target set.

2. The ten human rights risk issues identified from the online survey were analyzed together with the findings from the HRDD assessment, which highlighted eight issues (grouped by category). These were finalized as salient issues, outlined as follows:

- (1) Human rights: Management of occupational safety, health and environment
- (2) Labor rights and human rights: Respect, protection and promotion of equity, equality and non-discrimination, along with preventing the abuse of power.
- (3) Labor rights: Freedom of association, collective bargaining and negotiation including the right to advocate for welfare and to report unfair labor practices

3. We structured our action plan into two parts: mitigation actions to address salient human rights issues specifically safety concerns in high-risk projects, which account for 28% of all shopping center and community mall projects; and remediation actions for labor rights

and human rights risks across the organization including high-risk supply chains, as identified through our assessments.

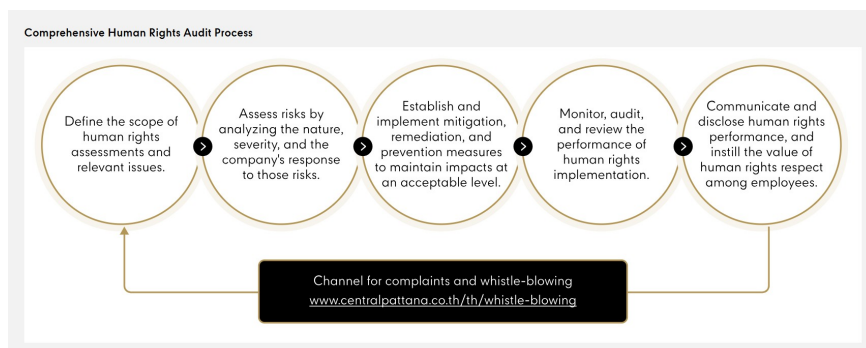
4. Oversight is provided by the Corporate Governance Communication and Sustainable Development Working Group, the Occupational Safety, Health and Environment Working Group, and other units responsible for audit and inspection. These teams ensure compliance with the Company's procedures and protocols for investigation, prevention, resolution, communication and monitoring.

The company's human rights audits and risk assessments cover the following aspects:

- o Freedom of Association and Fair Labor Practices: Ensuring employees have the right to negotiate, bargain collectively, form groups, or request benefits. Employees should be able to report unfair labor practices through unions or designated welfare committees.
- o Protection Against Forced Labor: Safeguarding individuals from all forms of forced or coerced labor, including situations where individuals are compelled to work against their will under circumstances they cannot refuse.
- o Equality, Non-Discrimination, and Workplace Ethics: Upholding equal rights, fairness, and non-discrimination while preventing misuse of authority or unethical conduct in the workplace.
- o Occupational Health, Safety, and Work Environment Standards: Implementing appropriate safety measures, occupational health protections, and maintaining a work environment that meets established standards.
- o Child Labor and Vulnerable Groups: Ensuring that no child labor is involved in any business operations, and monitoring business partners to prevent inappropriate treatment of vulnerable groups, such as persons with disabilities, in compliance with company guidelines and legal requirements.
- o Personal Data Protection and Privacy Rights: Managing employees' and supply chain partners' personal data securely and efficiently, in accordance with the Personal Data Protection Act (PDPA).
- o Rights of Local Communities and Indigenous Groups: Preventing violations such as land encroachment, destruction of livelihoods, and environmental degradation (e.g., pollution, wastewater, noise, dust, and waste) that may negatively impact local communities and indigenous groups.
- o Prevention of Human Rights Violations and Harassment: Addressing issues such as physical and verbal harassment related to gender identity, dress, beliefs, religion, or any other aspect, whether from colleagues, customers, business partners, or external agencies.

- o Water Resource Management: Ensuring responsible water usage in compliance with regulations to minimize the impact on communities and others' water rights. This includes avoiding excessive water consumption, wastewater discharge, and ensuring suppliers adhere to environmentally responsible water management practices.
- o Waste, Pollution, and Hazardous Material Management: Implementing proper and efficient waste, pollution, and hazardous material management to minimize environmental impact.

HRDD process diagram



CPN_Comprehensive Human Rights Audit Process

Information on other social management

Plans, performance, and outcomes related to other social management

Human Rights, Occupational Health & Safety Management

GRI 403-1, 403-2, 403-9, 403-10 | GRI 406-1 | GRI 407-1 | GRI 408-1 | GRI 409-1

1. Human Rights Action Plan & System Development

Central Pattana is firmly committed to respecting human rights throughout its value chain. In the past year, the Company collaborated with the International Finance Corporation (IFC) to systematically review and strengthen its operations under the Sustainable Linked Loan Framework. The findings from this review provided a valuable opportunity for the Company to further develop and reinforce its human rights measures, both at the organizational level and in the oversight of contractors and suppliers.

The Company has defined a two-phase human rights action plan as follows:

Phase 1 : Immediate Actions

- Strengthening the grievance mechanism by improving complaint channels to be more accessible and user-friendly for all worker groups, ensuring that the voices of employees and laborers are heard effectively
- Upgrading worker accommodation and rest facilities by developing an improvement plan for external contractors' rest areas to ensure living conditions meet appropriate standards
- Communicating human rights policies throughout the supply chain via circular letters to suppliers covering the Company's policies, practices to prevent Debt Bondage and fundamental labor rights violations, and compliance assessment guidelines
- Expanding human rights training to cover employees across all branches, ensuring comprehensive awareness at every level of the organization

Phase 2 : Systemic Measures

- Developing a comprehensive GBVH (Gender-Based Violence and Harassment) management plan at both corporate and site levels, covering the oversight of external labor, migrant worker safety management, recruitment, training, and systematic complaint recording

Enhancing human rights and GBVH training while developing a gender equity policy and a clear, measurable action plan

2. Occupational Health & Safety Performance

GRI 403-9, 403-10

The Company regards workplace safety as a fundamental right to which every employee and worker is entitled encompassing both physical safety and psychological well-being. The occupational health and safety performance results for 2025 are as follows:

Indicator	Employees	Contractors
Fatality	0	0
High-consequence incidents	0	0
Recordable cases	6	14
Lost Time Injury Frequency Rate (LTIFR)	2	3
Occupational illness	0	0

While recordable case statistics have changed from the prior year, the Company confirms that in 2025 there were zero fatalities, zero high-consequence incidents, and zero cases of occupational illness reflecting the effectiveness of the organization's health and safety risk control systems.

Root Cause Analysis & Response

A review of all incidents throughout 2025 identified the primary contributing factors as Unsafe Acts - including failure to use personal protective equipment (PPE) and non-compliance with safety procedures, as well as improper equipment placement, insufficient pre-work inspections, and hazardous environmental conditions such as slippery surfaces or deteriorated equipment.

A notable incident this year involved an electrical shock sustained by an M&E contractor. The response team successfully saved the worker's life through timely CPR administration and rapid hospital transfer - demonstrating the preparedness of the workforce and the effectiveness of the organization's emergency response system. All incidents recorded during the year received prompt responses, with immediate corrective and preventive measures implemented.

Safety Enhancement Measures

To prevent recurrence and build a proactive safety culture, the Company has implemented the following key measures:

- Intensifying safety training and communication, with emphasis on correct PPE usage and pre-work area inspections before commencing any task
- Elevating standards for electrical work and work at height, through strict enforcement of Lockout-Tagout procedures and secure equipment fastening requirements
- Conducting regular inspections of work areas and equipment by safety teams in collaboration with contractors, to proactively identify and address risk factors
- Promoting a prevention-first safety culture through alert systems, safe behavior observation programs, and recognition for employees who consistently adhere to safety standards

The Company remains committed to creating a working environment that is safe and respectful of the dignity of every worker, treating safety and human rights as foundational pillars of sustainable business operations.

Information on incidents related to legal or social and human rights violations

Number of cases and incidents of significant legal or social and human rights violations

	2023	2024	2025
Total number of cases or incidents of significant legal or social and human rights violations (cases)	1	0	0
Total number of cases or incidents leading to significant labor disputes (cases)	1	0	0
Total number of incidents or complaints related to consumer rights violations (cases)	0	0	0
Total number of incidents or complaints related to business partners rights violations (cases)	0	0	0
Total number of cases or incidents leading to disputes with the community/society (cases)	0	0	0
Total number of cases or incidents related to cybersecurity or customer data breaches (cases)	0	0	0
Total number of cases or incidents related to workplace safety and occupational health (cases)	0	0	0

Details of incidents and corrective measures for significant social and legal violations

Year of incident	Details	Progress status
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Year of incident	Details	Progress status
2023	<p>Incident</p> <p>The Company identified an incident involving a management-level employee who violated the Corporate Code of Conduct and the workplace harassment policy.</p> <p>Impact that occurred or is expected to occur</p> <p><u>Non-financial impact</u></p> <p>The incident impacted the psychological safety and working environment of those involved. The Company considers this a material issue affecting employee well-being and our organizational culture of mutual respect.</p> <p>Corrective or remedial measures</p> <p>Decisive Action: Following a fair and transparent investigation conducted jointly by Internal Audit and Human Resources, the Company immediately terminated the employment of the offender, firmly enforcing our Zero Tolerance policy against all forms of harassment.</p> <p>Remediation & Risk Prevention: The Company initiated proactive communication across all employee levels to restore confidence in a safe working environment. Furthermore, we have reinforced awareness regarding respect for human dignity and strengthened our whistleblowing mechanisms to prevent any future occurrences.</p>	Incident no longer subject to action

Fair labor practice

Disclosure boundary in fair labor practice in the past years

Boundary type	:	Project
Total number of disclosure boundaries	:	81
Actual number of disclosure boundaries	:	81
Data disclosure coverage (%)	:	100.00

Information on employees and labor management plan

Employees and labor management plan

The company's employee and labor management plan	:	Yes
Employee and labor management plan implemented by the Company in the past year	:	Fair employee compensation, Employee training and development, Promoting employee relations and participation, Migrant/foreign labor, Child labor, Safety and occupational health at work

Management Approach

1. Establish policies and implementing guidelines related to personnel including the [Treatment of Employees Policy](#), [Anti-Corruption Policy](#), [Anti-Money Laundering Policy](#), [Political Participation Policy](#), [Responsibility for the Company's Assets Policy](#) and [Respect for Law and Principles of Human Rights Policy](#). Our management practices align with the standards of the International Labour Organization (ILO), United Nations Global Compact (UNGC), and relevant national and international laws. At Central Pattana, our organizational culture is driven by four core beliefs and values rooted in sustainability principles, guiding us toward becoming an Employer of Choice.
2. As part of the Organizational Transformation plan, we have established a People Development strategy, leveraging digital technology to optimize people management processes and enhance the overall employee experience in recruitment, development, retention, performance evaluation, communication and organizational culture building.
3. Respect the human rights of all employees by ensuring fair and equal treatment and supporting them to protect their rights. Employees can report any misconduct or inappropriate incidents through the Whistleblower system.
4. Utilize the Human Resource Information System, CneXt, to enhance workforce management by collecting and analyzing data, providing real-time insights and scenario forecasts for improved efficiency and faster processes.
5. Establish recruitment guidelines in line with the Human Rights Policy and develop workforce plan and Build & Buy strategy, with workforce data analysis and forecasting through the CneXt system to support recruitment efforts via both internal channels within the company and Central Group as well as external sources.
6. Organize the employee development framework into three pathways: Functional Competency, Leadership Development and Talent and Succession, following the 70-20-10 learning model. Employees use the CneXt system to create personalized development plans and define their career goals.
7. Use the Objectives and Key Results (OKRs) framework to set goals and measure employee performance at all levels. The CneXt system integrates the performance evaluation process from OKR goal-setting to salary reviews and links performance data to career planning.

and development.

8. Prioritize the well-being of employees by fostering positive relationships and creating a work environment that support their daily needs through the following:

8.1 Establishing workplace policies and welfare programs.

8.2 Setting up Welfare Committees to drive and promote employee welfare policies and Occupational Safety, Health and Environment Committees at both the corporate and branch levels to develop and implement workplace safety policies and plans.

8.3 Creating Workplace, a dedicated department to oversee and improve working conditions based on employee feedback.

8.4 Organizing employee engagement activities under the YOU Dee Mee Sook: Well-being framework, focusing on physical, mental financial and social well-being.

9. Strengthen organizational culture, which is underpinned by our four beliefs, to drive a culture of corporate governance, respect for human rights, risk management, under Governance, Risk Management & Internal Control and Compliance or GRC management approach and a robust workplace safety culture.

10. Conduct the CG Voice employee engagement survey annually to gather feedback and understand employees needs which consists of (1) employee satisfaction and adhere to corporate purpose (2) work environment and job satisfaction (3) organizational culture (4) Happiness and work stress management (5) Superior (6) Value and purpose of work - to continuously improve work processes. The results along with factors influencing employee engagement are analyzed and used to guide each units management team in developing employee engagement action plans. OKRs are set for managers who have direct reports.

Treatment of employees policy

1. Central Pattana provides fair employment conditions so that employees may receive proper remunerations according to their knowledge, ability, potential, and performance, based on transparent and fair principles, in line with the Companys performance and comparable to other companies in the same business.

2. Central Pattana suitably manages and develops its personnels knowledge, skills, experiences, and incentives.

3. Central Pattana provides a process of selection, appointment, transfer, welfare, awards, termination of employment, and punishment of employees, based on transparency, accountability, honesty, and fairness.

4. Central Pattana encourages employees to widely and continuously develop and exchange knowledge and ability.

5. Central Pattana is committed to oversee a working environment that is safe to health, life, and property of employees.

6. Central Pattana must provide key information to employees so that they may be aware of the Companys performance and actual situations.

7. Central Pattana encourages dialogue between the Company and the employees or representatives of the employees to present information to the Companys decision-makers so as to improve the quality of the workplace in view of joint development.

8. Central Pattana equally respects the rights of expression of all employees without intervention; also, sets up a process of hearings and complaints in a proper and fair manner.

9. Central Pattana promotes supporting activities so that employees may have a balanced life, whether related to work, education, recreation, or family.

Respect of law and principles of human rights policy

1. Central Pattana employees must thoroughly understand and strictly obey the law relating to ones own duties and responsibility. If in doubt, seek advice from the legal department or a legal adviser. Avoid acting based on ones own interpretation.

2. When working abroad, study the law, customs, traditions, and cultures of that country before undertaking any activity concerning the companys business so as not to violate them.

3. Central Pattana promotes and respects the protection of human rights, and ensure that the Companys business is in line with human rights concerning forced labor or child labor.

4. Central Pattana employees must respect and provide fair treatment to all stakeholders based on fairness, human dignity, non-discrimination of origin, race, gender, age, skin color, religion, physical state, status, or birth.

5. Central Pattana promotes compliance with human rights within the Company and encourages subsidiary companies, investors, business partners, and all stakeholders to observe the international standards of the principles of human rights.

6. Central Pattana protects the rights of stakeholders affected by the violation of their rights as a result of the Companys operation by considering compensation no lower than the rate stipulated by law.

Safety and occupational health policy

1. Central Pattana must respect the law, rules, and other regulations concerning safety and occupational health in operating business.

2. Central Pattana arranges for sufficient, efficient practices and action plans on safety and occupational health.

3. Central Pattana arranges for sufficient, efficient, and proper security and alarm systems within the offices and factories under the Companys management.

4. Central Pattana must prevent and control risk that may cause loss due to accidents, injuries, or illness from work, lost or damaged property, improper working methods, and other potential mistakes.

5. Central Pattana creates measures to strictly monitor the readiness of employees, business partners and affiliated entitle who involved in the operation. To reduce the risk which is caused by work or related to work.

6. Employees at all levels are responsible for monitoring and complying with the rules, regulation, standard and instruction on Safety and occupational health of themselves and teams. Supervisors must provide education and understanding among employees as well as ensure that the policy and guidelines of prevention and control guidelines are published, to prevent and control risk that may cause accidents. They shall foster the health of the employees according to their risk that they are responsibility to discharge.

7. Central Pattana sufficiently and efficiently arranges for public relations and communication to bring about understanding and disseminate information on safety and occupational health to employees as well as stakeholders.

8. Central Pattana continuously and regularly assesses and monitors work on safety and occupational health relating to business. Transparently report and disclose information on the process of safety and occupational health through appropriate channels and allow stakeholders to participate by commenting on issues which related to health and safety.

9. Central Pattana arranges for continuous and regular preparation in case of emergencies that may cause disruption to business operation or cause damage to the Company's reputation and image.

Code of Conduct for Supplier

Labour Welfare & Human Rights

1. Fair and Equal Treatment

- Treat each person fairly based on their individual merit, respecting the principles of human rights, equality, and non-discrimination. This fairness should extend regardless of place of birth, origin, race, nationality, ethnicity, union status, gender, sexual orientation, age, skin color, religious belief, expression of views, physical disability, marital status or any other characteristic.
- Prevent any form of undue or sexual harassment of employees and other stakeholders, both physically and mentally

2. Labour Protection

- Refrain from hiring illegal underage labour and child labour.
- All employees must receive all protections as specified by law including developing and enhancing the proper quality of life and work protections.
- In hiring foreign labour, suppliers must observe all laws.
- Allocate suitable lodgings for labour on construction sites with due regard for safety and hygiene, while allocating separate lodgings for children away from such sites.
- Female employees must not be made to work in a manner that may jeopardize their health and safety. In the case of pregnancy, a supplier must provide employees with all protections and benefits as required by law.
- Refrain from depriving the freedom of association and collective bargaining rights of employees in accordance with the law.

3. Forced Labour

- Refrain from any forced labour that individuals have not entered into voluntarily. This includes human trafficking, which is the recruitment, transportation, transfer, harboring, or receipt of persons through threats, slave-like treatment of labour, debt bondage labour, physical and mental punishment in all forms.
- Labour can enjoy holidays or end employment as defined by law if justified and notified to suppliers

4. Wages, Benefits and Working conditions

- Allocate wages commensurate with knowledge, ability, and caliber, suiting employees merit and no lower than the standards prescribed by law. • Allocate work hours, overtime hours, and holidays as prescribed by law. Also, consider the physical conditions and mental demands that exist in the workplace.
- Overtime or holiday work must be voluntary.

Occupational Health & Safety

1. Safety Work Environment

- Strictly comply with all occupational health and safety laws.
- Promote and preserve the safety of employees and related parties by establishing and enhancing safety and hygiene in workplace.
- Put in place basic and adequate essential amenities and equipment to lower risks of accidents and health impacts arising from job performance, together with suitable first-aid equipment at the workplace.
- Provide monitoring and reporting systems on occupational health and safety in a transparent and ethical manner.
- Develop emergency plans for assorted work scenarios, including evacuation plans for labour/employees and training plans, and conduct regular drills.
- Promote a safety culture and provide training courses on risk assessment and risk control including safety standards and laws, for all employees and subcontractors.

2. Products & Services Quality and Safety

- Certify safety standards of products or services hired by the Company with primary regard for the safety of employees, customers, and related parties.

Reference link for employee and labor management plan : <https://www.centralpattana.co.th/storage/sustainability/corporate-governance/code-of-business-conduct/20231122-cpn-code-conduct-cg-en.pdf#page=32>

Page number of the reference link : 32, 29, 35

Information on setting employee and labor management goals

Setting employee and labor management goals

Does the company set employee and labor management goals? : Yes

Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
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Target(s)	Indicator(s)	Base year(s)	Target year(s)
<ul style="list-style-type: none"> • Fair employee compensation • Employee training and development • Promoting employee relations and participation • Migrant/foreign labor • Child labor • Safety and occupational health at work • Non-discrimination • Others : 1. Employee Engagement 2. Employee Productivity 	<ol style="list-style-type: none"> 1. CG Voice Rating 2. Human Capital Return on Investment (HCROI) 	<p>2025: Maintain or improve performance compared to the previous year.</p>	<p>2025: 1. No Labor Disputes, including unfair employee compensation, illegal labor practices such as child labor, forced labor, illegal migrant labor, and workplace discrimination.</p> <p>2. Employee Training and Development, All employees at every level have passed the learning assessment on the topic of corporate ethics and have undergone development according to the personnel development plan at 100%.</p> <p>3. Maintain Employee Engagement at no less than 85%.</p> <p>4. Occupational Health and Safety</p> <p>4.1 Zero workplace fatalities among employees and contractors.</p> <p>4.2 Zero severe workplace injuries among employees and contractors.</p> <p>4.3 Zero cases of occupational diseases among employees and contractors.</p> <p>5. Develop employee productivity by at least 5% per year</p>

Information on performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management : Yes

Employee and Labor Management Performance & Outcomes

GRI 401-1 | GRI 404-1 | GRI 404-2

In 2025, Central Pattana managed and developed its workforce under the vision "Imagining Better Futures for All", guided by four core organizational values Dynamism, Customers, Communities, and Collaboration to foster a fair working environment, enhance employee potential, and support holistic well-being throughout every stage of the employee journey.

1. Fair Employment & Diversity

The Company upholds the principles of fair labor treatment and non-discrimination. In 2025, no disputes related to unfair employment practices were recorded. The Company maintains a 50:50 gender balance across all levels, including senior management, and ensures pay equity between genders at every level. The gender pay ratio (female-to-male) stands at 0.9 for senior executives, 1.04 for middle management, 1.05 for junior management, and 0.92 for operational staff reflecting performance evaluations grounded in genuine competency, free from gender bias.

2. Capability Development & Training

The Company places strong emphasis on systematic and continuous people development. In 2025, 100% of employees received development under their Individual Development Plans and completed the Corporate Code of Conduct assessment, with an average of 29 training hours per person per year across 7 key areas:

Training Category	Coverage (persons)	% FTE	Key Courses
Environment	4,258	72.07%	Environmental & GHG management, waste sorting, green building standards, ISO 14001
Social	1,863	31.53%	Human rights, competency & role-based skill development
Governance	166	2.81%	Workplace ethics, anti-corruption, grievance mechanisms
Operational Quality Standards	163	2.76%	ISO operational quality standards
Occupational Health & Safety	1,212	20.51%	Emergency response (fire evacuation, firefighting, chemical hazards, active shooter, disasters, earthquake), workplace safety, infectious disease prevention, LPG site operations, ISO 45001
Corporate Code of Conduct	5,908	100%	Central Group Corporate Code of Conduct
Digital Transformation	5,197	87.97%	AI, Microsoft technology updates, phishing & cyber fraud awareness

Key development programs include the Internal Trainer Program, which provides formal certification to in-house trainers, and the Power of Dream Program, which invites employees at all levels to propose innovations generating an ROI of 5.3x in 2025. The Company also drives Reskill/Upskill initiatives in digital and sustainability competencies under an Agile & Flexible Working model, effectively aligning employee growth aspirations with organizational direction.

3. Employee Engagement & Well-being

The Company operates the "YOU dee, Mee Suk" Well-being Program, providing comprehensive support across physical, mental, and financial dimensions. The program includes confidential psychiatric counseling, annual health check-ups, stress-relief activities such as massage, Yoga, Piloxing, and Zumba, cross-departmental Sports Clubs, and a Financial Wellness Program to support retirement readiness. A dedicated Employee Welfare Committee separate from the Safety Committee, comprising 10 employee representatives has been established to channel employee needs into organizational policy decisions.

As a result, the Employee Engagement Index reached 88% in 2025, increasing 6.02% year-on-year and surpassing the target of 85%. Meanwhile, the voluntary turnover rate declined to 12.6% (down 6.11%), reflecting the effectiveness of building a workplace where employees feel trusted and motivated to grow alongside the organization.

4. Productivity & Organizational Performance

Employee Productivity in 2025 stood at 5.41, increasing 6.9% from 2024 demonstrating that investment in people development and employee engagement translates directly into tangible business performance gains. The Company also promotes a culture of giving through the CPN Volunteer program, engaging over 700 employee volunteers per year to create shared value between the organization and its communities.

5. National & International Recognition

Central Pattana's achievements in human capital management were recognized across **6 prestigious awards** at both national and international levels in 2025.

- The Company was ranked **No. 7 on the Best Workplaces Thailand 2025** list by **Great Place to Work**, with certification valid from May 2025 to May 2026 reflecting a workplace culture where employees genuinely trust, take pride in, and feel cared for by their organization.
- At the **Future Trends Awards 2025** (national level), the Company received 3 awards: **The Most Corporate Transformation**, recognizing its people-centered approach to organizational change; and **Most Attractive Employer** for both workers under 35 and over 35, demonstrating the Company's ability to design meaningful work experiences that resonate across a multi-generational workforce.
- At the **Employee Experience Awards Thailand 2025** (Asia level), the Company received 2 Bronze awards: **Best In-House Certification Programme** for the Internal Trainer Program, and **Best Soft Skill Training Programme** for its leadership, teamwork, and communication development initiatives. Together, these awards affirm Central Pattana's commitment to being an employer of choice that creates lasting value for its people.

Information on employment

Employment

	2023	2024	2025
Total Employment (Person)	14,610	12,046	14,601
Percentage of employees to total employment (%)	38.66	50.98	41.02
Percentage of non-employee workers to total employment (%)	61.34	49.02	58.98
Total employees (persons)	5648	6141	5989
Male employees (persons)	2813	3085	2984
Percentage of male employees (%)	49.81	50.24	49.82
Female employees (persons)	2835	3056	3005
Percentage of female employees (%)	50.19	49.76	50.18
Total of workers who are not employees (Person)	8,962	5,905	8,612

Number of employees categorized by age

	2023	2024	2025
Total number of employees under 30 years old (Persons)	1,117	1,223	1,067
Percentage of employees under 30 years old (%)	19.78	19.92	17.82
Total number of employees 30-50 years old (Persons)	4,007	4,301	4,275
Percentage of employees 30-50 years old (%)	70.95	70.04	71.38
Total number of employees over 50 years old (Persons)	524	617	647

	2023	2024	2025
Percentage of employees over 50 years old (%)	9.28	10.05	10.80

Number of male employees categorized by age

	2023	2024	2025
Total number of male employees under 30 years old (Persons)	465	539	460
Percentage of male employees under 30 years old (%)	16.53	17.47	15.42
Total number of male employees 30-50 years old (Persons)	2,054	2,206	2,169
Percentage of male employees 30-50 years old (%)	73.02	71.51	72.69
Total number of male employees over 50 years old (Persons)	294	340	355
Percentage of male employees over 50 years old (%)	10.45	11.02	11.90

Number of female employees categorized by age

	2023	2024	2025
Total number of female employees under 30 years old (Persons)	652	684	607
Percentage of female employees under 30 years old (%)	23.00	22.38	20.20
Total number of female employees 30-50 years old (Persons)	1,953	2,095	2,106
Percentage of female employees 30-50 years old (%)	68.89	68.55	70.08
Total number of female employees over 50 years old (Persons)	230	277	292

	2023	2024	2025
Percentage of female employees over 50 years old (%)	8.11	9.06	9.72

Number of employees categorized by position

	2023	2024	2025
Total number of employees in operational level (Persons)	3,456	3,668	3,493
Percentage of employees in operational level (%)	61.19	59.73	58.32
Total number of employees in management level (Persons)	2,171	2,446	2,470
Percentage of employees in management level (%)	38.44	39.83	41.24
Total number of employees in executive level (Persons)	21	27	26
Percentage of employees in executive level (%)	0.37	0.44	0.43

Number of male employees categorized by position

	2023	2024	2025
Total number of male employees in operational level (Persons)	1,816	1,964	1,873
Percentage of male employees in operational level (%)	64.56	63.66	62.77
Total number of male employees in management level (Persons)	984	1,108	1,099
Percentage of male employees in management level (%)	34.98	35.92	36.83
Total number of male employees in executive level (Persons)	13	13	12

	2023	2024	2025
Percentage of male employees in executive level (%)	0.46	0.42	0.40

Number of female employees categorized by position

	2023	2024	2025
Total number of female employees in operational level (Persons)	1,640	1,704	1,620
Percentage of female employees in operational level (%)	57.85	55.76	53.91
Total number of female employees in management level (Persons)	1,187	1,338	1,371
Percentage of female employees in management level (%)	41.87	43.78	45.62
Total number of female employees in executive level (Persons)	8	14	14
Percentage of female employees in executive level (%)	0.28	0.46	0.47

Number of employees categorized by department over the past year

Department / Line of work / Unit / Business group	Number of employees (persons)
Science, Technology, Engineering and Mathematics (STEM)	685
Revenue Generating Function	2,594
Supporting Function	2,710
Total number of employees	5,989

Significant changes in the number of employees

Significant changes in number of employees over the : No
past 3 Years

Number of male employees working in Thailand

	2023	2024	2025
Total male employees working in Thailand (Person)	2,763	3,039	2,936
Bangkok Metropolitan (Person)	1,603	1,692	1,656
Northern (Person)	285	213	223
Central (Person)	0	165	121
Northeastern (Person)	326	397	383
Southern (Person)	288	308	309
Eastern (Person)	261	264	244

Number of female employees working in Thailand

	2023	2024	2025
Total female employees working in Thailand (Person)	2,797	3,020	2,972
Bangkok Metropolitan (Person)	1,798	1,855	1,853
Northern (Person)	229	162	186
Central (Person)	0	168	133
Northeastern (Person)	257	322	308
Southern (Person)	246	248	264
Eastern (Person)	267	265	228

Number of employees working abroad

	2023	2024	2025
Total employees working abroad (Person)	88	82	81

	2023	2024	2025
Total male employees working abroad (Person)	57	46	48
Total female employees working abroad (Person)	31	36	33

Employment of workers with disabilities

	2023	2024	2025
Total employment of workers with disabilities (persons)	17	22	31
Percentage of disabled workers to total employment (%)	0.12	0.18	0.21
Total number of employees with disabilities (Persons)	2	7	7
Total male employees with disabilities (persons)	2	4	7
Total female employees with disabilities (persons)	0	3	0
Percentage of disabled employees to total employees (%)	0.04	0.11	0.12
Total number of workers who are not employees with disabilities (persons)	15	15	24
Percentage of disabled non-employee workers to total non-employee workers (%)	0.17	0.25	0.28
Contributions to empowerment for persons with disabilities fund	Yes	Yes	No

Information on compensation of employees

Employee remuneration by gender

	2023	2024	2025
Total employee remuneration (baht)	4,971,000,000.00	5,301,000,000.00	5,539,000,000.00
Total male employee remuneration (baht)	2,416,000,000.00	2,659,000,000.00	2,682,000,000.00
Percentage of remuneration for male employees (%)	48.60	50.16	48.42
Total female employee remuneration (baht)	2,555,000,000.00	2,642,000,000.00	2,857,000,000.00
Percentage of remuneration for female employees (%)	51.40	49.84	51.58
Average of remuneration of employees (Baht/persons)	880,134.56	863,214.46	924,862.25
Average of remuneration for male employees (Baht/persons)	858,869.53	861,912.48	898,793.57
Average of remuneration for female employees (Baht/persons)	901,234.57	864,528.80	950,748.75
Rate of average of remuneration between female employees and male employees	1.05	1.00	1.06

Information on provident fund management

Provident fund management policy and guidelines

Provident fund management policy and guidelines : Yes

Central Pattana maintains a provident fund management policy focused on building long-term financial security for its employees, administered with transparency and fairness in accordance with Good Governance principles and the Company's ESG standards.

Fund Establishment & Membership Eligibility

The Company has established a provident fund to systematically promote retirement savings among its workforce. All employees who have successfully completed their probationary period are eligible to join the fund on a 100% voluntary basis. Members may select their contribution rate according to their individual financial capacity, within a range of 35% of monthly salary, with the right to adjust their contribution rate annually. The Company makes matching contributions at a defined rate to jointly cultivate a culture of savings discipline and enhance long-term returns for employees.

Fund Manager Selection

The Company carefully selects fund managers based on credibility and a proven track record of delivering strong returns. Employees are empowered to choose investment options suited to their individual risk tolerance, ensuring that retirement savings are managed in alignment with each employee's personal financial goals.

Support for the Provident Fund Committee

The Company actively supports the Provident Fund Committee by encouraging and facilitating members' participation in training and continuous knowledge development in fund governance and management. This is aimed at strengthening the Committee's capacity to oversee and administer the fund to international standards, thereby effectively safeguarding the interests of all fund members.

Overview of methods for determining employee and employer contribution Rates

The Company recognizes the importance of human capital as a valuable organizational asset and has established a provident fund contribution policy for employees as part of its welfare benefits and long-term employment incentive program. The details are as follows:

Contribution Rates by Position Level

The Company has determined contribution rates corresponding to the level of responsibility for each employee tier:

- **Management Level** from Team Leader 3 or equivalent to Manager, up to Management 2 or equivalent to Head of Department: The Company contributes 5% of their contribution

- **Operational Level** from Operation or equivalent to Staff, up to Team Leader 2 or equivalent to Assistant Manager:

The Company contributes 3% of their contribution

Additional Benefits Based on Years of Service

To foster loyalty and incentivize long-term commitment to the Company, contribution rates are structured according to tenure. Employees with 8 years or more of service receive 100% of the designated contribution rate from the Company. For employees with less than 8 years of service, contributions are proportionally reduced based on tenure, beginning with those who have completed 3 years of service, who receive 50% of the designated contribution rate from the Company.

This policy reflects the Company's commitment to ensuring employees' long-term financial security while serving as a key strategic initiative for retaining quality personnel within the organization.

Participation in provident fund membership

Details of provident fund participation

Number of employees joining in PVD (persons)

	2023	2024	2025
Number of employees eligible to participate in PVD (persons)	5589	6015	5861
Number of employees joining in PVD (persons)	3552	3825	3933

	2023	2024	2025
Number of PVD members / Total employees (%)	62.89	62.29	65.67
Number of PVD members / Total eligible employees (%)	63.55	63.59	67.10

Amount of provident fund

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	998,834,466.00	109,897,877.00	120,744,988.00
Total amount of provident fund contributed by employee (baht)	136,277,846.00	155,840,101.00	174,288,976.00

Summary of employee PVD participation over the past year

Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)
CENTRAL PATTANA PUBLIC COMPANY LIMITED	Yes	5,989	5,861	3,933	65.67	67.10

Policy and guidelines on promoting savings through the provident fund for non-participating employees

Policy and guidelines on promoting savings through the provident fund for non-participating employees (PVD) : Providing education or information on selecting appropriate investment policies

Providing education or information on selecting appropriate investment policies

Central Pattana recognizes that sound investment decision-making requires a solid foundation of knowledge and understanding. The Company therefore establishes clear policies and practices to provide provident fund members with comprehensive and ongoing investment education, enabling employees to select investment policies that align with their individual financial goals and risk tolerance.

Investment Education for Employees

The Company regularly provides fundamental investment knowledge and information to fund members, covering the types of available investment policies, the risk-return profiles of each option, and the key factors employees should consider when selecting an appropriate investment policy such as age, savings horizon, financial goals, and individual risk capacity. This ensures that every employee is equipped to make informed investment decisions with confidence.

Support from the Fund Manager

The Company collaborates with its fund manager to deliver Financial Literacy activities for employees, including seminars and workshops designed to help members understand the characteristics and differences between investment policy options, as well as effective strategies for retirement savings planning. These initiatives ensure that employees receive practical, actionable guidance from investment professionals.

Information Access & Communication

The Company supports employees in accessing provident fund-related information conveniently and in a timely manner through a variety of internal communication channels. This ensures that all members have access to complete and up-to-date information necessary for making well-informed investment decisions throughout their membership.

Review & Adjustment of Investment Policy

The Company provides employees with the opportunity to review and adjust their chosen investment policy at defined intervals, allowing members to realign their investment approach in response to changes in their personal financial circumstances or prevailing market conditions. Through these practices, the Company remains committed to supporting every employee in achieving a financially secure and sustainable retirement.

Information on employee development

Employee training and development

	2023	2024	2025
Employee development plans as part of annual performance reviews	Yes	Yes	Yes
Average employee training hours (Hours / Person / Year)	20.00	20.00	29.00
Total amount spent on employee training and development (Baht)	29,812,720.00	53,713,035.00	54,684,448.00
Percentage of training and development expenses to total expenses (%) ^(*)	0.001022	0.001717	0.001840
Percentage of training and development expenses to total revenue (%) ^(*)	0.000617	0.000997	0.001002

Additional explanation : ^(*) Total revenues and expenses from consolidated financial statement

Information on safety, occupational health, and work environment

Number of working hours

	2023	2024	2025
Total number of hours work (Hours)	51,530,548.00	41,148,822.00	52,162,049.00
Total number of hours worked by employees (Hours)	11,063,412.00	12,041,139.00	12,724,646.00
Total number of hours work by non-employee (Hours)	40,467,136.00	29,107,683.00	39,437,403.00

Statistic of accident and injuries of employees from work

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	1	3	4
Total number of employees that lost time injuries for 1 day or more (Persons)	1	3	4
Percentage of employees that lost time injuries for 1 day or more (%)	0.02	0.05	0.07
Total number of employees that fatalities as a result of work-related injury (Persons)	0	0	0
Percentage of employees that fatalities as a result of work-related injury (%)	0.00	0.00	0.00
Lost time injury frequency rate (LTIFR) (*) (Persons / 1 million-manhours)	0.09	0.25	0.31
Lost time injury frequency rate (LTIFR) (**) (Persons / 200,000 manhours)	0.02	0.05	0.06

Additional explanation : (*) The company with the total number of employees over 100 or more

(**) The company with the total number of employees less than or equal to 100

Information on promoting employee relations and participation

Employee engagement

	2023	2024	2025
Total number of employee turnover leaving the company voluntarily (persons)	904	824	753
Total number of male employee turnover leaving the company voluntarily (persons)	373	303	323
Total number of female employee turnover leaving the company voluntarily (persons)	531	521	430
Proportion of voluntary resignations (%)	16.01	13.42	12.57
Percentage of male employee turnover leaving the Company voluntarily (%)	41.26	36.77	42.90
Percentage of female employee turnover leaving the Company voluntarily (%)	58.74	63.23	57.10

	2023	2024	2025
Evaluation result of employee engagement	Yes	Yes	Yes

Employee internal groups

Employee internal groups : Yes
Types of employee internal groups : Welfare committee, Others : Occupational Safety and Health Committee

Responsibility to customers/ consumers

Information on responsibility to customers/consumers policy

Consumer data privacy and protection policy and guidelines

- Consumer data privacy and protection policy and guidelines : Yes
- Consumer data privacy and protection guidelines : Collection of personal data, Use or disclosure of data, Rights of data owners, Retention and storage duration of personal data, Company's measures for third parties' use of customer data, Security measures of personal data
- Reference link to consumer data privacy and protection policy and guidelines : <https://www.centralpattana.co.th/en/privacy-policy>

Responsible sales and marketing policy and guidelines

- Responsible sales and marketing policy and guidelines : Yes
- Responsible sales and marketing guidelines : Marketing communications that respect the law, adhere to relevant regulations, and consider consumer rights., Not supporting advertisements or promotional activities that encourage illegal acts or immoral conducts, Others : Must respect promises or agreements with customers with fairness. If such promises or agreements cannot be kept, one must promptly negotiate with the customers in advance so as to solve problems or avoid damage.
- Reference link for responsible sales and marketing policy and guidelines : <https://www.centralpattana.co.th/storage/sustainability/corporate-governance/code-of-business-conduct/20231122-cpn-code-conduct-cg-en.pdf#page=30>
- Page number of the reference link : 30

Policy and guidelines on communicating the impact of products and services to customers / consumers

- Policy and guidelines on communicating the impact of products and services to customers / consumers : Yes
- Policy and guidelines on communicating the impact of products and services to customers / consumers : Prohibition of exaggerated, inaccurate, or misleading marketing claims, Labeling of goods and products with legally required information, Appropriate marketing communications through digital channels, Others : Committed to operate activities on public relations and marketing in a clearly defined, fair, and accessible manner for the maximum benefit of consumers.

Information on customer management plan

Customer management plan

Company's customer management plan	:	Yes
Customer management plan implemented by the company in the past year	:	Responsible production and services for customers, Communication of product and service impacts to customers / consumers, Development of customer satisfaction and customer relationship, Consumer data privacy and protection, Others : Respect for Intellectual Property

Guidelines for Information Security Management, Personal Data Protection, and Service Quality

1. Information Security and Personal Data Protection

1.1 Policy Framework and Reference Standards (GRI 418-1, IFRS S1 Cybersecurity Risk)

The Company has established an information security policy covering all dimensions of operations, comprising an Information Security Policy, Privacy Policy, Cookie Policy, and Data Recording, Reporting, and Retention Policy. These policies are binding on all levels of employees and all stakeholder groups.

The information security management system operates under the ISO/IEC 27001:2013 standard and the NIST SP 800-53 framework, covering the entire organization's Hardware, Software, and Network infrastructure, in compliance with the Personal Data Protection Act B.E. 2562 (PDPA) and the Cybersecurity Act B.E. 2562.

1.2 Governance Structure (GRI 2-12, GRI 2-14)

The Company has established a clear and effective information security governance structure as follows:

Governance Level	Responsible Body	Reporting Frequency
Board Level	Audit and Corporate Governance Committee	Quarterly
Executive Level	Risk Management Committee	Quarterly
Operational Level	Chief Information Security Officer (CISO)	Monthly
Audit Level	Internal Audit Unit	Ongoing

1.3 Personal Data Protection and Data Subject Rights (GRI 418-1, PDPA 2562)

The Company seeks consent for the collection, storage, use, and transfer of personal data in accordance with the principles of Data Minimization and Purpose Limitation. It has established comprehensive procedures to support the exercise of data subject rights as required by law, including a Data Breach Response Plan.

Complaint channels for personal data breaches are available through the Company's website (online complaint channel) or at whistleblower@centralpattana.co.th, and via the Customer Service Center at +66 (0) 2-667-5555.

All complaints are investigated by the Internal Audit unit and reported to the Audit and Corporate Governance Committee. The Company is prepared to provide appropriate compensation or remediation if the investigation finds that the breach resulted from the Company's own operations.

1.4 Cybersecurity Risk Preparedness and Management (IFRS S1 Technology Risk, GRI 2-23)

The Company implements comprehensive cybersecurity risk management measures, including regular cybersecurity threat awareness training for employees at all levels, ongoing IT skills development for executives and the Board of Directors, the procurement of Cyber Insurance for risk transfer, and regular Business Continuity Plan (BCP) drills. In

addition, the Company is in the process of preparing policies and procedures for the responsible adoption of Artificial Intelligence (AI Governance) in its business operations.

2. Service Quality and Customer Responsibility

(Primary Reference Standards: GRI 416, GRI 417, GRI 418, ISO/IEC 27001:2013, NIST SP 800-53, ISO 9001, PDPA B.E. 2562, IFRS S1)

2.1 Customer-Centric Operating Principles (GRI 417-1, GRI 417-2, ISO 9001)

The Company conducts its business under a customer treatment policy that spans all dimensions from product design and service delivery to safety and systematic customer feedback integrating the outcomes into sustainability considerations across social, environmental, and governance dimensions.

2.2 Project Quality and Safety Standards (GRI 416-1, GRI 416-2)

The Company adheres to rigorous quality and safety standards, encompassing: legally compliant construction permits for all projects; Environmental Impact Assessments (EIA) and Social Impact Assessments (SIA); green building, healthy building, and safety building certifications; and the development of service standards under the ISO 9001 framework to enhance customer satisfaction, reduce complaints, and prevent recurring issues.

2.3 Center of Life Strategy and Customer Value Delivery (GRI 413-1, GRI 417-3, SDG 11 Sustainable Cities and Communities)

The Company develops and delivers spaces, products, and services under its Center of Life strategy to comprehensively serve all customer segments through diverse usage formats (Shop-Eat-Work-Play-Stay-Live), available 24 hours a day across the country. This is guided by a commitment to service that exceeds legally mandated standards, promotes equal access for all groups, and supports small entrepreneurs and community products through responsible marketing activities.

In 2025, the Company continues its commitment to elevating service quality and customer experience under the Center of Life strategy, which focuses on building a comprehensive life ecosystem. This encompasses both in-mall services and facilities and transportation access and parking, in response to evolving consumer behavior in the digital era including high-rise and condominium living lifestyles, the shift to online shopping, and the challenges of technological innovation.

The Company upholds "Service with the Heart" as its core service philosophy, encouraging employees at all levels to develop a genuine service mindset with attention to detail and authentic responsiveness to customer needs. This is paired with continuous customer listening through annual Customer Satisfaction Surveys and Net Promoter Score (NPS) measurements across common areas and various services.

The Company develops products and services across multiple dimensions to serve all customer groups under the 8 Destination concept: Family Destination, Food Destination, Fashion Destination, Lifestyle Destination, Pet Destination, Sport Destination, Tourist Destination, and Community Hub. Each dimension is designed to align with the diverse needs of modern consumers from families and food lovers to tourists, pet owners, and sports enthusiasts.

2.3.1 In-Mall Services and Facilities

The Company places strong emphasis on developing services and facilities within its shopping centers to serve all customer groups, taking into account the diversity of users from families with children and elderly visitors, to people requiring special assistance, to both Thai and international tourists while incorporating innovation and technology to elevate the experience in every dimension. In 2025, the Company's services span 42 shopping centers nationwide, up from 40 in the previous year, reflecting continuous expansion and improvement of service standards. Details of the services and facilities provided are as follows:

- **For Families and Those Requiring Special Care :**

- Wheelchair services totaling 627 units across 42 projects
- 1,013 parking spaces and 338 restrooms designated for those with special needs

- Family-friendly facilities including 123 Mom & Baby Rooms
- 877 strollers and kiddy cars, 270 Family Parking spaces, and 226 dedicated children's restrooms
- Pet-friendly services with 164 pet strollers across 15 projects
- **For those prioritizing health and wellness :**
 - 165 Rest Areas across 37 projects and 39 Rest Hubs across 27 projects, catering to modern working lifestyles
 - Enhanced public health safety through First Aid Rooms in 42 projects and 48 Automated External Defibrillators (AEDs)
- **For tourists :**
 - Tourist services provided through 12 Tourist Service Centers across 10 projects, and Bag Deposit & Luggage Delivery services at 22 locations across 17 projects

3. Respect for and Protection of Intellectual Property

(Additional Reference Standards: Copyright Act B.E. 2537, Trademark Act B.E. 2534, Patent Act B.E. 2522, TRIPS Agreement (WTO), ISO/IEC 27001 Annex A.8)

3.1 Policy Framework (GRI 2-23, TRIPS Agreement)

The Company has established intellectual property guidelines as part of its Business Code of Conduct and Asset Responsibility Policy, covering both the protection of intellectual property owned by the Company and the respect for third-party intellectual property rights, in compliance with Thai intellectual property law and the WTO's TRIPS Agreement.

3.2 Protection of Organizational Intellectual Property

The Company registers and manages the rights to intellectual property it has created, covering trademarks, copyrights, patents, and trade secrets, in order to preserve organizational value and competitive advantage. It also ensures that intellectual works created by employees on behalf of the organization are appropriately protected under the relevant legal framework.

3.3 Respect for Others' Intellectual Property

All employees, partners, and contractors working with the Company must strictly comply with intellectual property laws particularly regarding Software License Compliance and are prohibited from using copyrighted content, works, or data without authorization. This is directly linked to the ISO/IEC 27001 information security standard with respect to information asset management.

3.4 Innovation and Knowledge Management (GRI 2-23, IFRS S1 Innovation & Technology Risk)

The Company promotes the systematic creation, storage, and sharing of organizational knowledge to drive innovation and elevate product and service quality. Clear guidelines have been established for the responsible use of Artificial Intelligence (AI) to prevent intellectual property infringement risks that may arise from the use of AI in business processes.

Tenant and Retailer Management

Building a Co-Growing Retail Economic Ecosystem

GRI 2-6 | Activities, value chain and other business relationships GRI 2-22 | Statement on sustainable development strategy

Central Pattana places the highest importance on customers, retailers, and business partners as essential components of the economic ecosystem it has built through its nationwide network of shopping centers and mixed-use developments. As a leading shopping center developer and operator, the Company recognizes that organizational success is not measured solely by financial performance, but equally by the success of tenant businesses, the satisfaction of visitors, and the growth of local economies.

Central shopping centers across Thailand welcome an average of more than 1.3 million visits per day or nearly 500 million visits per year establishing these spaces as true Centers of Life for communities in every city and serving as a

vital engine for local economic activity. The Company views its shopping centers as more than retail destinations; they are Retail Ecosystem Platforms that connect consumers, entrepreneurs, and communities.

To this end, the Company manages its tenants and retailers under the "Tenant Centric Business Partnership" philosophy, which prioritizes building long-term collaborative relationships with operators to support stable and sustainable business growth. This approach encompasses five core dimensions:

- Integration of ISO 9001, ISO 14001, and ISO 45001 operational standards, along with the establishment of manuals and regulatory guidelines as a framework for tenants.
- Developing entrepreneurial knowledge and capability through the LEAD Program
- Building digital platforms to enhance retail management efficiency
- Allocation of mixed-use retail spaces and development of joint marketing campaigns with tenants to drive sales throughout the year.
- Supporting tenants in sustainable business practices through the Green Partnership Program

1. SDG Alignment Tenant Management

*GRI 203-1 | Infrastructure investments and services supported GRI 413-1 | Operations with local community engagement
GRI SDG 8.3 / 8.6 | Decent Work and Economic Growth*

The Company systematically integrates tenant and retailer management with the UN Sustainable Development Goals (SDGs), creating shared value for the organization, entrepreneurs, and society at large. As a large-scale shopping center developer and operator, the Company plays a pivotal role in providing an economic platform for Thai entrepreneurs, supporting the growth of retail and service businesses across all scales, from local operators and SMEs to international brands. The Company also promotes environmental collaboration with tenants through the Green Partnership Program, targeting energy reduction, GHG emission reduction, and environmentally responsible business practices.

SDG	Goal	Alignment with Tenant Management
SDG 8	Decent Work & Economic Growth	The LEAD Program has created opportunities for Thai SMEs accumulating 240 brands, generating over THB 3,800 million in economic value, and expanding to more than 600 storefronts
SDG 9	Innovation & Infrastructure	The SERVE Platform, Smart Property Management, and E-Tax System elevate digital retail management efficiency
SDG 10	Reduced Inequalities	Opening opportunities for operators of all sizes local and international, small and large to access retail space and knowledge on equal terms
SDG 11	Sustainable Cities & Communities	Developing shopping centers as Centers of Life, promoting local economies through nearly 500 million visits per year
SDG 12	Responsible Consumption & Production	Green Partnership jointly reduces GHG emissions with tenants, with energy usage reporting available through the SERVE App
SDG 17	Partnerships for the Goals	A collaborative network connecting the Company, tenants, financial institutions, and academic institutions

2. Targets & Performance Results

GRI 2-22 | Statement on sustainable development strategy GRI 306-4 | Disclosure on product and service quality management

The Company places strong emphasis on continuously monitoring and evaluating service quality performance, customer satisfaction, and complaint management efficiency.

Three core key performance indicators have been established:

1. Satisfaction measured through Net Promoter Score (NPS) evaluation

2. Complaint Management targeting a 100% resolution rate via the SERVE process
3. Sustainability targeting a defined number of tenant participants in the Green Partnership program

Information on setting customer management goals

Setting customer management goals

Does the company set customer management goals : Yes

Details of setting customer management goals

Target(s)	Indicator(s)	Base year(s)	Target year(s)
<ul style="list-style-type: none"> • Protection of customer personal information 	<ol style="list-style-type: none"> 1. Complaints regarding customer privacy violations, including data leaks and data loss. 2. Complaints regarding the impact of privacy violations on stakeholders. 3. Complaint Resolution Efficiency 	-	2025: <ol style="list-style-type: none"> 1. No complaints regarding customer privacy violations, data leaks, or data loss. 2. No complaints regarding the impact of privacy violations on stakeholders. 3. 100% of customer complaints resolved within the specified timeframe
<ul style="list-style-type: none"> • Development of customer satisfaction and customer relationship 	Net Promoter Score (NPS)	-	2025: <ul style="list-style-type: none"> - Overall Customer Satisfaction Score (NPS) of not less than 65% - Overall Tenant Satisfaction Score (NPS) of not less than 49%

Information on performance and results of customer management

Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

Customer Management Targets

1. Information Security & Personal Data Protection

The Company sets a target of zero confirmed personal data breach incidents and zero substantiated privacy complaints annually, operating under the ISO/IEC 27001 framework, NIST SP 800-53, and the Personal Data Protection Act B.E. 2562 (PDPA).

2. Service Quality & Customer Accountability

The Company is committed to delivering quality experiences and services to all customer segments under the Center of Life strategy, guided by principles of safety, fairness, and universal accessibility while continuously developing service standards under the ISO 9001 framework to reduce complaints and sustainably enhance customer satisfaction.

3. Respect & Protection of Intellectual Property

The Company establishes respect for and protection of intellectual property as an integral part of its business ethics and corporate asset responsibility policy covering both the protection of Company-owned rights and the respect for rights of partners, allies, and third parties in compliance with the Copyright Act B.E. 2537, Patent Act B.E. 2522, Trademark Act B.E. 2534, and the TRIPS Agreement of the World Trade Organization.

Performance Results

1. Information Security, Personal Data Protection & Service Quality

Reference Standards: GRI 404-1, GRI 416-1, GRI 417-1, GRI 417-3, GRI 418-1, ISO/IEC 27001, ISO 20121, PDPA B.E. 2562

1.1 Corporate Network Security (GRI 418-1, ISO/IEC 27001)

The Company continuously implements network security measures, including monthly maintenance and updates of security patches for legally licensed hardware and software, development of new applications under OWASP Web Application Security standards, Penetration Testing by independent agencies, and segregation of corporate Wi-Fi networks from public networks to strengthen security.

In 2025, no cybersecurity incidents of sufficient severity to impact business operations or cause organizational damage were recorded.

1.2 Personal Data Protection (GRI 418-1, PDPA 2562)

The Company fully achieved all personal data protection targets across every KPI, in compliance with the Personal Data Protection Act B.E. 2562 (PDPA).

KPI	2024	2025
Confirmed personal data breach complaints	0 cases	0 cases
Customer data leakage, theft, or loss incidents	0 cases	0 cases
Stakeholder privacy violation incidents	0 cases	0 cases

Service Quality & Customer Relations Performance

1) Customer Satisfaction : The Company achieved an overall Net Promoter Score (NPS) of 63% (up from 51% in the previous year). Satisfaction scores specifically for common areas and in-mall services reached 82% and 72% respectively (an increase of 4% and a decrease of 0.8% from the previous year). Additionally, 88% of customers agreed that the Company conducts its business with sustainable consideration for community, society, and the environment.

2) Complaint Management : In 2025, the Company successfully resolved 93% of complaints within the defined timeframe, reflecting the effectiveness of its customer listening and response system. The remaining cases were not the result of delays or oversight - rather, they were complaints received toward the end of the year that carried over into the following year as part of an ongoing resolution process. The Company continues to actively track and ensure full resolution of all outstanding cases.

3) Quality Standards : The Company received certifications for ISO 14001, ISO 20121, ISO 45001, as well as Thailand MICE Venue Standards (TMVS) and ASEAN MICE Venue Standard (AMVS) for multipurpose convention centers across several projects - reaffirming its commitment to international service quality development. [Sustainability Building Standard | Central Pattana](#)

2.1 Customer Satisfaction & Engagement (GRI 417-1)

KPI	2023	2024	2025	Change
Overall NPS	62%	51%	63%	23.5%
NPS Common areas, services, safety & facilities	56%	38%	55%	44.7%
NPS Accessibility, coverage & convenience	54%	39%	54%	38.5%
Customers who believe the Company operates sustainably for community, society & environment	N/A	70%	88%	25.7%

Note: Although overall NPS remains below the Company's target of 65%, the Company has analyzed root causes and established improvement plans to achieve the target in the following year.

2.2 Service Quality & Tenant Satisfaction Performance

KPI	Result	Change
NPS Common Area (Touchpoint Feedback Survey)	81.90%	4.4% from 2024 (78%)
CSAT Restroom Survey (all branches)	71.81%	0.84% from 2024
Health & Safety-Related Complaints (2024/2025)	0 cases	2030 Target achieved

2.3 Complaint Cases

KPI	Result	Change
Total Complaints / Service Requests (via Call Center + Whistle Blowing)	3,949 cases	from 2,320 cases (2024)
Complaint Close Rate (2025)	93 %	2024: 99 %

In 2025, the Company received a total of 3,949 complaints and service requests, up from 2,320 in 2024. This increase reflects improvements in communication channels and greater service accessibility representing not merely a rise in issues, but an indication of a more comprehensive Call Center system and enhanced transparency of the Whistle Blowing mechanism.

The Complaint Close Rate in 2025 stood at 93 %, a moderate adjustment from 99 % in 2024, yet still reflecting the organization's overall effectiveness in complaint management. The Company has continuously refined its complaint management processes to improve response speed, clarity of resolution procedures, and transparency in follow-up tracking.

Project Quality Standards

In 2025, the Company remained firmly committed to elevating service quality and customer experience under the Center of Life strategy, enhancing convenience for customers across multiple dimensions.

1. Transportation & Parking Services

The Company provides comprehensive transportation convenience including bicycle parking, EV charging stations, and shuttle services from nearby transit stations to its projects.

Lifestyle-Based Parking Services	2025
Dedicated Parking by Customer Group	
Priority / Handicap Parking	1,013 spaces across 41 projects
Family Parking	207 spaces across 37 projects
Special Vehicles	
EV Charger	545 spaces across 42 projects
Bicycle Parking	3,040 slots across 25 projects
Intelligent Parking Systems & Additional Services	
Intelligent Parking (smart space notification)	33,403 spots across 12 projects

2. In-Mall Services & Facilities

Facility	2025
Families and Those Requiring Special Assistance	
Mom & Baby Room	123 points in 38 projects
Children's Restroom (private)	226 points in 40 projects
Baby Stroller and Kiddy Car	877 units in 38 projects
Pet Stroller	164 units in 15 projects
Playground	43 points in 31 projects
Kids Corner (in Food Court)	20 points in 18 projects
Happy Train	24 units in 24 projects
Wheelchair	627 units in 42 projects
Handicap Restroom	338 rooms in 42 projects
Tourist Group	
Group Tourist Information Counter	12 points in 10 projects

General Services for Health and Well-being	
Prayer Room	37 points in 27 projects
Rest Area	165 points in 37 projects
G Service Point (Government Center)	34 points in 19 projects
First Aid Room	39 projects
AED (Automated External Defibrillator)	48 units in 41 projects

Note: Data as of January 31, 2026, covering 42 shopping centers operating full-year in 2025, excluding projects under renovation.

3. Brand Quality Recognition & Awards (GRI 2-29)

In 2025, the Company received a total of 76 awards across national and international levels during 2025/2026, spanning 6 key dimensions reflecting excellence in sustainability, governance, world-class project development, and comprehensive stakeholder value creation.

1) Leadership & Governance 13 awards

Award	Details	Issuer	Level
Fortune Most Powerful Women Asia 2025	Ms. Wallaya Chirathivat 1 of 100 Most Powerful Women in Asia (2 consecutive years)	Fortune	Global
Extel's 2025 Asia Executive Team 6 awards	Honored Company Asia Small & Midcap (2 consecutive years), Top 3 Asia Property, Top 2 Thai Sell-side (Best CEO / CFO / IR / ESG)	Extel Insights	Global
ASEAN Corporate Governance Awards 2025	TOP 50 ASEAN Listed Companies ASEAN CG Scorecard (from 569 companies)	MSWG	ASEAN
SET Awards 2025 Outstanding Investor Relations	Excellence in investor relations on the Thai capital market	SET	Thailand
IAA Awards 2025 Best CFO	Ms. Napat Sriwanvit	IAA	Thailand
IAA Awards 2025 Outstanding IR	Excellence in investor relations	IAA	Thailand
Money & Banking Awards 2025	Top Company Real Estate Development Sector (2 consecutive years)	Money & Banking Journal	Thailand

2) Sustainable Finance & Investment 4 awards

Award	Details	Issuer	Level
2025 Fortune Southeast Asia 500	Ranked 205 regionally; No. 1 Real Estate from Thailand (2 consecutive years)	Fortune (USA)	Global
The Asset Triple A Best REIT	Best Property Fund in Thailand	The Asset	Asia
The Asset Triple A Best Sustainability-Linked Loan (Property)	Financial innovation linked to sustainability targets	The Asset	Asia
The Asset Triple A Best Sustainability-Linked Loan (Real Estate)	Financial innovation linked to sustainability targets	The Asset	Asia

3) Sustainability & Environment 7 awards

Award	Details	Issuer	Level
Dow Jones Best-in-Class Indices (Top 5%)	DJSI World 7 consecutive years DJSI Emerging Markets 11 consecutive years among 244 global real estate companies	S&P Global / DJSI	Global
Prime Minister Award 2025 Innovation for Sustainability	Royal Trophy for Innovation for Sustainability	NIA	Thailand
Thailand Energy Awards 2025 Excellence in Energy Conservation	Designated Building: Central Samui & Central Eastville Green Building: Central Ubon	Ministry of Energy	Thailand
Commendation for Single-Use Plastic Reduction	Shopping centers, convenience stores & coffee shop operators category	DCCE	Thailand
	Silver: Central Nakhon Sawan & Central Westville Finalist: Central Nakhon Pathom	ICSC	Global
Retail Asia Awards 2025 Eco-Friendly Mall of the Year	Central Westville	Retail Asia	Asia
Green Office Awards 2025 Excellence Level	Unilever House	DCCE	ICSC Global Design & Development Award 2025 Sustainable Commendation

4) World-Class Project Development & Architecture 9 awards

Award	Details	Issuer	Level
World Architecture Festival (WAF) Winner	Completed Buildings: Shopping Central Nakhon Pathom	WAF	Global
MIPI Asia 2025 Best Retail Project (Bronze)	Central Nakhon Pathom	RX (Reed Exhibitions)	Global
Dot Property Southeast Asia Awards 2025	Project of the Year & Best ICONIC Landmark Development SEA Dusit Central Park	Dot Property Group	ASEAN
Hubexo Asia Awards 2025 2 awards	Elite Asia Awards & Top 10 Developers: Central Krabi & Central Northville	Hubexo	Asia
WiredScore Portfolio Awards 2025 3 awards	centralwOrld Offices G Tower The 9th Towers	WiredScore	Global

5) Marketing & Brand 9 awards

Award	Details	Issuer	Level
20242025 Thailand's Most Admired Company	No. 1 Shopping Center Business Category	BrandAge	Thailand
Marketing Excellence Awards 2025 2 Gold Awards	Marketing Team of the Year & Excellence in Viral Marketing: 'International Tourist Privileges'	Marketing Interactive	Asia
TMA Excellence Awards 2025 3 awards	Marketing Excellence (Royal Trophy, 3rd year) Financial Management Excellence (Distinguished) Product/Service Excellence (Distinguished)	TMA / Chulalongkorn University	Thailand
Retail Asia Awards 2025 Integrated Campaign of the Year	International tourist attraction campaign	Retail Asia	Asia
Marketing Award of Thailand 2025 Bronze	Brand Experience & Communications: 'The World's Great Celebration'	MAT	Thailand
Creative Excellence Awards 2025	Creative Collaboration: Kak-Christ-Mud The Pride of Khonkaen Christmas Tree 2025	CEA	Thailand
AIBP Enterprise Innovation Awards 2025	The1 BIZ Finalist from 115 projects across ASEAN	AIBP Singapore	ASEAN

6) People & Organizational Development 6 awards

Award	Details	Issuer	Level
Great Place to Work 2025	No. 7 Best Workplaces Thailand 2025 (Certified May 2025May 2026)	Great Place to Work	Global
Future Trends Awards 2025 3 awards	Most Corporate Transformation Most Attractive Employer (Under 35) Most Attractive Employer (Over 35)	Future Trend	Thailand
Employee Experience Awards Thailand 2025 2 Bronze	Best In-House Certification Programme Best Soft Skill Training Programme	Human Resources Online	Asia

7) Residential Business 8 awards

Award	Details	Issuer	Level
Livinginsider Awards 2025 4 awards	Best Regional Developer: North / South / East & Northeast Best Quiet Luxury: Baan Nirada Chaengwattana-Chaiyaphruk	Livinginsider	Thailand
PropertyGuru Thailand Developer Awards 2025 3 awards	People's Choice Awards Best Condo Architectural Design Phyll Phuket II Best Condo Development Phyll Krabi	PropertyGuru	Asia

Thailand Top Company Awards 2025 Real Estate Sector	Recognizing organizations with outstanding performance, strong management, sustainable growth, and resilience amid a changing business environment	Business+ / Thai Chamber of Commerce	Thailand
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8) Thailand Social Awards 14th Edition 4 awards (February 25, 2026 | Organized by WISESIGHT in partnership with ICONSIAM | GRI 417-3)

Award	Details	Issuer	Level
Best Brand Performance on Social Media (Shopping Center) Finalist	centralwOrld recognized as a finalist for outstanding social media communications	WISESIGHT	Thailand
Best Brand Performance on Social Media (Corporate) Finalist	Central Pattana recognized as a finalist for outstanding social media communications	WISESIGHT	Thailand
Outstanding Sustainability Brand Environmental Responsibility (Gold)	Central Pattana recognized as a Gold -level sustainability brand for environmental communications on social media	WISESIGHT	Thailand
Outstanding Sustainability Brand Social Impact (Gold)	Central Pattana recognized as a Gold -level sustainability brand for social impact communications on social media	WISESIGHT	Thailand

Customer satisfaction

	2023	2024	2025
Evaluation results of customer satisfaction	Yes	Yes	Yes

Channels for receiving complaints from customers/consumers

Companys channels for receiving complaints from : Yes
customers/consumers

Telephone : (02) 667-5555 ต่อ 1200

Fax : -

Email : whistleblower@centralpattana.co.th

Companys website : <https://www.centralpattana.co.th/th/corporate-gove>

Address : Central Pattana Public Company Limited
999/9 The Offices at CentralWorld, 30th floor Rama 1
Road, Pathumwan Bangkok 10330

CENTRAL 45 PATTANA

YEARS OF BETTER FUTURES

เซ็นทรัลพัฒนา ตอกย้ำผู้นำอสังหาริมทรัพย์ โดดเด่นทุกมิติ
คว้า 63 รางวัลสำคัญ ระดับประเทศและระดับโลก ตลอดปี 2025

Thailand's No.1 Retail-Led Mixed-Use Developer

The Fortune Most Powerful Women Asia 2025

Included in the esteemed ranking of 100 female business leaders across Asia for 2 consecutive years.



Wallaya Chirathivat
President & CEO of Central Pattana



Leadership Excellence & Global Recognition



2025 Fortune
Southeast Asia 500
บริษัทใหญ่อันดับ 205 ของภูมิภาค
ตามรายได้ในปี 2024



Great Place
to Work®
Best Workplaces™
Thailand 2025 (TOP 10)



The Asset Triple A
Sustainable Finance Awards
Best Sustainability-Linked
Loan (Real Estate)

Responsibility to community/ society

Information on community development and engagement policies

Community development and engagement policies

Community development and engagement policies	:	Yes
Reference link for community development and engagement policies	:	https://sustainability.centralpattana.co.th/en/document/viewer/200/society-and-communities-policy

Information on community and social management plan

Community and social management plan

Company's community and social management plan	:	Yes
Community and social management plan implemented by the company over the past year	:	Employment and professional skill development, Education, Religion and culture, Forests and natural resources, Sports and recreation, Occupational health, safety, health, and quality of life, Disadvantaged and vulnerable groups, Water and sanitation management, Reducing inequality

Challenges and Opportunities

Central Pattana Public Company Limited operates across diverse locations and engages with varied communities, giving rise to both challenges and opportunities for sustainable community development. The company must navigate the differing needs of each locality, each with its own characteristics and priorities, requiring flexible approaches tailored to specific contexts.

The primary challenge is developing projects that align with and gain acceptance from local contexts. Operations lacking flexibility or causing negative impacts risk undermining the company's Social License to Operate. The company must also address structural challenges in Social Impact Measurement, which requires effective data collection and analysis processes. Long-term community engagement is another critical factor, demanding continuous resource allocation to achieve sustainable outcomes and genuinely improve community wellbeing.

Amid these challenges, Central Pattana sees opportunities to transform obstacles into business drivers through a Creating Shared Value (CSV) approach aligning business direction with community needs to generate mutual benefit for both the organization and society at large, across three key dimensions:

- **Strengthening Local Economic Capacity** Building local potential through training, resource provision, and market access, with benefits ultimately flowing back to the company's long-term revenue as community members develop capabilities and integrate into the value chain.
- **Cultural Preservation & Eco-design** Promoting local culture and identity through platforms and projects that foster community pride, weaving local identity and community wisdom into architectural and interior/exterior design to create contemporary, lifestyle-relevant spaces that distinguish each shopping center.

- **Building Relationships and Social Rehabilitation** Forging strong bonds through open forums, community participation, and collaborative projects, alongside caring for vulnerable groups through deep social initiatives such as the Central Sports Club, which supports a Royal Project promoting sports skills for at-risk youth in juvenile detention facilities rehabilitating them physically and mentally while opening pathways to careers as athletes or coaches.

Management Approach and Value Creation

1. Assessing Social Connectivity Through the DIORs Framework

Central Pattana recognizes that the success of real estate and retail development is inseparable from the strength of surrounding communities. In formulating its social sustainability strategy, the company applies the DIORs assessment framework to link business dependencies, impacts, opportunities, and risks to community:

- **Social & Community Dependency** - The business relies on community acceptance (Social License to Operate) as a foundational element, encompassing land use, utility access, purchasing power, and local human resources both labor and entrepreneurs.
- **Social Impact** - Large-scale developments can generate both positive effects (job creation, income distribution, community hubs) and negative ones (traffic congestion, disruption to traditional ways of life, environmental impact). The company is committed to maximizing positive outcomes and mitigating negative ones.
- **Business Risk** - Neglecting community welfare may lead to complaints, disputes, or conflicts that escalate into project opposition, construction delays, or damage to brand image and retail revenue.
- **Shared Value Opportunities** - Applying the CSV model enables the company to transform vulnerable communities and small entrepreneurs into business partners such as local producers, subcontractors, organic farmers, and GI producers, boosting grassroots economies, generating indirect revenue through cross-selling, differentiating the shopping centers, and reducing supply chain risk.

2. Creating Shared Value with Communities

The company leverages its assets, resources, and expertise as tools for community development, integrating them into core business operations under its corporate purpose: "Growing Together, Sustainably Connected" - spanning from negative impact mitigation to positive shared value creation across five key dimensions:

2.1 Community Categorization & Stakeholder Engagement

Communities are segmented by geographic radius to assess risk and design targeted care approaches:

- Within 810 km : Directly impacted communities: focus on monitoring, impact management, and close relationship-building.
- Beyond 10 km : Regular service communities: focus on quality-of-life activities and meeting community needs.
- Provincial/National level : Focus on shared economic value creation, income distribution, and broader social upliftment.

Engagement channels include public hearings before construction, field interviews, satisfaction surveys, and online/offline complaint channels (Call Center, Social Media, Website, and on-site QR codes).

2.2 Negative Impact Mitigation Mechanism

A strict two-phase impact mitigation plan, covering both the construction period and post-opening operations operates through five steps:

1. **Prevention** : Proactive planning and measures to reduce risk at the source

2. **Listening** : Open channels for reporting concerns
3. **Correction** : Timely investigation and resolution of issues
4. **Remediation** : Fair and appropriate compensation for those affected
5. **Improvement** : Applying lessons learned to raise standards for future projects

2.3 Value Creation Through Space & Asset Utilization

- **Mall spaces** : permanent areas, event zones, rooftops, and outdoor areas are allocated for public benefit and community quality-of-life improvement:
 - **Public Services & Healthcare** : Partnering with government agencies and the Thai Red Cross to establish one-stop government service centers (G Point / Government Center), health stations, and permanent blood donation centers.
 - **Education, Sports & Youth** : Supporting out-of-classroom learning spaces such as TK Park at CentralWorld, creative spaces for youth academic and recreational activities, and venues for national-level sports competitions.
 - **Arts, Culture & Religion** : Collaborating with community scholars and local artists to integrate local identity into architectural design (Eco-cultural Design) and marketing activities, while opening spaces for religious events across all faiths and Thai heritage conservation.
 - **Employment & Income Distribution** : Providing Local Craft Zones for local products, promotional activities (TOP, Farmer Market), the "Talad Jing Jai Farmer's Market" project supporting organic farmers, and free space for persons with disabilities to legally sell government lottery tickets.

2.4 Resource Allocation & Sustainable Procurement

Investments in capital and operational budgets, along with employee engagement, are directed toward broad positive impact:

- **Public Infrastructure Development** : Investing in infrastructure around shopping centers: U-turn bridges, traffic lane expansion, canal dredging, and nearby public park maintenance.
- **Socially Impactful Procurement** : Integrating community economies into the supply chain through purchasing consumables and corporate gifts from community enterprises, hiring persons with disabilities and local organizers, and employing communities in the "Plant 1 Million Carbon-Absorbing Trees" project.
- **Employee Engagement & Volunteerism** : Beyond general volunteer activities (Belief in Actions), employees are elevated to "CSV Agents" through workshops where they represent community voices to identify problems and opportunities to apply their professional skills for social benefit - aligning community needs with business value.
- **Local Disaster Relief** : Coordinating with Central Group and the Tiang Chirathivat Foundation for systematic crisis management, with volunteer employees supporting affected communities.
- **Opportunities for Vulnerable Groups** : Providing space and employment opportunities for vulnerable groups to earn a livelihood according to their capabilities.
- **Community Tourism Promotion (Go Local, Love Local)** : Co-designing cultural community tourism routes to stimulate grassroots economies and distribute income to small entrepreneurs in regional areas.

2.5 Synergy with Central Group & Central Tham

Recognizing that large-scale positive social impact requires a robust resource network, the company collaborates with Central Group through the "Central Tham" corporate sustainability initiative, driving an integrated community strategy (Ecosystem Approach) by combining the retail footprint of its shopping centers with Central Group's knowledge and networks. Key programs include:

- **Grassroots Economy & Farmer Upliftment** : The "Talad Jing Jai Farmer's Market" provides commercial space within malls while Central Group contributes knowledge and farmer screening, enabling pesticide-free and organic farmers to sell their produce and build sustainable livelihoods.

- **Crisis Management & Disaster Relief** : In disaster situations such as flooding, the company works closely with Central Group and the Tiang Chirathivat Foundation to systematically manage crises from immediate response and relief packages to community and school rehabilitation.
- **Education & Vulnerable Group Rehabilitation** : Partnering with Central Tham to reduce inequality through scholarships and learning center development for underprivileged children and youth, and collaborating with the Central Sports Club on a Royal Project using sports as a rehabilitation tool for at-risk youth in juvenile facilities.
- **Public Health & National Quality of Life** : Joining forces with Central Group and the Thai Red Cross to drive a national blood donation program, using mall locations as permanent and mobile donation centers to ensure adequate blood supply for the country's medical needs during crises.

Information on setting of community and social management goals

Setting of community and social management goals

Does the company set community and social management goals : Yes

Details of community and social management goal setting

Target(s)	Indicators(s)	Base year(s)	Target year(s)
<ul style="list-style-type: none"> • Employment and professional skill development • Education • Religion and culture • Forests and natural resources • Sports and recreation • Occupational health, safety, health, and quality of life • Disadvantaged and vulnerable groups • Water and sanitation management • Reducing inequality • Others : Creating Shared Value (CSV) 	<ol style="list-style-type: none"> 1. Community Investment Route 2. Procurement for Social Impact Route 3. Business Innovation for Social Impact Route 	-	2025: 1. Allocate community spaces at 2% of leasable area in shopping centers per day (GLA x days). 2. Communities can generate at least THB 4,700 million through in-mall community marketing activities and local procurement. 3. Successfully addressed and resolved 100% of community-related complaints.

Information on outcomes and results of community and social management

Performance and outcomes of community and social management

Performance and outcomes of community and social management : Yes

The company systematically monitors and evaluates the outcomes of its community management, covering both negative impact mitigation and positive impact expansion, as follows:

1. Positive Impact Management Results:

The Company allocated a total of 17.1 million square meter-days of community space across all purposes, exceeding the set target by 120%. The measurable positive impact on community income generated through space utilization and marketing activities amounted to THB 3,650 million. Combined with local procurement, the total contribution to the local economy reached THB 7,496 million, exceeding the target by 159%.

2. Grievance Management Performance

Based on community feedback monitoring (online channels only) in 2025, the majority of concerns fell into five main categories:

- 1) Noise from construction and operations
- 2) Construction affecting community property
- 3) Dust, smoke, and odor
- 4) Traffic problems
- 5) Safety of service users

All complaints were fully processed through the company's correction and remediation mechanism, with findings used to raise prevention standards in future projects and maintain community trust.

Community Investment Report 2025, prepared in accordance with the Business for Societal Impact (B4SI) reporting framework. GRI 203-1, 203-2

INPUTS : Support Provided	Million THB	%
By Type	617.4	100
Monetary	82.1	13
Non-monetary	508.2	82
Operating expenses	27.1	4
By Purpose	590.3	100
Charitable	15.0	2.5
Community Investment	62.1	10.5
Commercial community	508.2	86.1
Association	5.0	0.8
By Activity Category	590.3	100

Education	5.8	1
Health	6.3	1
Economic development	317.3	54
Environment	4.9	1
Social welfare & public services	201.5	34
Inclusive participation	1.5	0
Disaster relief	2.0	0
For associations directly related to business	3.5	1
For associations indirectly related to business	1.5	0
For subsidizing funds or charitable organizations established by the company	0.9	0
Others	45.1	8
By Geography: Thailand	590.3	100
Outputs (Results & Benefits)		
Community Dimension		
Direct benefits generated	2,539	Projects / Activities
Organizations directly benefited	657	Organizations
Individuals directly benefited	361,396	People
Donations mobilized	14.8	Million THB
Blood collected from donations	11.9	Million cc
Number of trees planted or maintained in community forest areas or the Royal Forest Department	800,000	Trees
Number of forest areas supported	4,000	Rais
Organizational Dimension		
Foregone revenue allocated to community	481.0	Million THB
Space allocated for community use	17.1	Million sqm-days
Avoidable costs from environmental projects (counting only reforestation projects and positive behavior change activities - waste sorting)	15.3	Million THB

Amount of carbon that can be offset in the future (from reforestation)	74,551	TCo2e
IMPACTS		
<i>Community Dimension</i>		
Total outcomes considered	2,539	Projects / Activities
Community income generated from Central mall activities and Talad Jing Jai Market	3,650	Million THB
Individuals developed through Central Pattana and Central Tham programs	21,803	People
Individuals with positive behavioral change from "One Recycling Drop a Month" and Recycle Station	12,431	People
<i>Community Dimension</i>		
Increase in the number of service users, which results in indirect recurring revenue for the organization	15.7	People

Notes:

- 1) All operations were conducted entirely within Thailand.
- 2) Avoidable costs from environmental programs were calculated using an Internal Carbon Price (ICP) of THB 200 per tonne of CO₂ equivalent.
- 3) Avoidable greenhouse gas emissions from positive behavioral changes in waste sorting and landfill diversion were calculated at a rate of 1 tonne of waste equal to 1.5 tonnes of CO₂ equivalent.
- 4) Donation data reflects funds raised from three organizations: UNICEF, the SOS Children's Villages Foundation, and the Soi Dog Foundation.

3. Positive Impacts: Social Rehabilitation & Career Development

Central Sports Club & BBG Projects: 218 children and youth under the care of training centers, welfare homes, and juvenile detention facilities participated in sports skills development programs.

Impact: These youth received physical and psychological rehabilitation and gained opportunities to pursue sports as a legitimate career (e.g., professional athletes or coaches), breaking the cycle of reoffending and returning valuable human resources to society.

4. Positive Impacts: Cultural Pride & Heritage Impact

Success in Local Architecture Integration: The company's shopping center projects have been recognized as spaces that celebrate community identity.

Impact: Collaboration with community scholars facilitated the transfer of knowledge and preservation of cultural heritage, fostering Cultural Pride among local communities and elevating shopping centers into true Centers of Life deepening the bond between the brand and the communities it serves.

5. Business Value Creation

The positive impacts delivered to communities have in turn generated tangible Business Value for the company. Central Pattana has earned community acceptance and trust (Social License to Operate), reduced the risk of complaints and local conflicts, and expanded its network of capable business partners drawn from local entrepreneurs who have grown alongside the company fully aligned with its vision of sustainable growth across the entire value chain.

Benefit from implementing social development project

Financial benefits

Does the company measure the financial benefits : Yes
from social development?

	2023	2024	2025
Donations / Grants (Baht)	23,000,000.00	21,200,000.00	15,000,000.00
Value of purchasing goods and/or services from the community (Baht)	3,836,000,000.00	3,953,000,000.00	3,846,461,506.00
Subsidies to funds or charitable organizations established by the company (Baht)	337,810.00	749,640.00	1,387,000.00
Scholarships (Baht)	10,664,235.00	9,200,000.00	2,032,500.00
Revenue from Supporting Community Spaces and Activities (Baht)	411,000,000.00	3,697,200,000.00	3,650,000,000.00

Non-financial benefits

Does the company measure the non-financial : Yes
benefits from social development?

	2023	2024	2025
Community forest (Rais)	800.00	4,000.00	4,000.00
Volume of Blood Donated from Provided Space (CC)	10,000,000.00	16,880,000.00	12,000,000.00
Educational beneficiaries (Persons)	8,320.00	9,784.00	8,848.00
Hiring local partners or suppliers (Persons)	1,811.00	1,921.00	3,728.00

	2023	2024	2025
Hiring local employees (Persons)	2,159.00	2,594.00	2,399.00
Beneficiaries of the company's community development projects (Persons)	4,212,698.00	9,951,522.00	16,062,575.00

Expenses from social and environmental development project

	2023	2024	2025
Total financial contribution to community/social development projects or activities (Bath)	170,000,000.00	520,500,000.00	590,300,000.00
Percentage of financial contribution for community/social development projects or activities to total expense (%) ^(*)	0.582914	1.663770	1.985695
Percentage of financial contribution for community/social development projects or activities to total revenue (%) ^(*)	0.351699	0.966579	1.081543

Additional explanation : ^(*) Total revenues and total expenses from total financial statement

Remarks - This document is automatically generated based on information processed as received from the listed company on as is basis. The Stock Exchange of Thailand (SET) does not make any representations regarding accuracy, completeness, appropriateness, recency or reliability of the information contained in this document, nor does it make any guarantee of a result of the use of the information contained in this document. In no event shall SET be responsible for any loss or damage resulting from the use of this document or the information contained herein.

ESG Performance

Company Name : CENTRAL PATTANA PUBLIC COMPANY LIMITED Symbol : CPN
Market : SET Industry Group : Property & Construction Sector : Property Development

Corporate Governance Policy

Information on overview of the policy and guidelines

Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

Upholding good corporate governance, Central Pattana believes that ethical, transparent, and auditable business conduct will help the Company attain its goal and enjoy sustainable growth. The Board therefore stipulated corporate governance policies, a code of conduct, and guidelines in its Code of Conduct and Corporate Governance Principles handbook (the Handbook) in written form. Such policies and guidelines are reviewed on a yearly basis and disclosed via the corporate website to provide guidelines for all personnel of the Company and its subsidiaries.

The Company regularly monitors the performance of the Board of Directors, executives, and personnel at all levels to ensure compliance with the corporate governance policy and good practices. This includes evaluating the implementation of the corporate governance policy, reviewing practices annually to ensure their suitability for business operations and alignment with good corporate governance practices, and publishing the manual in both Thai and English on the Intranet and the Company's website.

The company has divided into 5 categories of corporate governance policy as follows:

Chapter 1 Rights of shareholders

Chapter 2 Equitable treatment of shareholders

Chapter 3 Roles of stakeholders

Chapter 4 Disclosure of information and transparency

Chapter 5 Responsibilities of the Board of Directors

Policy and guidelines related to the board of directors

Are there policy and guidelines related to the board of directors : Yes

Guidelines related to the board of directors : Nomination of directors, Determination of director remuneration, Independence of the board of directors from the management, Director development, Board performance evaluation, Corporate governance of subsidiaries and associated companies, Other guidelines related to the board of directors

Nomination of directors

The selection of directors must be conducted in a transparent, fair, and accountable way under applicable legislation and regulations. The Nomination and Remuneration Committee is responsible for selecting and screening qualified people under the Company's regulations, Board charter, and applicable criteria before tabling their names for the Board's endorsement and finally for the shareholders' appointment. The Nomination and Remuneration Committee reviews eligible directors by:

- Allowing the major shareholder, minor shareholders, directors, and executives to nominate directors.
- Examining the Director Pool of the Thai Institute of Directors Association or other agencies with similar lists

Page number of the reference link : 61-62

Determination of director remuneration

The Board of Directors clearly defines the structure and criteria for paying remuneration and other benefits to directors, with the Nomination and Remuneration Committee reviewing and scrutinizing the amount of remuneration each year in a transparent, fair, and appropriate manner, and submitting it for approval from shareholders in due course. The directors' remuneration is comparable to the levels practiced in the same industry, consistent with the company's long-term strategies and goals, experience, duties, scope of roles and responsibilities, as well as the expected benefits from each director.

Page number of the reference link : 70

Independence of the board of directors from the management

The Board of Directors acts as representatives of the shareholders in overseeing performance for the maximum benefit of the shareholders. Furthermore, they play a crucial role in setting the company's direction and overseeing its corporate governance. The Board must make decisions, express opinions, and cast votes on matters where the Board has the authority to decide on important company issues. Therefore, they must act with caution and integrity, free from conflicts of interest. The independence of directors is thus a matter of utmost importance to protect the interests of shareholders, all stakeholders, and the Company's own interests.

Roles of the Chairman of the Board and the Chief Executive Officer

For clear role segregation and checks and balances, the Chairman and the President are always two different persons.

As a director bound by the Charter of the Board, the Chairman is committed to the Code of Conduct and Corporate Governance Principles in providing a role model for the Board, executives, and employees. The Chairman presides over the meetings of the Board as well as the shareholders, ensuring smooth meetings and giving directors and shareholders opportunities to express their views and recommendations freely and creatively.

The President is responsible for managing and administering the day-to-day operations of the Company's businesses under its strategic plans, vision, and missions, with a scope of authority bound by law, objectives, and the Company's regulations, in addition to the decisions of the Board and shareholders meetings.

Page number of the reference link : 62

Director development

The Company encourages directors to develop their knowledge, abilities, and skills in performing their duties as directors, covering both the Company's business nature, good corporate governance principles, and other courses beneficial to their performance of duties. The Company encourages directors to consider attending training with the Thai Institute of Directors (IOD) and other institutions in relevant courses continuously throughout the year. Furthermore, the Company also supports organizing internal training (In-house Briefing) by inviting experts and consultants to regularly present useful business information.

Furthermore, the Company mandates an orientation for all newly appointed directors, whereby Newly appointed directors will be informed of Company information, various rules and regulations, and important business information relevant to their duties as directors, such as the roles and responsibilities of directors, code of ethics, nature of business operations, and laws related to During this orientation, business operations, Board of Directors' meeting minutes, and past Audit and Governance Committee meeting minutes are introduced to the directors and executives. Additionally, directors are encouraged to receive training and participate in seminars that enhance their knowledge for performing their duties as directors.

Board performance evaluation

The Board of Directors jointly establishes self-assessment criteria for the Board, both collectively and individually, including the performance evaluation of sub-committees and the President and CEO, ensuring alignment with the guidelines of the Stock Exchange of Thailand, as well as the characteristics and structure of the Board of Directors, which are evaluated annually. The evaluation results are then jointly considered to determine improvement guidelines for operations going forward. Further details can be found in Chapter 8.

Corporate governance of subsidiaries and associated companies

The Company has a policy to invest in businesses which are consistent with our goals, visions and growth strategies, and in businesses that support its business operations or in associated businesses or businesses of similar characteristics or investment in businesses with synergistic benefits to our current businesses under the laws and good corporate governance principles to increase competitiveness towards the long-term good and stable performance. Central Pattana may consider investing in other businesses with growth potential or business expansion potential by using our advantageous strengths.

In considering investments, the Company will analyze the feasibility of an appropriate investment proportion, estimate the expected return, potential risks, sensitivity to changes in key factors that may affect the project, social and environmental impacts (if any), as well as the Company's financial status before making an investment decision. Investment decisions must be considered and approved by the Board of Directors, shareholders, or relevant authorized persons in accordance with the Company's approval authority (as the case may be). In a bid for the Company to be able to control and supervise the businesses and operations of its subsidiaries and associate companies, it is required to specify the qualifications and experiences of representatives to be directors and executives in those companies. Also, the businesses of subsidiaries and associate companies must be managed in accordance with the laws, regulations, and agreements related to business operations

The Company must continuously and regularly monitor the financial performance and operational results of its subsidiaries and associates. It must also ensure that operational results are reported to the Board of Directors, and oversee the accurate and complete collection of data and accounting records of subsidiaries and associates, enabling prompt preparation of consolidated financial statements.

Policy on the limitation of directorships held by directors and the Chief Executive Officer

- The Directors of the Company may hold directorships in companies listed on the Stock Exchange of Thailand for no more than 5 companies, without exception.
- The President may hold directorships in other companies listed on the Stock Exchange of Thailand, but this must not impede the performance of their duties for the Company, and such business must not be of the same business or in competition with the Company. Board approval must first be sought before accepting a directorship in another company

Policy and guidelines related to shareholders and stakeholders

Policy and guidelines related to shareholders and : Yes
stakeholders

Guidelines and measures related to shareholders : Shareholder, Employee, Customer, Business competitor,

and stakeholders Business partner, Creditor, Government agencies,
Community and society, Other guidelines regarding
shareholders and stakeholders

Shareholder

Shareholders' Rights

The Company places importance on the following measures to protect the rights of all shareholders, as detailed in the Handbook on pages 51-54. Significant matters are as follows:

- Stimulating effective management growth with quality and stability for the shareholders sustainable benefit, with good and efficient performance and respecting the shareholders equal rights to receive necessary information.
- The Company is committed to generating sustainable returns for shareholders through conducting business based on honesty, transparency, and fairness, fully adhering to good corporate governance principles, while providing shareholders with accurate and complete disclosures continuously. For further details about treatment with shareholders in accordance with as detailed in the manual. Chapter 1: Shareholders' Rights and Chapter 2: Equal Treatment of Shareholders" and Chapter 4: Information Disclosure and Transparency
- Adhere to all contractual obligations and comply with relevant laws and regulations.
- The Company respects shareholders' rights to receive necessary information equally and discloses complete and continuous information, including presenting financial performance and sustainability indicators, to build investor confidence, in accordance with Corporate Governance Principles
- The Company chooses to invest in legally compliant projects, with comprehensive evaluations conducted before investment, and operates under good corporate governance principles in line with listed companies on the Stock Exchange of Thailand, which includes oversight of conflict of interest management (Conflict of Interest) and operates in the same manner as joint ventures with all business partners, both domestic and international.
- A straightforward structure between the Company, its subsidiaries, and associates to assure shareholders of full returns.
- To oversee and support all shareholders, including major shareholders, individual shareholders, institutional investors, Thai shareholders, and Foreign shareholders receive fundamental rights and equal treatment, including the right to buy, sell, or transfer shares; the right to receive accurate and clear information; the right to attend meetings and vote on significant transactions; the right to appoint or remove company directors; the right to determine the remuneration of the board of directors; the right to appoint or remove auditors and determine audit fees; the right to receive profit sharing; the right to participate in decisions and be informed of the Company's decisions regarding fundamental changes in the Company.
- Disseminated information and details on exercising various rights through the news system of the Stock Exchange of Thailand ("SET") and the Company's website, considering equal access to information, the period for exercising rights, and the convenience of exercising such rights, without taking any actions that restrict access to the Company's information or block communication among shareholders.

The Annual General Meeting of Shareholders for the year 2025

The Company's shareholders have the right to determine the direction of the Company's business operations or to make decisions on matters that significantly impact the Company. The shareholders' meeting is therefore an important forum for shareholders to express opinions, communicate, ask questions, and consider casting votes.

Central Pattana recognizes the importance of giving identical rights and affording equal treatment to all shareholders, including but not limited to major shareholders, individual shareholders, institutional investors or foreign investors. Relevant guidelines have been adopted for actual actions (before, during and after meetings) for all shareholders meetings. The 2025 Annual General Meeting of Shareholders was held on April 29, 2025, via electronic means (e-AGM) with 12 out of a total of 12 directors attending the meeting, equal to 100% of all directors. The Chairman of the Board, Lead Independent Director, Chairman of the Audit and Corporate Governance Committee, Chairman of the Nomination

and Remuneration Committee, Chairman of the Risk Policy Committee, CEO, Chief Financial Officer, Company Secretary, and the external auditor attended the meeting. For further information about AGM proceedings, such as date, time, channel, and other details, please visit the Companys website on Invitation to Shareholders Meeting: <https://www.centralpattana.co.th/storage/ir/shareholder-information/shareholders-meeting/invitation-to-shareholders-meeting/agm2025/20250326-cpn-agm2025-invitation-en.pdf>

Summary of the Annual General Meeting of Shareholders proceedings for the year 2025 on important issues as follows:

Before the Shareholders' Meeting

- Providing individual shareholders with rights to propose in advance additional agenda items and nominate directors from September 25, 2024, to January 15, 2025. This included shareholders rights to query the meeting agenda before the meeting date by submitting their queries to the Company Secretary. Criteria for such consideration, which were agreed by the Board, can be viewed at the Companys website on Proposal of Meeting Agenda <https://investor.centralpattana.co.th/en/document/shareholder-meetings?year=2025> However, no shareholder proposed any agenda item or nominated any person for consideration as a director at the Annual General Meeting of Shareholders for the year 2025.
- Providing meeting invitations both in Thai and English. For the 2025 eAGM, the meeting invitation was publicized on the Companys website on March 26, 2025, over 30 days prior to the meeting. Also, the invitation was sent to the shareholders not less than 21 days prior to the meeting date to secure enough time for them to examine the information. This year, the Company has sent the invitation letters to shareholders 35 days prior to the scheduled meeting date.
- In the meeting invitation, the Company enclosed essential facts and rationales, as well as the Boards opinions on all items on the agenda for shareholders consideration. Please visit the Companys website on Invitation to Shareholders Meeting <https://www.centralpattana.co.th/storage/ir/shareholder-information/shareholders-meeting/invitation-to-shareholders-meeting/agm2025/20250326-cpn-agm2025-invitation-en.pdf>
- No significant, extraordinary document was distributed at the meeting, no additional items were added, and no amendment was made to material information without informing the shareholders in advance.
- To provide shareholders with the opportunity to fully attend the shareholders' meeting. In the year 2025, the Company therefore organized the meeting in an electronic format, which is a convenient and secure channel. This was to facilitate shareholders' travel to attend the meeting.
- The Company provided a form for submitting a request to attend the meeting (e-Request) using a QR Code system, along with preparing a manual explaining shareholder registration for the meeting, electronic voting (e-voting), and asking questions and expressing opinions during the meeting via the Inventech Connect system.
- Facilitating all shareholders, both attending by themselves and by proxy, to efficiently exercise their voting rights in the agenda where votes are needed in compliance with laws. Please visit the Companys website on Invitation to Shareholders Meeting <https://investor.centralpattana.co.th/en/document/shareholder-meetings?year=2025>
- To facilitate shareholders who could not attend the meeting in person, whether they are Thai individual shareholders, foreign shareholders, or institutional investors, the Company provided the Proxy Form B, in which agenda items to cast votes according to their intention are clearly listed in detail and on which they could state their voting preference, together with details in the Invitation about how to appoint a proxy to shareholders meetings. Shareholders can download Proxy Forms A, B, and C from the Companys website.
- In addition, the names and profiles of the four independent directors are provided for shareholders voting by proxy. At the 2025 e-AGM, 2,238 shareholders appointed independent directors as their proxies.

Date of Shareholders' Meeting

- Provided a registration period for seven days prior to the Meeting Date and a log-in period for an hour prior to the Meeting, with a document verification process. The e-AGM link was submitted via email.

- Provided shareholders with voting rights equivalent to the number of shares held. One share yields one vote. There was only one type of share, which was an ordinary share.
- Informed shareholders on the vote-tallying procedures before the shareholders meeting.
- Utilized e-voting for casting and verifying votes for precision, rapidity, suitability, and security. The system implemented by the service provider met the standard of ETDA Recommendation on Information Technology and Communications in Necessity for Electronic Transactions RE: e-Voting in the Meeting, issued by the Electronic Transactions Development Agency (ETDA).
- Provided shareholders with the rights to exercise their votes on the nomination of directors by electing each individual candidate one by one.
- Informed participants of the voting result for each agenda item and presented with the voting scores.
- Transparently conducted the AGM by following the respective agenda items as stated in the meeting notice, in strict conformance to the law and the Company's regulations. An independent party was invited to witness the vote counting.
- Provided shareholders with rights to attend a meeting while being in progress and to vote on remaining agenda items.
- Provided and allowed shareholders to freely express their views and raise their questions on every agenda. The Chairman of the Board, Chairman of all sub-committees, CEO, senior executives, Company Secretary, and external auditor attended the meeting to clearly answer all aspects of shareholders questions.

After the Shareholders' Meeting

- Notification of the Resolutions of the Annual General Meeting of Shareholders Annual 2025 on the Stock Exchange of Thailand's website and published on the Company's website on April 29, 2025, which is the same day as the meeting, after the meeting concludes.
- Shareholders can view the recorded video (webcast) of the shareholders' meeting via the Company's website.
- The quality of minutes of shareholders' meetings was emphasized by recording the following information:
 1. List of directors attending and in absence (if any) at the meeting, including their positions
 2. Rights and methods for electronic voting. Voting rights and methods via an e-voting system
 3. Shareholders' queries and recommendations, including the explanation of the directors or the management
 4. Shareholders' meeting resolutions and voting results on every agenda item that requires voting
- Prepared minutes of the shareholders' meeting in both Thai and English, published on the Company's website within 14 days from the meeting date, and submitted a copy of the minutes of the shareholders' meeting to the Stock Exchange of Thailand within the specified timeframe. <https://investor.centralpattana.co.th/storage/document/shareholder-meetings/agm2025/cpn-agm2025-minutes-en.pdf>

The Company complied with the AGM Checklist, jointly conducted by the Thai Investors Association, the SEC, and the Thai Listed Companies Association. The assessment criteria included steps undertaken prior to, on and after the meeting date.



Equal Treatment of Shareholders

The Company adheres to the principle of treating all shareholders equally without discrimination, whether they are major shareholders, individual shareholders, institutional investors, or foreign shareholders. It has established policies and guidelines for regulating the use of inside information, managing conflicts of interest, and reporting interests, as detailed in the manual on pages 18-22 and 40-41

Employee

- The Company instills organizational culture and values based on the principles of Central Pattanan Belief principles that will lead the organization to shared success, namely Dynamism Continuous development, Customers Customers are the inspiration, Communities Creating value for all sectors, Collaboration Cooperating for success.
- The Company defines Employee Treatment Policy fairly and appropriately, from the recruitment process, potential development, performance evaluation, appointment, transfer, compensation determination, as well as controlling and supervising the working environment to ensure safety for the lives and property of employees at all levels, emphasizing adherence to the principles of equality and equity in accordance with human rights and gender diversity policies Further details as per Manual, page 33-34, 37-38, 40-42 and 57 including promoting the development of policies to protect against Gender-Based Violence (GBV)
- The Company allocates welfare benefits and operates to improve well-being, caring for and promoting employee welfare both during and outside working hours, in response to diverse lifestyles. See more details about the operations over the past year in Chapter 3 Sustainable Business Driving and the Company's website under the topic "Stakeholder Engagement" Human Resource Development | Central Pattana
- The Company listens to opinions, suggestions, and provides feedback through surveys CG Voice twice a year, including communicating evaluation results. Additionally, there are channels for receiving complaints through the Whistleblowers system, and also establishes a department - People Business Partner, for one-stop service assistance.
- Summary of operational results and related indices. See more details on the Company's website under the topic "Summary of Sustainability Performance" Sustainability Performance | Central Pattana

Customer

- The Company prioritizes customer care, which is one of its organizational values. A written policy for customer treatment has been established, as detailed in Customer Treatment Policy and manual pages 33-34, 37-38, 40-41 and 56
- Adhere to organizational values, leading to the formation of an organizational culture. especially personnel development under the project Service with the heart. In 2025, the company undertook various initiatives to build strong relationships with tenants and customers. For more details, please refer to the company's website. Product and Service Quality | Central Pattana and Topic Stakeholder Engagement.
- The Company listens to and treats customers fairly and appropriately, ensuring customer satisfaction by providing good, standardized services under conditions of safety for health, hygiene, life, and property.
- The Company developed an Omni channel provide complete, accurate, and unbiased information about services, and prioritized the creation of the company's public relations materials by avoiding images or content that may cause negative attitudes, social division, or inappropriate values.

Summary of Performance and Related Indices. For more details, please refer to the Company's website under the topic Sustainability Performance Summary.

<https://sustainability.centralpattana.co.th/en/reporting-and-disclosure/sustainability-performance-data>

Business competitor

- The Company prioritizes fair treatment of trade competitors by establishing a written trade competition policy. The Company is committed to conducting its business within the framework of fair competition rules, refraining from seeking confidential information from competitors through dishonest or improper means, and avoiding any actions that violate the intellectual property rights of others or competitors. Furthermore, the Company promotes and supports

the exchange of valuable information within the shopping center development and management business as a whole, to strengthen the industry and contribute to the sustainable development of the economy, society, environment, and the nation, as detailed in the Competition Policy and the Manual on pages 38-39, 40-42, and 57.

- The Company has been a member of the Thai Shopping Center Association since 1998 by paying an annual membership fee of 50,000 Baht, which Currently, Mr. Channarong Euwattanasakul, the Company's executive, holds the position of President of the Association for a second consecutive term, from 2022 to the present, under the vision of creating strong Sustainable Ecosystem to strengthen the Thai shopping center business, as well as jointly define operational guidelines towards the goal of reducing the impact of climate change, focusing on electricity saving and reducing landfill waste. Training on "Path to Net-Zero Carbon Organization by 2050" was provided to the board and relevant agencies. Additionally, the Association collaborated with the Thai Retailers Association to welcome executives from the Federation of Asia-Pacific Retailers Associations to visit energy management at Central Ayutthaya, and members of the Indian Retailers Association to visit CentralWorld. It also pushed the government to enact the Independent Labor Promotion and Protection Act to create fairness and increase flexibility in hourly employment.

As of 2025, the Company has no issues or disputes with its trade competitors.

Business partner

- The Company places great importance on fair and equitable treatment of its business partners and allies, considering mutual benefits. It has clearly defined policies for interacting with partners, as outlined in the [Procurement Policy and Treatment of Suppliers Policy](#), with further details in the manual on pages 33-36, 40-42, and 56. The Company also adheres to procurement regulations that specify detailed procedures and practices to strengthen and maintain sustainable relationships with partners, fostering mutual trust. Furthermore, the Company has established a [Supplier Code of Conduct](#) for its Suppliers and Business Partners

- , serving as a guide for conducting business together in accordance with corporate governance principles, with a strong commitment to responsibility for the economy, society, human rights, and the environment, in pursuit of sustainable growth together.

- Treat partners transparently by clearly defining partner selection procedures and criteria in the procurement regulations, in accordance with project development and construction management regulations, such as procurement by a minimum comparison system of three entities by selecting partners through quotation or bidding, or by procuring through online auctions (E-Auction) in accordance with the procurement regulations of the company's central procurement unit (Pool Procurement), etc. The procurement methods will be conducted transparently in line with the company's policies, such as sustainable development, corporate governance, and anti-corruption, among others. Prospective partners must undergo a Pre-Qualification assessment to ensure that the company collaborates with partners who adhere to good governance principles.

- The Company treats partners fairly and discloses its policy for determining payment terms to partners. In most cases, the company sets trade credit terms or credit terms within 30 - 60 days and processes payments within the specified period, except in certain cases where partners specially set a due date longer than 60 days for the Company. In cases where the delivery of goods/services has not been completed according to the agreed purchase order conditions may cause payment delays beyond the specified period. However, in the year 2025, the actual average time the company took to pay its partners was 30 days

- The Company listens to opinions, suggestions, provides feedback, and co-develops innovations, as well as assisting in mitigating problems. In the year 2025, the Company will implement the Supply Chain Financing Development project in collaboration with various banks and financial institutions to enhance financial liquidity for partners and drive their strong and sustainable growth.

- The Company manages its sustainable supply chain by evaluating and prioritizing partners, assessing 100% of partners through documentation, and aiming to audit 100% of strategic and key partners at their premises by 2030.

- Implemented the No Gift Policy for the tenth consecutive year. The Company has communicated directly to business partners through various channels, including the Company's website, the Collective Action Against Corruption (CAC)'s website, email, and letter, which has the content about inviting and supporting partners to join in the declaration of intention of Thailand's Private Sector Collective Action Coalition against Corruption (CAC) or CAC for SMEs (according to business size)

Creditor

- The Company prioritizes fair treatment of creditors, transparent according to good corporate governance principles, efficiently manages business, builds confidence, and maximizes returns, repaying debts fully on time by establishing a written creditor treatment policy as detailed in Treatment of Creditors Policy and manual pages 37 and 56

- Creditors of the company are divided into

The company's creditors are categorized as follows:

Accounts Payables: Trade creditors: The Company complies with the conditions with trade creditors by making a payment to creditors according to trade agreements, regardless of the economic situation, through the bank transfer method in the procurement system and the Company's payment process. Creditors can bill along with the delivery of goods and services on every business day. The date of payment is set every 10th and 25th of the month.

Loan creditors: The Company manages loans carefully, find a source of loan that is appropriate for the set objectives as necessary and appropriate to the repayment capacity, focus on maintaining the quality of a good borrower, maintain repayment history and credibility, keep discipline in spending, pay principal and interest on time and strictly comply with all terms and conditions of the loan contract.

- In the year 2025, strictly respecting agreements with creditors; managing loans according to lending objectives; avoiding using the loans to cause damage to the Company; revealing financial status and ensuring timely repayment of loans and interests; thoroughly honoring loan conditions as agreed; and competently operating the business to assure creditors about the Company's healthy financial standing and loan repayment capabilities and Maintaining the Company's financial ratios as specified in loan agreements or the terms and conditions of such agreements, with regular reporting of its performance to creditors as required. If any of the conditions cannot be complied with, the company will notify creditors in advance to jointly consider finding solutions and prevent damage. The Company has never defaulted on either debt or interest payment or caused any concern among creditors about its debt repayment ability. Moreover, the Company provides loans only to subsidiaries under its shareholding structure, with no financial assistance offered to any unrelated company. For further detail, please see the Financial Report 2025 (56-1 One Report) under Notes to the Financial Statement.

- The Company reports its operational results and allows creditors to transparently verify performance as per the Sustainability-linked Bond. value 8 billion Baht, in cooperation with UOB Bank (Asian Development Bank and International Finance Corporation to support projects related to renewable energy sustainable water and wastewater management and energy efficiency improvement projects including other future sustainability projects that will be part of the business and its subsidiaries, such as shopping mall projects, office buildings, and hotels nationwide, focusing on sustainable development according to the defined plan to create efficiency in the use of current and future resources. See more details in the section Sustainability Finance | Central Pattana

Government agencies

- The Company prioritizes legal compliance and cooperates with the government, independent organizations, and other societal organizations to be a part of helping to drive the economy in various aspects of the country in accordance with the company's policy in the manual page 33-34, and 57

Throughout the past period and in the year 2025, the Company cooperated with and supported government policies for the benefit of the country under relevant laws and regulations, as well as being committed to

implementing beneficial projects to the public, whether it be policies assigned by the government or projects initiated by the company itself, such as Cooperation with the government in combating corruption in accordance with the company's policy in the manual page 27-28

- Upgrading cooperation and information-sharing with independent organizations and other related social organizations for joint, sustainable development of society and the country, taking into account impacts on the economy, society, and the environment.
- Becoming a member of the founding committee of RE100 Thailand Club to move forward the 100% use of renewable energy at the organizational level with practical strategies, in cooperation with energy suppliers and other businesses, which also aim at driving the national energy plan to achieve carbon neutrality by 2050.
- As a member of the Federation of Thai Industries, the Company has joined the renewable energy group. The Director of the company, holding the position as a vice president of Clean Energy Demand, with the goal of developing and elevating the renewable energy industry to be a sustainable energy country and making Thailand a renewable energy center in ASEAN.
- Joined as a member of the Thailand Carbon Neutral Network (TCNN) by paying a membership fee of 20,000 Baht per year under the supervision of the Greenhouse Gas Management Organization (Public Organization), intending to promote cooperation among government, private sector, and local/community sectors to enhance greenhouse gas reduction and strive towards net-zero greenhouse gas emissions in accordance with the global community's aspirations. The company is categorized as a member of the Greenhouse Gas Management Initiative Organization and the Greenhouse Gas Management Leader Organization. Furthermore, senior executives of the company hold positions as members of the Executive Committee of the Thailand Carbon Neutral Network (Council Board) and the Thailand Carbon Neutral Network Committee, according to information in [the Network Management Structure TCNN](#)
- Supported the United Nations Global Compact UNGC [by joining as a member of the UN Global Compact](#) under the Central Group.
- Partnered with the United Nations Development Programme or UNDP in expressing gender rights and equality throughout June each year, or Pride month where the company, through CentralWorld shopping center, organized the "Celebrate with Pride @ centralWorld" campaign, celebrating the pride of the LGBTQ+ community under the six-color rainbow symbol to raise awareness that everyone is equal and has the rights to be proud of who they are
- The Company is a member of the Thailand Climate Business Network (ThaiCBN), a collaboration between Kasikorn Bank and leading national and international organizations. The network brings together government, business, academic, financial and banking, and international sectors to drive coordinated action towards Thailand's net-zero transition. It focuses on three key areas: (1) establishing a climate change network across the supply chain and fostering the exchange of knowledge, research, technology, and best practices; (2) promoting the practical implementation of knowledge and technologies; and (3) enhancing the capabilities of businesses and industries across the supply chain to leverage opportunities in the low-carbon economy.

Community and society

- Developing business along with social, community and environmental development. Central Pattana defined a written policy on society, community, and the environment as detailed in the handbook on pages 33-34, 39-40, and 57
- Respecting relevant laws and/or regulations and try to surpass standards, such as inventing or applying the innovation of energy-efficient buildings in the Company's shopping centers and office buildings; monitoring the operation of the Company and preventing it from damaging the quality of life of society, communities, and the environment; developing society in its quality of life, education, energy saving, and environmental protection. Besides, actively communicating and disseminating knowledge of environmental conservation to its relevant stakeholders to establish an environmental protection network that spreads knowledge and experience to all social sectors. For further detail, please see Chapter 3, Sustainable Development, and on the Central Pattana website under Stakeholder Engagement

<https://www.centralpattana.co.th/th/sustainability/sustainability-strategy/framework/stakeholders-engagement>

- Hold discussions and gather feedback, such as on traffic management and waste management, to reduce negative impacts on communities.
- Conduct meetings and consultations to discuss and collect input on matters such as traffic and waste management, with the goal of minimizing negative impacts on the community.
- Provide appropriate resource-based support, including offering site visits, allocating spaces for public and governmental use, engaging in volunteer activities, and delivering on-the-ground support to the community.
- Summary of operational results and related indices. See more details on the Company's website under the topic Sustainability Performance Summary. <https://www.centralpattana.co.th/th/sustainability/sustainability-reporting-library>

Other Practices Regarding Shareholders and Stakeholders

Retailers, building tenants, residential project customers

- The Company delivers quality products on time. Product Responsibility Provide excellent, convenient, and safe services, supporting operations to create well-being and meet the expectations of shops and tenants. Always incorporate problems and suggestions to improve the quality of projects and services.
- The Company develops specialized application innovations to facilitate users, providing Receive comprehensive, complete, and timely information and guidelines, delivering a distinct and outstanding experience.
- The Company emphasizes development and training to enhance the potential of entrepreneurs in economic, social, and environmental aspects for sustainable growth together.
- The Company has a plan for remediation and assistance Retailers, building tenants, and residential project customers when facing a crisis
- Develop a business ecosystem, connecting with other related business groups or stakeholder groups to join as members of the Thai Retailers Association (www.thairetailer.com). To represent retailers in driving macro-level policies that will benefit the retail business as a whole, by paying a membership fee of 30,000 Baht per year

Summary of operating results and related indices. For more details, please refer to the Company's website under the topic "Sustainability Performance Summary". <https://sustainability.centralpattana.co.th/en/reporting-and-disclosure/sustainability-performance-data>.

Policy and Practices on Occupational Safety and Health

In ensuring the safety and sound occupational health of its employees and stakeholders, the Company has defined a policy and guidelines in the Handbook pages 40-42, requiring the planning and setting up within its offices. In addition, there are measures to monitor the readiness of the related person who is involved in the operation for facilities of efficient, adequate security and warning systems. The purposes are to prevent and control risks of damage from accidents, injuries, work-related illnesses, damage or loss of properties, incorrect practices, and other mistakes. All personnel have shared responsibilities in supervising and complying with rules, regulations, standards, and operational procedures on Safety and occupational health. Please see more details in Chapter 3, Sustainable Development, and the Company's website Sustainability Performance Pack at <https://www.centralpattana.co.th/en/sustainability/sustainability-reporting-library> and <https://sustainability.centralpattana.co.th/en/social/occupational-health-and-safety>

Policy and Practices on Intellectual Property

The Company conducts its business strictly under the law or regulations on intellectual property rights, whether in trademarks, patents, copyrights, classified commercial information, or other stipulated categories of intellectual property, such as using only licensed software that has been inspected and installed by the Company's Information Technology Department, and encouraging employees to ensure that the application of research findings or other data in their work does not constitute a violation of other people's intellectual property rights. Please see more details in the Handbook pages 32-33

Policy and Guidelines on Respect for Law and Human Rights Principles

The Company highlights the importance of respecting laws and human rights as stipulated in the Handbook pages 33-34
Respect for Laws

A key basis of the Company's business conduct is legal compliance, which includes domestic and foreign laws, as well as relevant customs, traditions, and cultures. The Company also tries to surpass standards, such as undertaking studies of relevant laws during conducting feasibility studies of projects and complying with them throughout the development stages, with constant monitoring of any legal revision that may affect its business operation. For example, the Company fully complies with city planning laws to avoid causing any economic, social, and environmental impacts in the area in which the Company has entered to develop. The Company also strictly observes the laws of every targeted country to ensure that its overseas investments are properly and transparently executed. The Company also set this key basis as a criterion for suppliers to conduct a self-assessment and on-site inspection.

Compliance with the Personal Data Protection Act

The Board of Directors oversees compliance with laws. The Company has established a privacy policy to align with the enforcement of the Personal Data Protection Act B.E. 2562 (Personal Data Protection Act: PDPA). For more details, please refer to the Company's website under the topic "Privacy Policy". <https://www.centralpattana.co.th/en/privacy-policy> and <https://sustainability.centralpattana.co.th/en/governance-and-economic/it-security-cybersecurity-and-personal-data-protection>

The implementation and communication of this policy aim to protect the personal data of stakeholders. For more details, please refer to Chapter 2 Risk Management

Respect for Human Rights

The Company promotes and respects the protection of human rights of employees and stakeholders, ensuring that its business conduct has no connection with any human rights violation, such as forced labor or child labor. All stakeholders are treated fairly with respect for human dignity and non-discrimination of national origin, race, gender, age, skin color, religion, physical condition, status, or birth. It also promotes the monitoring of human rights compliance within the Company and encourages subsidiary companies, joint ventures, business partners, and all stakeholders to comply with the international standards of the principles of human rights. Stakeholders whose rights are affected by the Company's operation are protected by offering compensation at a rate comparable to what is stated by the law. For more details, see Chapter 3 topic: Respect for Human Rights, and the Company's website under the topic "Human Rights" <https://sustainability.centralpattana.co.th/en/social/human-rights>

Information Disclosure and Transparency

The Company is committed to correct, complete, transparent, thorough, and timely disclosure of information, whether financial or non-financial, so that investors and all stakeholders may regularly receive reliable and adequate information for their decisions through the SET's information disclosure system and the Company's website, enabling all people to equitably access information. For information that cannot yet be disclosed, the Company has in place measures to prevent unauthorized access to such inside information.

Investor Relations Department

Investor Relations (IR) represents Central Pattana's center for disclosing financial and non-financial information, promoting and managing good relations with shareholders, investors, securities analysts, the public, and stakeholders in Thailand and abroad on an equal, inclusive and timely basis, in line with SET's requirements and the Code of Conduct for IR. The division has also prepared questionnaire forms for its annual conduct of satisfaction surveys on the division's operation as perceived by institutional shareholders, individual shareholders, investors, and securities analysts. The findings are analyzed for the optimization of policies, operations, and activities in line with international standards.

IR reports directly to the CFO and works closely with senior executives to formulate policies as well as quarterly and annual plans. The division also presents performance results and comments from shareholders, investors, and analysts to the Board twice a year.

The Company disseminates material information, available in both Thai and English and useful to shareholders and investors for their decision-making on investment, via diverse channels such as via SET, the SEC, newspapers, press releases, and the Company's website under Investor Relations" (<https://investor.centralpattana.co.th/en/home>) and is regularly updated.

Information disclosed on the website, includes Form 56-1 One Report, financial report, Management Discussion & Analysis (MD&A), the Company's past performances, data on the Company's business operation, factsheets for existing and new projects, notices to shareholders' meetings, minutes of shareholders' meetings, corporate governance, information submitted to SET, IR events and calendar, press releases and presentations used during both domestic and international roadshows. In the year 2025, users viewed the website for 383,992 times.

In addition, before the announcement of its quarterly and annual performance results to SET, the Company sets a silent period of 14 days to abstain from communicating its quarterly and annual performance report to analysts and investors to avoid unfair release of information, which may affect Central Pattana's share price.

Investor Relations Activities

Recognizing the value of forging good relations with investors, the Company's senior executives regularly make time to join investor meetings and activities to elaborate on the Company's policies and business directions. These activities include the Analyst & Fund Manager Meetings, investor conferences, quarterly performance announcement events, and domestic and overseas roadshows to meet investors. Furthermore, documents and recordings of executives presentations are disseminated through the Investor Relations website, enabling investors to view all past data. <https://investor.centralpattana.co.th/en/calendar>

The Company has progressively embraced online and virtual communication platforms such as Zoom, Webex, and Microsoft Teams for our investor relations activities. In addition, the Company, alongside GLAND, CPNREIT, and CPNCG, regularly participates in the Stock Exchange of Thailand's Opportunity Day, conducted quarterly in a virtual format. This provides an additional platform for us to engage with investors and the general public, offering greater convenience and a broader reach across different investor groups.

In the period year 2025, the Company regularly conducts various investor relations activities to enable senior management and the Investor Relations Department to meet and provide information to relevant parties on various occasions, as follows:

Activities	2024		2025	
	Number of times	Number of investors	Number of times	Number of investors
Conference Calls	12	23	13	99
Investor meetings organized by securities companies (virtual format)	4	70	7	126
Investor meetings organized by the Stock Exchange of Thailand	1	19	3	61
Investor meetings organized by securities companies	11	109	18	209
Investor meetings at the Company	26	79	28	96
Visit shopping centers, hotels, and residences	3	29	6	96
Meetings with analysts and institutional investors by the Company	15	N/A	16	N/A
Listed Company Meets Investors, organized by the Stock Exchange of Thailand (virtual format)	4	N/A	4	N/A

Shareholders, investors, and interested parties can contact the Investor Relations Department to inquire about Company information by mail or contact directly via the following channels:

Investor Relations Department

Central Pattana Public Company Limited
31st floor, Central World Offices

999/9 Rama I Road, Patumwan Sub-District
Patumwan District, Bangkok 10330, Thailand
Tel: +66 (0) 2667 5555 ext. 1614, 1632, and 1688
Fax: +66 (0) 2264 5593
Email: ir@centralpattana.co.th
<https://investor.centralpattana.co.th/th/information-inquiry/contact>

Information on business code of conduct

Business code of conduct

Business code of conduct : Yes

Central Pattana has defined a vision, mission, corporate values, and code of conduct as guidelines for directors, executives, and employees at all levels to abide by as rules for executing their duties to perform their duties and attain sustainable business goals. It also carries out a governance process to ensure compliance, with the Board and executives being role models in following the code. Moreover, Central Pattana engages in internal communication regularly to create a strong corporate culture. Further details are in the Handbook on pages 10-19.

The Board of Directors of the Company has considered and reviewed the Handbook annually as appropriate in order to adapt to the changes in business operations, the regulatory, or related laws, rules, and regulations. Central Pattanas Handbook complies with corporate governance principles widely recognized, whether in the domestic or the international context, ranging from the CG Code 2017 issued by the Securities and Exchange Commission (SEC), the evaluation criteria of Corporate Governance Report for Listed Companies (CGR), the checklist of the Thailand's Private Sector Collective Action Coalition Against Corruption or CAC checklist, corporate governance principles of the Organization for Economic Co-operation and Development (OECD), ASEAN Corporate Governance Scorecard and DJSI Sustainability Assessment.

The Company adheres strictly to the rules and regulations established by the SEC and the Stock Exchange. In 2024, the Company maintained full compliance with the regulations established by the relevant regulatory agency. Furthermore, there were no instances in which non-executive or independent directors resigned due to corporate governance concerns.

The Handbook is available on Central Pattanas website, where you can access and download the Handbook at:
<https://www.centralpattana.co.th/storage/sustainability/corporate-governance/code-of-business-conduct/20250625-cpn-code-conduct-cg-en.pdf>

Reference link for the full version of business code of conduct : <https://www.centralpattana.co.th/storage/sustainability/corporate-governance/code-of-business-conduct/20250625-cpn-code-conduct-cg-en.pdf>

Page number of the reference link : 20-50

Policy and guidelines related to business code of conduct

Guidelines related to business code of conduct : Prevention of Conflicts of Interest, Anti-corruption, Whistleblowing and Protection of Whistleblowers,

Prevention of Misuse of Inside Information, Money laundering prevention, Gift giving or receiving, entertainment, or business hospitality, Compliance with laws, regulations, and rules, Information and assets usage and protection, Anti-unfair competitiveness, Information and IT system security, Environmental management, Human rights, Safety and occupational health at work, Other guidelines related to business code of conduct

Prevention of Conflicts of Interest

The Company operates its business with integrity, honesty, openness, transparency, and fairness. It has established guidelines requiring all directors, executives, and employees to perform their duties for the benefit of the company, exercising caution to avoid any conflicts of interest or potential conflicts of interest. Employees are prohibited from engaging in businesses that compete with the Company and must avoid transactions that involve themselves or related parties, which may result in a conflict of interest with the Company.

If it is necessary to undertake connected transactions, they must be in line with general business conditions as specified and approved by the Board, based on transparency and fairness, as if the transactions were undertaken with other parties, taking into account the Company's maximum benefit. Stakeholders with a conflict of interest are forbidden to take part in the consideration of connected transactions. If the connected transactions are not in line with general business conditions as specified and approved by the Board and may cause a conflict of interest, the transaction must be submitted to the Audit and Corporate Governance Committee for opinions before submitting to the Board or shareholders for approval.

The Company also actively communicated its policy on conflicts of interest to directors, executives, and employees at all levels through internal communication channels, seminars, and knowledge assessments. These initiatives ensure that all personnel possess the necessary knowledge and understanding, are aware of the policy's importance, and are able to appropriately apply it in their work processes.

Anti-corruption

The Company places great importance on conducting its business with transparency, integrity, and in strict compliance with anti-corruption laws. We are fully aware that corruption not only impacts business operations, reputation, and the Company's image but also serves as a significant barrier to the sustainable growth of the Company and the development of the nation. As a result, the Company has joined the Collective Action Coalition in the fight against corruption and has established an anti-corruption policy, along with corresponding measures, which are documented and communicated through various channels, including letters, emails, the company website, board meetings, learning materials, and assessments. The policy is also presented as part of the Annual General Meeting of Shareholders. This initiative is designed to ensure that all employees, subsidiaries, joint ventures, business partners, and stakeholders are aware of and adhere to the Company's commitment to ethical business practices.

For more information on the Company's Anti-corruption measures, please visit

<https://www.centralpattana.co.th/storage/sustainability/corporate-governance/anti-corruption-measures/20231122-cpn-anti-corruption-measures-en.pdf>

Whistleblowing and Protection of Whistleblowers

Whistle-blowing and complaints

To encourage stakeholders, both in and outside the company, to participate in the corporate governance principles, should employees or stakeholders suspect any unlawful activities or those in violation of the law,

rules, regulations, code of business conduct, or corporate governance principles, they can ask, undertake whistle-blowing or file complaints with detailed evidence to the Company or relevant agencies via <https://www.centralpattana.co.th/en/whistle-blowing> or the following channels:

- 1.1 Audit and Corporate Governance Committee
Email: whistleblower@centralpattana.co.th
Mail: Audit and Corporate Governance Committee
Central Pattana Public Company Limited
999/9 The Offices at CentralWorld,
Rama 1 Road, Pathumwan, Bangkok 10330
- 1.2 President & CEO
Email: CEO@centralpattana.co.th
Mail: President & CEO
Central Pattana Public Company Limited
999/9 The Offices at CentralWorld,
Rama 1 Road, Pathumwan, Bangkok 10330

Protection of the rights of employees, temporary employees, and outsourced persons

The Company will not unfairly treat directors, executives, employees, temporary employees, or outsourced persons, whether through changes in position, nature of work, or locations of work, suspension, threats, obstruction of work, termination of work, or any unfair act against these people, because they:

1. File complaints when coming across incidents or items suspected of wrongdoing, fraud, violations, or non-compliance with the law, regulations, CPN's code of conduct, or its corporate governance policy
2. Provide whatever leads, information, cooperation, or assistance to the Board, management, public agencies, or regulators to ease examination or inspection when violation or non-compliance is suspected against the law, the Company's regulations, code of conduct, or corporate governance policy
3. Reject corrupt practices even when CPN's business opportunities are at stake.

The Company will maintain the confidentiality of the provided leads and will keep confidential the names of their providers except where they have given their consent or where required by law.

Page number of the reference link : 14-16

Prevention of Misuse of Inside Information

The directors formulate a policy to monitor the use of inside information and the Company's securities transactions based on equality and fairness of all shareholders and for the prevention of relevant directors and executives from undertaking dishonest securities transactions for their own benefit or the benefit of others. Directors, executives, and all employees are prohibited from using the Company's material and undisclosed information to the public for their own benefit or the benefit of others and must strictly adhere to the policy on keeping and using inside information as specified by the Company.

- Directors, the executives, and employees are entitled to invest in Central Pattana's securities transactions. However, to prevent conflict of interest, the directors, executives, and employees, as well as their spouses or cohabiting couple and children under the legal age, are prohibited from buying, selling, transferring, or accepting transfer of the Company's securities for 30 days prior to the annual financial statements to the Stock Exchange of Thailand and for 24 hours after the release of such information in order to bring the opportunity for investor to acknowledge and study the information adequately in a reasonable period of time.

- Directors and the executives are responsible for reporting changes in the holding of the Company's securities that holding by directors and executives, as well as their spouses or cohabiting couple and children not yet of age, to the Securities and Exchange Commission within three business days according to section 59, Securities and Exchange Act, fifth amendment, B.E.2559 (2016) and other revised in additional

- Directors and the Executives are responsible for reporting the holding of the Company's securities to the Securities and Exchange Commission; they must inform the Board or their delegate at least one day before the transaction is made.

- The Company Secretary is responsible for compiling the information on securities holdings of directors and executives, including their spouses or cohabiting couples and children not yet of age, and reporting to the Board meeting in every quarter.

- If a director, executive, or employee violates the Company's securities holding guideline, or any other regulation related to regulators, it shall be considered a disciplinary offense according to the Company's regulations and may be subject to punishment under the law.

Page number of the reference link : 54-55

Money laundering prevention

Central Pattana is committed to engaging in business with credible customers and business partners that conduct their businesses by laws. It exercises care in engaging in transactions with parties or juristic persons with suspected wrongdoing. Furthermore, the Company does not abet or refrain from any action to conceal the sources of money or properties related to wrongdoing and does not engage in any transaction in which money or properties connected with wrongdoing are processed, transformed, or converted into lawful properties. This includes support for the above-mentioned wrongdoing. The Company also encourages all personnel to unconditionally cooperate with relevant agencies to prevent business money laundering and will strictly comply with laws on the prevention and suppression of money laundering. For queries on this, one should consult the Company's legal department or legal.

Page number of the reference link : 29

Gift giving or receiving, entertainment, or business hospitality

The Company has established a policy and guidelines on the acceptance and giving of gifts, hospitality, entertainment, or any other benefits (No Gift Policy) for all occasions since 2015, to set a high standard of conduct for all employees. The aim is to ensure that employees at all levels perform their duties to the best of their abilities, without expecting any personal rewards or benefits. Additionally, the Company actively promotes its commitment to conducting business with integrity and transparency by communicating the policy on gift acceptance and the prohibition of receiving any gifts or gratuities through various internal communication channels in the office. This reflects the Company's dedication to managing operations with transparency. The policy is also communicated to business partners and external stakeholders through formal letters signed by the CEO and Managing Director.

Page number of the reference link : 29

Compliance with laws, regulations, and rules

Directors, executives, and employees of the Company must thoroughly understand the legal requirements and regulations related to their respective duties and responsibilities. They are required to strictly adhere to the laws, regulations, and company policies, and must not participate in, assist, or engage in any actions that violate or breach any laws, regulations, or rules.

Page number of the reference link : 33-34

Information and assets usage and protection

Recording, reporting, and storage of data policy

All employees at every level of the Company must properly and accurately record and retain important business information, as well as confidential information related to the Company and its stakeholders. This information must be stored securely and accessed only by authorized personnel, ensuring that it is protected from unauthorized access

both internally and externally. Employees must also ensure the protection of sensitive and personal data, and must not use any non-public internal company information for personal gain or the benefit of external parties in an unethical manner. The management of personal data will be conducted in accordance with applicable laws, with strict privacy protection measures in place throughout all processes. For further details, please refer to the companys manual (pages 20-21).

Policy on Responsibility for Company Assets

Employees of the Company must not use any Company assets for personal benefit or the benefit of others in an improper manner, either directly or indirectly, or for illegal purposes. The Company assets should be used responsibly and efficiently to ensure maximum benefit for the Company. Employees are also responsible for maintaining Company assets in good working condition and protecting them from damage or loss. For more details, please refer to the companys manual (pages 31-32).

Anti-unfair competitiveness

The Company supports and promotes fair and free trade competition in accordance with ethical business practices and relevant laws. The Company operates within the framework of fair competition rules, refraining from obtaining confidential information from competitors through unethical means. We do not engage in activities that harm the reputation of, or negatively impact, competitors or stakeholders by distorting information, spreading false claims, or using inappropriate methods. Our goal is to foster a competitive environment that benefits all parties in the market in a sustainable manner. For more information, please visit our website

<https://sustainability.centralpattana.co.th/en/document/viewer/201/business-competition-policy>

Page number of the reference link : 38

Information and IT system security

The Company has established a framework for the governance and management of enterprise-level information technology, strictly adhering to relevant laws, regulations, policies, and international standards. This framework aligns with the business requirements of the Company. We have implemented an information security policy, ensuring that all personnel use the Company's information systems solely for business purposes. Confidential information of the Company, its customers, business partners, and employees must be protected from leakage or unauthorized use. The Company has also put in place appropriate access control processes and cybersecurity measures, employing modern security systems in line with relevant standards, and conducting regular system audits. Data encryption, contingency planning, and other safeguards are also part of the Companys information security efforts. Additionally, the Company utilizes information technology to create business opportunities, improve operations, and manage risks, ensuring the achievement of business objectives.

Further details on cybersecurity and personal data protection can be found on our website

<https://sustainability.centralpattana.co.th/en/governance-and-economic/it-security-cybersecurity-and-personal-data-protection>

Page number of the reference link : 22-24

Environmental management

The Company is committed to balancing business growth with environmental responsibility, focusing on the efficient and sustainable management of natural resources throughout the entire value chain. We have developed an environmental policy that complies with environmental laws, regulations, standards, and other relevant national and international requirements. This policy outlines our objectives to reduce the environmental impact of our operations and value chain, including reducing greenhouse gas emissions, water usage, energy consumption, and waste generation. The Company also supports the sustainable use of natural resources and strives to enhance ecosystem balance and biodiversity conservation. For more information on the Companys environmental management practices, please visit our website <https://sustainability.centralpattana.co.th/en/document/viewer/252/environmental-management-policy>

Page number of the reference link : 43-44

Human rights

The Company is committed to conducting its business in accordance with international human rights principles. We have established a human rights policy that integrates these principles into all business processes, from recruitment and personnel management to tenant care and the selection and oversight of business partners. This policy covers key areas such as fair treatment, anti-discrimination, workplace safety, freedom of association, and labor protection. To ensure compliance with these principles, the Company conducts Human Rights Due Diligence (HRDD) assessments at least every two years. These assessments help identify potential human rights risks and develop measures to prevent and resolve issues related to human rights across all areas of the business, using input from stakeholders alongside international standards.

Page number of the reference link : 33-34

Safety and occupational health at work

The Company places great importance on the appropriate and systematic management of occupational health, safety, and working conditions. We adhere to the ISO 45001 international standard and align our practices with the United Nations Sustainable Development Goals (SDGs). This approach promotes the continuous improvement of health and safety practices, enhances the effectiveness of our safety management systems, reduces the risk of workplace accidents and occupational diseases, and fosters a safety culture within the organization.

For more details on occupational health, safety, and working conditions, please visit our website.

<https://sustainability.centralpattana.co.th/en/document/viewer/198/safety-and-occupational-health-policy>

Page number of the reference link : 40-41

Supplier Code of Conduct

The Company has established a Supplier Code of Conduct to guide the business interactions between the Company and its partners, as well as affiliated companies, ensuring that these relationships are conducted with transparency, integrity, and ethical standards. The Code emphasizes the responsibility towards the economic, social, and environmental systems, as well as compliance with laws and regulations that align with environmental, social, and governance (ESG) principles.

The Company has communicated the guidelines outlined in its Code of Conduct and Corporate Governance Principles, and the Business Partner Code of Conduct to its partners, ensuring they are informed and understand the principles. This is to drive, support, and encourage our partners to operate their businesses efficiently, effectively, transparently, and in accordance with corporate governance standards.

Reference link for the other policy and guidelines : <https://sustainability.centralpattana.co.th/en/document/viewer/206/จรรยาบรรณของคู่ค้า>

Promotion of compliance with the business code of conduct

Promotion for the board of directors, executives, and employees to comply with the business code of conduct : Yes

The Company has distributed the Handbook to the Board of Directors, executives, and all employees through various channels, including meetings, the Company's website, and internal communication platforms such as emails, posters, social media, short videos, activities, and both classroom-based and online training programs, which include a comprehensive training course designed for new employees. The purpose of this initiative is to ensure that employees

and stakeholders can access the information conveniently and to ensure that all personnel at Central Pattana possess a thorough understanding, maintain awareness, and consistently adhere to our Code of Conduct and good Corporate Governance.

The Code of Conduct and Corporate Governance principles are communicated to all Board members through Board of Directors meetings and emails. To promote awareness, ensure compliance, and monitor the implementation across all operations, the Company carries out an annual evaluation through the online Code of Conduct Speedy Quiz for all personnel. In 2025, 98.68% of all personnel completed the e-learning program, including the quiz, with 85.71% of executives and 99.56% of employees participating. The content covered by the Board, as well as in the learning materials and annual quiz, included topics: the use of inside Information, preventing conflicts of interest, anti-corruption, human rights, and the whistleblowing and complaints procedure.

Participation in anti-corruption networks

Participation or declaration of intent to join anti-corruption networks	: Yes
Anti-corruption networks or projects the company has joined or declared intent to join	: Thai Private Sector Collective Action Against Corruption (CAC) CAC membership certification status : Certified Certification document of CAC membership status : CAC recertification.jpg, Other anti-corruption networks or projects the company has joined : Asking for bribe?...We report! Project Certification document of Other anti-corruption networks or projects the company : คำประกาศเข้าร่วมโครงการรณรงค์การแจ้งเบาะแสการกระทำการทุจริต.pdf

Information on material changes and developments in policy and corporate governance system over the past year

Material changes and developments related to the review of policy and guidelines in corporate governance system or board of directors charter

In the past year, did the company review the corporate governance policy and guidelines, or board of directors charter	: Yes
Material changes and developments in policy and guidelines over the past year	: Yes

Review of important charters/policies/guidelines

- Review and update of the Code of Conduct and Corporate Governance Principles, dated May 2, 2025, to ensure policies in the dimension of Environmental, Social, and Governance (ESG) aspects are in accordance with regulatory criteria and international standards.
- Review of the Charters of the Board of Directors, Nomination and Remuneration Committee, Audit and Governance Committee, and Risk Policy Committee.
- Review of anti-corruption measures.
- Review of the insider information usage policy.
- Review of the securities holding policy.
- Review of the conflict of interest policy.
- Review of the Supplier Code of Conduct.
- Review of environmental policy and consideration of the company's energy and environmental operational guidelines.

Definition of the company's vision, mission, and strategies

- Consider the organizational strategic direction with management, incorporating issues of sustainable growth in 3 dimensions: economic, social, and environmental, as part of setting goals to define operational directions according to the vision and mission, to create business growth that considers all stakeholder groups, and to analyze significant risks and opportunities in business operations to determine long-term strategies and operational guidelines.
- The Board of Directors regularly reviews the organization's vision and mission annually. To improve alignment with future business directions, goals, and strategies by in the year 2025 Board Meeting No. 7/2025, November 7, 2025, Board of Directors jointly considered, reviewed, and approved the company's annual vision, mission, strategies, and business plans to ensure that executives and employees share common goals and to ensure that the company operates for the maximum benefit of the company and its shareholders. The Board of Directors shall approve the strategies and business plans, including the budget of the Group, which have been considered and reviewed by the Management Committee, and shall monitor the performance according to such plans. The management shall monitor and report the progress of the company's operations and financial performance to the Management Committee meeting periodically and report to the Board of Directors. on a quarterly basis. To inform the Board of Directors of the progress and to provide recommendations.

Supervision and monitoring of strategy implementation

- Consider actual performance compared to plans, as well as economic conditions, market conditions, and competition, customer performance data in each business group, and comparative performance data within business groups concerned on a quarterly basis, with the CEO as the reporter.
- Consider reviewing the strategic plan during the year, with the CEO reporting to the Board of Directors for acknowledgment. Actual performance compared to strategic targets.
- Consideration of the company's investments and various project developments, including shopping center business, residential business, hotel business, mixed-use business, and other investment businesses such as overseas investments, acquisitions, and alternative business investments.
- Consideration of the Company's financial items and operations.
- Monitor progress in elevating the creation of a work culture consistent with laws and the Company's regulations. by communicating and providing knowledge and understanding to personnel, as well as creating processes to establish mechanisms for compliance with governance principles and performance reporting.

Corporate governance system, internal control, and risk management

- Consider organizational sustainability issues and jointly set long-term environmental and social goals.
- Consider enterprise-level risk issues and risk indicators that may affect the company's operations.
- Consider complaint management through the Audit and Governance Committee.
- Consider internal audit operations, the adequacy of internal controls, and the supervision of operations related to IT Audit and IT Governance.

- Acknowledge the securities holdings of directors and executives on a quarterly basis.
- Acknowledge the summary report of the discussion points from the Independent Directors' Meeting.
- Acknowledge the results of the annual self-assessment of the Board of Directors.
- Acknowledge the summary report of the training course organization CyberAwareness 2025 in collaboration with Central Group, providing cybersecurity knowledge, with a participation rate of 83% of all executives and employees, comprising 73% executives and 87% employees.
- Acknowledge the summary report of the Code of Conduct Speedy Quiz 2025 training session, held in collaboration with the Central Group, which provided knowledge on policies and practices related to the Code of Conduct and corporate governance principles, anti-corruption measures, insider information use, conflicts of interest, human rights, whistleblowing, and complaints. The participation rate was 98.68% of all executives and employees, consisting of 85.71% of executives and 99.56% of employees.
- Acknowledge the summary report of the seminar activity " Corporate Governance Day 2025" in collaboration with Central Group via YouTube Live, which attendees and retrospective viewers via YouTube more than 4,000 participation in viewing, with the activity discussed under the following topics:
 - Unintentional Conflict of Interest: Be aware before it becomes a major issue!
 - Catching trends AI... How to use it with good governance.
 - Understanding differences, valuing diversity and equality.

Anti-corruption and human rights respect operations in the business sector

- Review of anti-corruption measures.
- Acknowledge the implementation of the No Gift Policy (No Gift Policy) annually.
- Acknowledge the performance report on the course development e-Learning Ethics in Workplace for new employees to build knowledge and understanding among personnel regarding business ethics, anti-corruption, and respect for human rights in the business sector.
- Promote, support, and invite business partners who are SMEs to participate in declaring intent to be a member of the collaborative project with the Thai Private Sector Collective Action Against Corruption (CAC) continuously.

Human Resource Management

- Consideration of human resource management at both the organizational level and the Board of Directors level.

Implementation of the CG Code for listed companies

Implementation of the CG Code as prescribed by the : Mostly used in practice
SEC

The Company has largely considered adopting the practices outlined in the Corporate Governance Code for Listed Companies 2017 (CG Code), prepared by the Securities and Exchange Commission (SEC), to align with and suit the nature of the Company's business.

For certain practices that the Company has not yet been able to implement or has not yet adopted, the Company has considered at the meetings of the Board of Directors and relevant sub-committees, along with recording the unfulfilled practices and their reasons as part of the resolutions of each committee, which can be summarized as follows:

1. The Chairman of the Board is a shareholder representative who is not an independent director. However, based on the consideration of the Nomination and Remuneration Committee, approved by the Board of Directors, it is of the opinion that the current Board structure is appropriate for the nature of the Company's business, as the Chairman possesses knowledge, experience, and expertise in real estate development and long-standing retail business experience, enabling him to perform his duties with due consideration for the interests of all stakeholders. Furthermore, an independent chairman has been appointed to balance the power in overseeing the Company's operations.
to ensure transparency and fairness.

2. The Board of Directors must consist of more than independent directors 50%, and currently, the Company has a total of independent directors 4 persons, representing 33% of the total 12 directors. However, the number of independent directors is sufficient for the necessity in the context of the Company and complies with the criteria set by the Securities and Exchange Commission and the Stock Exchange stipulates that there must be at least independent directors 1 in 3 of the total number of directors, but not less than 3 persons
3. The Company's Articles of Association stipulate that the election of directors shall be by a majority vote of shareholders attending the meeting and casting votes, and in voting vote each time, each shareholder shall have one vote per one share, thus there is no cumulative voting (Cumulative Voting)
4. Regarding the requirement that at least 30% of board members be women, the Company currently has three (3) female directors out of a total of twelve (12) board members, which representing 25% of the Board. The Board of Directors and the Nomination and Remuneration Committee have duly acknowledged this matter and are in the process of deliberating on measures to increase the proportion of female directors, along with reviewing the qualifications of prospective director nominees.
5. Regarding the engagement of external consultants to assist in setting guidelines and proposing issues for the Board's performance evaluation at least every 3 years. The existing performance evaluation framework for the Board of Directors continues to operate effectively and fully complies with good corporate governance principles. As three new directors were appointed during the fiscal year 2025, the Company has not yet engaged independent external consultants to conduct a formal evaluation of the Board's performance. Nonetheless, the Company may give due consideration to the engagement of such consultants in the future.

Other corporate governance performance and outcomes

Awards Received

- The Company ranked among the TOP 50 listed companies in ASEAN with the highest ASEAN CG Scorecard scores in 2024. that received scores of 97.50 points or higher (assessed biennially).
- The Company received an 'Excellent' CGR assessment for the 17th consecutive year and was placed in the Top Quartile of all listed companies, including those in the real estate and construction sector, and companies with a market capitalization exceeding 10,000 million Baht.
- The Company received an 'Excellent' rating for the quality of its Annual General Meeting of Shareholders, achieving a perfect score of 100 points.
- The Company is a member of the Dow Jones Best-in-Class World Index for the 8th consecutive year, among real estate companies with a Top 10 ranking, and in the DJSI Emerging Market for the 12th consecutive year.
- The Company received the Future Trends Awards 2026 in the category of The Better World Corporate Awards: Leading Governance.

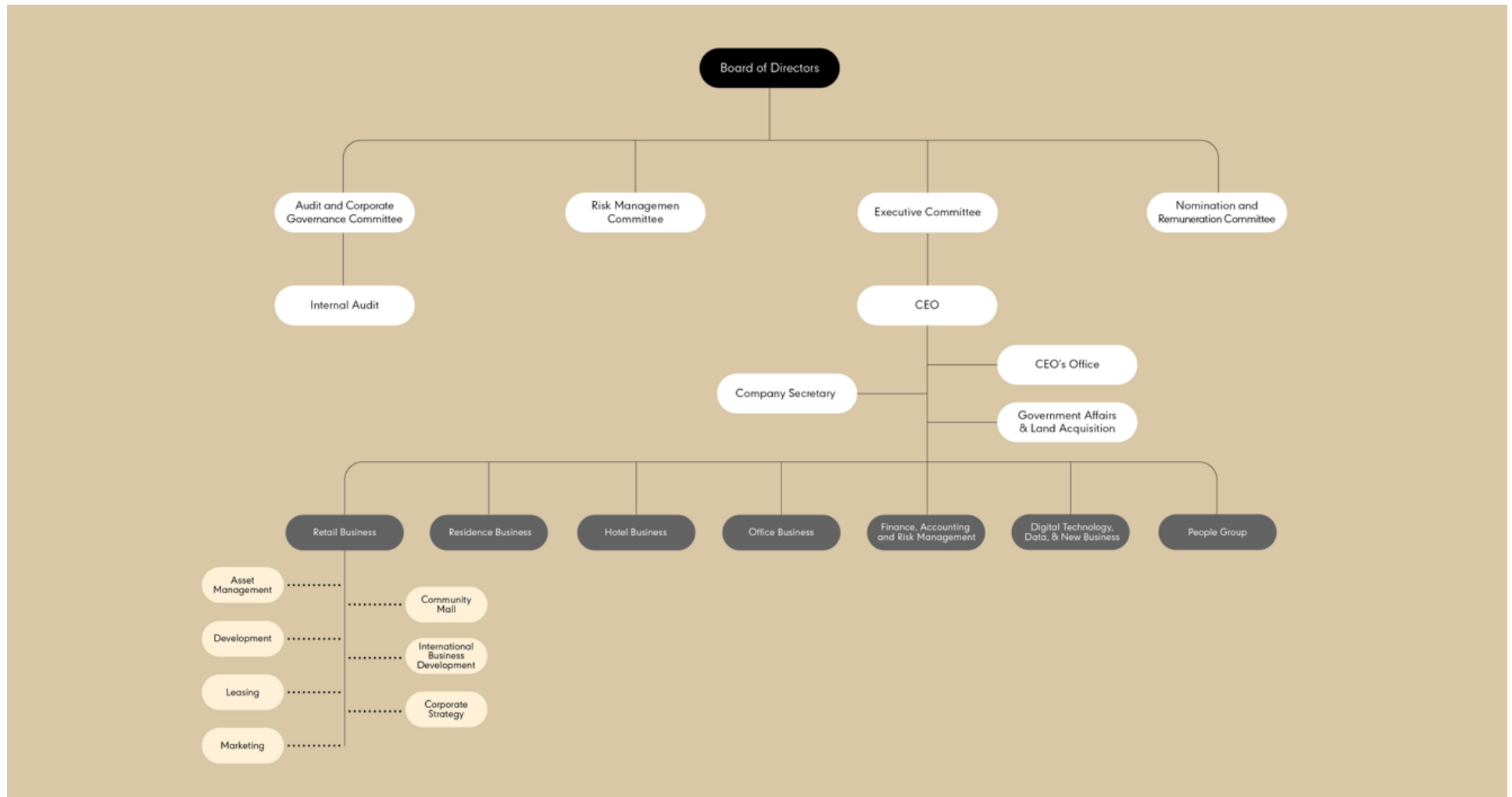
Corporate Governance Structure

Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure diagram



Information on the board of directors

Information on the board of directors

Composition of the board of directors

	2023		2024		2025	
	Male (persons)	Female (persons)	Male (persons)	Female (persons)	Male (persons)	Female (persons)
Total directors	12		12		12	
	8	4	8	4	9	3
Executive directors	1		1		1	
	0	1	0	1	0	1
Non-executive directors	11		11		11	
	8	3	8	3	9	2
Independent directors	4		4		4	
	2	2	2	2	3	1
Non-executive directors who have no position in independent directors	7		7		7	
	6	1	6	1	6	1

	2023		2024		2025	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
Total directors	100.00		100.00		100.00	
	66.67	33.33	66.67	33.33	75.00	25.00
Executive directors	8.33		8.33		8.33	
	0.00	8.33	0.00	8.33	0.00	8.33
Non-executive directors	91.67		91.67		91.67	
	66.67	25.00	66.67	25.00	75.00	16.67
Independent directors	33.33		33.33		33.33	
	16.67	16.67	16.67	16.67	25.00	8.33
Non-executive directors who have no position in independent directors	58.33		58.33		58.33	
	50.00	8.33	50.00	8.33	50.00	8.33

Additional explanation : Displayed % (percentage) from proportion of total board of directors

	2023		2024		2025	
	Male (years)	Female (years)	Male (years)	Female (years)	Male (years)	Female (years)
Average age of board of directors	64		65		67	
	65	62	66	63	66	68

The information on each director and controlling person

List of the board of directors

List of directors	Position	First appointment date of director	Skills and expertise
<p>1. Mr. SUDHITHAM CHIRATHIVAT Gender: Male Age : 78 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> Direct shareholding : 26,764,600 Shares (0.596359 %) 	<p>Chairman of the board of directors (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	<p>23 Feb 1995</p>	<p>Property Development, Governance/ Compliance, Risk Management, Human Resource Management, Architecture</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>2. Mr. RAPEE SUCHARITAKUL Gender: Male Age : 64 years Highest level of education : Master's degree Study field of the highest level of education : Law Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Newly appointed director to replace the ex-director</p>	1 May 2025	Law, Sustainability, Governance/ Compliance, Human Resource Management, Risk Management
<p>3. Mr. WINID SILAMONGKOL Gender: Male Age : 67 years Highest level of education : Master's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	1 Sep 2022	Economics, Accounting, Finance, Audit, Risk Management

List of directors	Position	First appointment date of director	Skills and expertise
<p>4. Mrs. PATAREEYA BENJAPOLCHAI Gender: Female Age : 71 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Newly appointed director to replace the ex-director</p>	<p>1 May 2025</p>	<p>Business Administration, Audit, Risk Management, Accounting, Governance/ Compliance</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>5. Mr. MONTREE SORNPAISARN Gender: Male Age : 61 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 7,500 Shares (0.000167 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Newly appointed director to replace the ex-director</p>	1 May 2025	Business Administration, Property Fund & REITs, IT Management, Accounting, Human Resource Management

List of directors	Position	First appointment date of director	Skills and expertise
<p>6. Mrs. NIDSINEE CHIRATHIVAT Gender: Female Age : 70 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 12,874,182 Shares (0.286858 %) 	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	11 Jul 2020	Business Administration, Property Development, Risk Management, Governance/ Compliance, Negotiation

List of directors	Position	First appointment date of director	Skills and expertise
<p>7. Mr. KOBCHAI CHIRATHIVAT Gender: Male Age : 70 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 27,342,800 Shares (0.609242 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 155,000 Shares (0.003454 %) 	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	<p>23 Feb 1995</p>	<p>Business Administration, Property Development, Risk Management, Governance/ Compliance, Human Resource Management</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>8. Mr. PRIN CHIRATHIVAT Gender: Male Age : 63 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 42,476,895 Shares (0.946455 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 192,000 Shares (0.004278 %) 	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	23 Feb 1995	Business Administration, Property Development, Accounting, Finance

List of directors	Position	First appointment date of director	Skills and expertise
<p>9. Mr. PREECHA EKKUNAGUL Gender: Male Age : 67 years Highest level of education : Master's degree Study field of the highest level of education : Asian Institute Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 75,115 Shares (0.001674 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 3,000 Shares (0.000067 %) 	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	<p>25 Apr 2014</p>	<p>Property Development, Business Administration, Human Resource Management, Engineering, Architecture</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>10. Mr. SUTHIPAK CHIRATHIVAT Gender: Male Age : 64 years Highest level of education : Bachelor's degree Study field of the highest level of education : Political Science Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 25,589,600 Shares (0.570178 %) 	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	16 Aug 2021	Law, Engineering, Architecture, Governance/ Compliance, Property Development

List of directors	Position	First appointment date of director	Skills and expertise
<p>11. Mr. THIRAYUTH CHIRATHIVAT Gender: Male Age : 60 years Highest level of education : Master's degree Study field of the highest level of education : Food, Hotel and Tourism Management Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 24,325,800 Shares (0.542019 %) 	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	<p>1 Jan 2023</p>	<p>Property Development, Engineering, Architecture</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>12. Ms. WALLAYA CHIRATHIVAT Gender: Female Age : 64 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> Direct shareholding : 18,518,100 Shares (0.412614 %) 	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	1 Jan 2022	<p>Property Development, Business Administration, Human Resource Management, Governance/ Compliance, Information & Communication Technology</p>

Additional explanation:

(*) Any offense under the Securities and Exchange Act B.E. 2535 (1992) or the Derivatives Act B.E. 2546 (2003), only in the following cases:

(1) Dishonest act or gross negligence

(2) Disclosure or dissemination of false information or statements that may be misleading or conceal material facts that should be notified, which may affect decision making of shareholders, investors or other parties involved

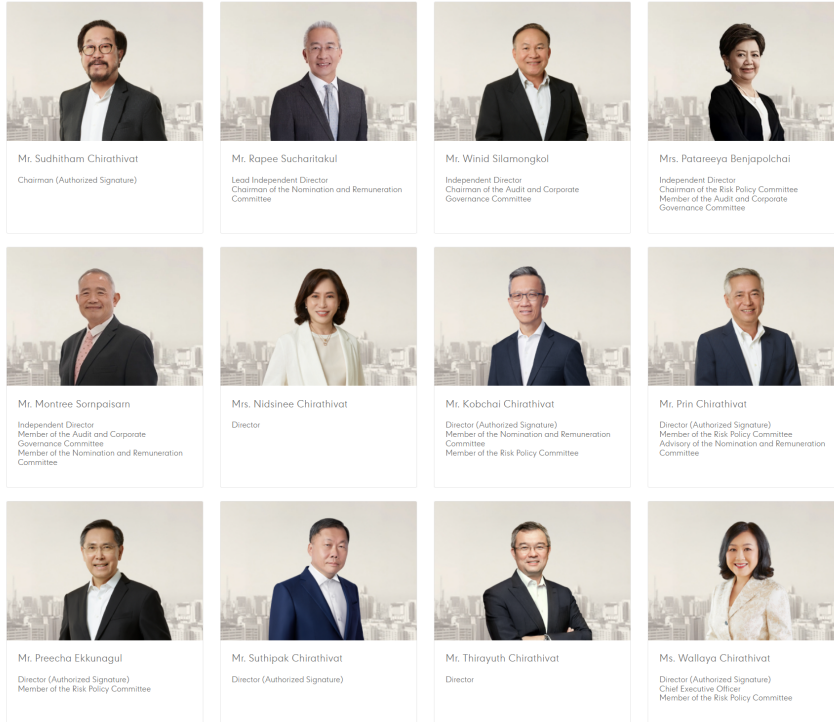
(3) Unfair acts or exploitation of investors in trading securities or derivatives, or participation in, or support to, such acts.

(**) Shareholdings by persons related to directors or executives as prescribed in Section 59 of the Securities and Exchange Act B.E. 2535 (1992), such as spouses or cohabiting couple (unmarried couples living together openly), minor children, etc.

Diagram of list of the board of directors



Board of Directors



Board of Directors

List of board of directors who resigned / vacated their position during the year

List of directors	Position	Date of resignation / termination	Replacement director
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List of directors	Position	Date of resignation / termination	Replacement director
<p>1. Mr. VERAVAT CHUTICHETPONG Gender: Male Age : 65 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years^(*) : Doesnt Have DAP course : Yes DCP course : Yes</p>	<p>Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No</p>	<p>30 Apr 2025</p>	<p>Mr. MONTREE SORNPAISARN Appointment date of replacement director : 1 May 2025</p>

List of directors	Position	Date of resignation / termination	Replacement director
<p>2. Mrs. JOTIKA SAVANANANDA Gender: Female Age : 65 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 41,691 Shares (0.000929 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p>	30 Apr 2025	<p>Mr. RAPEE SUCHARITAKUL</p> <p>Appointment date of replacement director : 1 May 2025</p>

List of directors	Position	Date of resignation / termination	Replacement director
3. Ms. PARNISREE AMATAYAKUL Gender: Female Age : 55 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes	Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No	30 Apr 2025	Mrs. PATAREEYA BENJAPOLCHAI Appointment date of replacement director : 1 May 2025

Additional explanation:

(*) Any offense under the Securities and Exchange Act B.E. 2535 (1992) or the Derivatives Act B.E. 2546 (2003), only in the following cases:

(1) Dishonest act or gross negligence

(2) Disclosure or dissemination of false information or statements that may be misleading or conceal material facts that should be notified, which may affect decision making of shareholders, investors or other parties involved

(3) Unfair acts or exploitation of investors in trading securities or derivatives, or participation in, or support to, such acts.

(**) Shareholdings by persons related to directors or executives as prescribed in Section 59 of the Securities and Exchange Act B.E. 2535 (1992), such as spouses or cohabiting couple (unmarried couples living together openly), minor children, etc.

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
1. Mr. SUDHITHAM CHIRATHIVAT	Chairman of the board of directors		✓		✓	✓
Total (persons)		1	11	4	7	6

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
2. Mr. RAPEE SUCHARITAKUL	Director		✓	✓		
3. Mr. WINID SILAMONGKOL	Director		✓	✓		
4. Mrs. PATAREEYA BENJAPOLCHAI	Director		✓	✓		
5. Mr. MONTREE SORNPAISARN	Director		✓	✓		
6. Mrs. NIDSINEE CHIRATHIVAT	Director		✓		✓	
7. Mr. KOBCHAI CHIRATHIVAT	Director		✓		✓	✓
8. Mr. PRIN CHIRATHIVAT	Director		✓		✓	✓
9. Mr. PREECHA EKKUNAGUL	Director		✓		✓	✓
10. Mr. SUTHIPAK CHIRATHIVAT	Director		✓		✓	✓
11. Mr. THIRAYUTH CHIRATHIVAT	Director		✓		✓	
12. Ms. WALLAYA CHIRATHIVAT	Director	✓				✓
Total (persons)		1	11	4	7	6

Independent Directors

Independent Directors

Independent directors are those who have independence from the control of management and major shareholders and do not involve nor have any interest in managements decisions. The Company has defined much stricter qualifications for independent directors than those required by the Securities and Exchange Commission (SEC). For further details, please visit the Companys website under Charter of the Board of Directors.

The Company has prepared a comparison of the independent director's qualifications, which are prescribed by the Company, SET, and DJSI. There are some variations in the definitions of an independent director. Central Pattana has directors who hold independent qualifications in accordance with the governance criteria as follows.

Comparison of directors independence qualifications following the governance criteria are listed as follows			
Name of Director	SETs Independent Director Definition	Central Pattanas Independent Director Definition	Dow Jones Sustainability Indices Independent Director Definition
1. Mr. Sudhitham Chirathivat			O
2. Mr. Rapee Sucharitkul	O	O	O
3. Mr. Winid Silamongkol	O	O	O
4. Mrs. Patareeya Benjapolchai	O	O	O
5. Mr. Montree Sornpaisarn	O	O	O
6. Mrs. Nidsinee Chirathivat			O
7. Mr. Kobchai Chirathivat			O
8. Mr. Prin Chirathivat			O
9. Mr.Preecha Ekkunagul			O
10. Mr. Suthipak Chirathivat			O
11. Mr. Thirayuth Chirathivat			O
12. Mr. Wallaya Chirathivat			
Total Number of Independent Directors	4	4	11

For further details, please visit the Companys website under Definition of Independent Director and its comparison between governance criteria. <https://www.centralpattana.co.th/en/corporate-governance/board-of-directors-and-charters>

Terms of Directorship of the Independent Directors

To enhance their independent input and performances, independent directors may hold office for nine years in total, to maintain the independence of opinions and performance of duties as the Companys independent director. The Company arranges an annual independence self-assessment of its directors, which complies with relevant guidelines, adhering to established criteria to evaluate their independence. The Company currently has no independent director who holds office over the term. For further information, please visit our website under Principle 5: Board Responsibilities.

Board Diversity

Board Diversity

The Company has established a policy that defines the board diversity, regardless of gender, nationality, race, religious belief, age, professional skills, or other qualifications, to ensure that the Board comprises experts with diverse backgrounds on competency, skills, and experience that are helpful to business conduct. For further details, please visit the Companys website under Principle 5: Board Responsibilities.

The Company is dedicated to enhancing the representation of the diversity of its board structure. Recognizing the skills that are currently lacking within the committee. The goal has been clearly defined: to improve diversity among the board of directors by ensuring the inclusion of at least one director possessing legal expertise. In 2025, the Company

achieved this target by recruiting a new director with legal expertise. However, the Company is also actively pursuing further board diversity by seeking to increase the proportion of directors who may contribute to a reduction in the average age of the board members. Efforts are ongoing to recruit qualified candidates to achieve this objective and enhance the overall diversity of the board.

Board Skill Matrix

Composition, Skill and Expertise ¹	Real Estate Development and Management: Department Store and Retail	Real Estate Development and Management: Residential	Real Estate Development and Management: Office Building	Real Estate Development and Management: Hotels	Real Estate Investment Trust (REITs)	Accounting / Finance / Economics / Business Administration	Legal	Tax	Audit and/or Review of Financial Statements	Risk Management	Human Resource Management	Corporate Governance and Sustainability	Architecture and Engineering	International Business	Marketing/ Communications / Digital Marketing	Information Technology / IT Governance
Optimal Numbers of Directors for Board ²	5	2	2	2	2	3	1	1	2	2	3	2	1	2	2	2
1. Mr. Sudhitham Chirathivat *	●	●	●	●	●					●	●	●	●	●	●	
2. Mr. Rapee Sucharitakul *							●					●				
3. Mr. Winid Silamongkol						●	●	●	●	●		●				
4. Mrs. Patareeya Benjapolchai *						●			●	●		●				
5. Mr. Montree Sompaisam *					●	●				●	●	●			●	●
6. Mrs. Nidsinee Chirathivat *	●	●	●	●		●				●	●	●	●	●		
7. Mr. Kobchai Chirathivat *	●	●	●			●					●				●	
8. Mr. Prin Chirathivat*	●				●	●		●	●			●				
9. Mr. Preecha Ekkunagul *	●					●					●					
10. Mr. Suthipak Chirathivat*	●			●	●			●	●	●		●	●			
11. Mr. Thirayuth Chirathivat*				●												
12. Ms. Wallaya Chirathivat	●					●										
Total Numbers of Directors in each skill	7	3	3	4	4	8	2	3	4	6	5	8	3	2	3	1

Remarks:

¹ Each skill is related to individual directors' educational background, work experience, and specialty evaluation. However, only the "high" level of expertise will appear in the table, displaying a list of directors.

² The Board members are nominated based on their suitability with Central Pattana's business strategy and direction.

* Non-Executive Directors (No. 1-11), there are eight out of a total of eleven Non-Executive Directors who possess significant experience in the fields of real estate development and management. There are Mr. Sudhitham Chirathivat, Mr. Montree Sompaisam, Mrs. Nidsinee Chirathivat, Mr. Kobchai Chirathivat, Mr. Prin Chirathivat, Mr. Preecha Ekkunagul, Mr. Suthipak Chirathivat, and Mr. Thirayuth Chirathivat.

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Economics	1	8.33
2. Property Fund & REITs	1	8.33
3. Property Development	8	66.67
4. Information & Communication Technology	1	8.33
5. Law	2	16.67
6. Accounting	4	33.33
7. Finance	2	16.67
8. Human Resource Management	6	50.00
9. Sustainability	1	8.33
10. IT Management	1	8.33
11. Negotiation	1	8.33
12. Engineering	3	25.00
13. Architecture	4	33.33
14. Risk Management	6	50.00
15. Audit	2	16.67
16. Governance/ Compliance	7	58.33
17. Business Administration	7	58.33

Information about the other directors ^{(*)(**)}

	2023	2024	2025
The chairman of the board and the highest-ranking executive are from the same person	-	No	No

	2023	2024	2025
The chairman of the board is an independent director	-	No	No
The chairman of the board and the highest-ranking executive are from the same family	Yes	Yes	Yes
Chairman is a member of the executive board or taskforce	-	No	No
The company appoints at least one independent director to determine the agenda of the board of directors meeting	Yes	Yes	Yes

Additional explanation :

(*) Composition of the Board of Directors is calculated from the Board of Directors data in the year 2022 onwards

(**) If a remark is specified, the remark from the most recent year will be displayed

The measures for balancing the power between the board of directors and the Management

The measures for balancing the power between the board of directors and the Management : Have

Methods of balancing power between the board of directors and Management : Appointing an independent director to jointly consider the agenda of the board of directors meeting, Others : The Company has appointed a Lead Independent Director.

Roles of the Chairman

As a director bound by the Charter of the Board, the Chairman is committed to the Code of Conduct and CG Principles in providing a role model for the Board, executives, and employees. In addition, the entity provides oversight and monitoring to ensure the committee operates efficiently and aligns with the company's objectives and organizational culture. The Chairman presides over the meetings of the Board as well as those of the shareholders, ensuring smooth meetings and providing directors and shareholders with opportunities to express their views and recommendations freely and creatively. For further details, please visit the Company's website under Charter of the Board of Directors.

<https://www.centralpattana.co.th/en/corporate-governance/board-of-directors-and-charters>

Roles of the Lead Independent Director

support of the Board's governance of CPN, subsidiaries, and associates so that they may align with good corporate governance, with due coordination as well as checks and balances between the Board and management. The ultimate objective is to ensure all Central Pattana's stakeholders have transparent and fair business conduct. For further details, please visit the Company's website under Charter of Lead Independent Directors.

<https://www.centralpattana.co.th/en/corporate-governance/board-of-directors-and-charters>

Roles of the CEO

The CEO is responsible for managing and administering day-to-day businesses under its strategic plans, vision, and missions, with a scope of authority bound by law, objectives, and company regulations, in addition to the resolutions of the Board and shareholders meetings. For further details, please visit the Companys website under Principle 5: Board Responsibilities.

<https://www.centralpattana.co.th/th/corporate-governance/code-of-conduct-and-corporate-governance>

Roles of the Chairman, Lead Independent, and CEO

The Chairman of the Board and the CEO are different persons, in order to have complete separation of responsibilities as well as a balance of power in operations.

In spite of being representatives of the shareholders and not independent directors, based on the deliberation of the Nomination and Remuneration Committee and the Board, the current structure is appropriate for the Companys business and, in fact, is a forte supporting the Companys constant success and business growth, since the Chairman is knowledgeable, experienced, skillful in the retail and property development industries, and conforms to the principles of good governance, taking into consideration the benefits of all stakeholders. Furthermore, the Lead Independent Director has been appointed to provide checks and balances to ensure that all of Central Pattanas transparent and fair business conduct.

Reference link for the measures for balancing the power between the board of directors and the management : <https://www.centralpattana.co.th/en/corporate-governance/board-of-directors-and-charters>

Directors with Company Signatory Rights

Directors with Company Signatory Rights

Directors with company signatory rights are Mr. Sudhitham Chirathivat, Mr. Kobchai Chirathivat, Mr. Prin Chirathivat, Mr. Preecha Ekkunagul, Ms. Wallaya Chirathivat, and Mr. Suthipak Chirathivat. The joint signatures of any two of these six directors with the Company seal are required for validity. They can authorize management or the assigned person to carry out tasks on their behalf as appropriate and in accordance with the applicable legal framework.

Approval Authority of the Board of Directors

Approval Authority of the Board of Directors

The Board of Directors has the power to approve various matters of the Company within the scope of powers and duties prescribed by law, the Companys Articles of Association, the Board Charter, resolutions of the shareholders meetings, regulations and authorization levels, business strategies and goals, annual revenue and expenditure budgets, and capital expenditure budgets. The Board also monitors and evaluates the Companys performance against plans, oversees capital expenditures, significant related party transactions, mergers, spin-offs and joint ventures, including appointing representatives to become directors and executives of other companies and determining their remuneration. Additionally, the Board approves organizational restructuring, succession plans, appointment, transfer and termination of senior executives, performance evaluations, remuneration and policies on salary and bonus adjustment of the President and Chief Executive Officer, financial statements, changes in accounting policies or standards, the provision of financial assistance not proportionate to shareholdings, as well as the undertaking of any legal proceedings involving the Company.

Information on the roles and duties of the board of directors

Board charter : Have

The Board actively fulfills its leadership role in ensuring Central Pattanas good governance. Besides performing the duties in accordance with applicable laws and the Companys objectives and articles of association, directors are responsible for resolutions of the Boards and shareholders meetings, with duty of loyalty, duty of care, accountability, ethics, ensure that shareholders are provided with accurate, thorough, transparent, and prompt information with duty of disclosure, equitable shareholder treatment and adherence to both the law and company rules should be maintained regularly as a duty of obedience.

The Board is responsible for commenting on the defined vision, mission, long-term business goals, and strategic plans to ensure the Companys sustainability. It is also authorized to approve significant transactions, such as work plans and annual budgets, major investments based on the approval authority, establishment and review of the Boards structure, appointment of Sub-Committees, formulation of top-management succession plan, appointment of the President and CEO, and changes in accounting policy or accounting standards.

Please see further details at the Central Pattana website under Charter of the Board of Directors.

<https://www.centralpattana.co.th/en/corporate-governance/board-of-directors-and-charters>

Reference link for the board charter : <https://www.centralpattana.co.th/en/corporate-governance/board-of-directors-and-charters>

Tenure of Board Membership

Terms of Directorship of the Directors

The Company has defined that at every annual general meeting, one-third of the directors must resign from office. The directorship could be considered terminated due to other reasons. For further details, please visit the Companys website under Principle 5: Board Responsibilities.

Directorship in Other Listed Companies

The Charter of the Board of Directors has stipulated that directors may hold directorships in other companies if such directorship does not obstruct their duties as Central Pattanas directors. It is stipulated that directors may hold directorships in no more than five listed companies. The Company's directors are not eligible to hold directorship positions in more than five listed companies.

The CEO may hold directorships in other companies if such directorship does not obstruct his duty as the Companys CEO. Moreover, such entities must not operate a business of the same type nor competing to that of the Company. Directorships in other listed companies require endorsement from the Board to prevent conflicts of interest.

For further details, please visit the Companys website under Principle 5: Board Responsibilities.

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees

Audit Committee

Role

- Audit of financial statements and internal controls

- Corporate governance
- Sustainability development
- Climate-related risks and opportunities governance

Scope of authorities, role, and duties

To review the financial report, connected transactions, transactions that may cause conflict of interest, internal control system, transactions that may cause financial fraud, internal audit, external audit, compliance with law and relevant regulation, the Committees Report, corporate governance, sustainability development, consider on the selection, nomination, determination and the suitable remuneration as proposed for independent auditor of the Company as well as to report transactions or acts which may significantly affect the Companys financial status and performance to the Board in a timely manner. For further details, please visit the Companys website under Charter of the Audit and Corporate Governance Committee.

Reference link for the charter

<https://www.centralpattana.co.th/storage/cg/charters/cpn-charter-audit-committee-en.pdf>

Nomination and Remuneration Committee

Role

- Director and executive nomination
- Remuneration

Scope of authorities, role, and duties

Consider the Boards appropriate structure, size, and composition to suit the organization and changing environment. Ensure the Board comprises directors with the personal attributes regarding to diverse skills aligned with the Board Skill Matrix and expertise to best benefit business operations and agree with the business direction. Uphold ethics and integrity and recruit directors on a basis of non-discrimination of gender, race, religion, age, professional skill, or other qualifications. Deliberate the right proportion of independent directors and criteria for director and the CEO nomination. Provide a succession plan for the CEO and top management. Deliberate fair remuneration criteria for directors, sub-committees, and the CEO, together with strategies and policies on human capital management and corporate management. For further details, please visit the Companys website under Charter of the Nomination and Remuneration Committee.

Reference link for the charter

<https://www.centralpattana.co.th/storage/cg/charters/cpn-charter-nomination-and-remuneration-committee-en.pdf>

Risk Policy Committee

Role

- Risk management

Scope of authorities, role, and duties

Deliberate and make recommendations on the policy, strategies, structure, and scope to develop all types of the risk management scope. Screen and approve acceptable risk levels (risk appetite). Review the Company's overall risk management by considering shareholders' total returns on investment (both short-term and long-term) and comparing them with the acceptable risk levels. Analyze Central Pattana's annual risk management strategies, provide risk management direction for the management, and oversee the definition of targets to measure performance and key risk indicators. For further details, please visit the Companys website under Charter of the Risk Policy Committee.

Reference link for the charter

<https://www.centralpattana.co.th/storage/cg/charters/cpn-charter-risk-committee-en.pdf>

Executive Committee**Role**

- Others
- Formulate the company's strategic direction and annual business plan and budget for the board's approval

Scope of authorities, role, and duties

Screen the following items and submit findings to the Board for consideration and approval: Central Pattanas strategic plans, financial targets, operating plans, annual budget estimates based on the Company's strategic plans, project investments or material transactions within the Committee's scope of authority, and investment opportunities in new businesses. Support business collaboration to enhance bargaining power and competitiveness. Strengthen relationships and manage matters concerning all stakeholders. Perform or approve other transactions assigned by the Board.

Reference link for the charter

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Information on each subcommittee**List of audit committee**

List of directors	Position	Appointment date of audit committee member	Skills and expertise
1. Mr. WINID SILAMONGKOL ^(*) Gender: Male Age : 67 years Highest level of education : Master's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Chairman of the audit committee (Non-executive directors, Independent director) Director type : Existing director	1 Sep 2022	Economics, Accounting, Finance, Audit, Risk Management

List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>2. Mrs. PATAREEYA BENJAPOLCHAI^(*)</p> <p>Gender: Female</p> <p>Age : 71 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p>	<p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Newly appointed director to replace the ex-director</p>	1 May 2025	Business Administration, Audit, Risk Management, Accounting, Governance/ Compliance
<p>3. Mr. MONTREE SORNPAISARN^(*)</p> <p>Gender: Male</p> <p>Age : 61 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p>	<p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Newly appointed director to replace the ex-director</p>	1 May 2025	Business Administration, Property Fund & REITs, IT Management, Accounting, Human Resource Management

Additional explanation :

(*) Directors with expertise in accounting information review

List of audit committee members who resigned / vacated their position during the year

List of directors	Position	Date of resignation / termination	Replacement committee member
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List of directors	Position	Date of resignation / termination	Replacement committee member
<p>1. Mrs. JOTIKA SAVANANANDA^(*) Gender: Female Age : 65 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes</p>	<p>Member of the audit committee (Non-executive directors, Independent director)</p>	30 Apr 2025	-
<p>2. Ms. PARNSIREE AMATAYAKUL^(*) Gender: Female Age : 55 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes</p>	<p>Member of the audit committee (Non-executive directors, Independent director)</p>	30 Apr 2025	-

Additional explanation :

() Directors with expertise in accounting information review*

List of executive committee members

List of committee members	Position	Appointment date of executive committee member
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List of committee members	Position	Appointment date of executive committee member
<p>1. Mr. PRIN CHIRATHIVAT Gender: Male Age : 63 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes</p>	<p>The chairman of the executive committee</p>	<p>1 Oct 2021</p>
<p>2. Mrs. NIDSINEE CHIRATHIVAT Gender: Female Age : 70 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>1 Oct 2021</p>
<p>3. Mr. SUTHIPAK CHIRATHIVAT Gender: Male Age : 64 years Highest level of education : Bachelor's degree Study field of the highest level of education : Political Science Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>1 Oct 2021</p>
<p>4. Ms. WALLAYA CHIRATHIVAT Gender: Female Age : 64 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>1 Oct 2021</p>

List of committee members	Position	Appointment date of executive committee member
5. Mr. Chanavat Uahwatanasakul Gender: Male Age : 53 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	1 Oct 2021
6. Ms. Naparat Sriwanvit Gender: Female Age : 53 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	1 Oct 2021

List of executive committee members who resigned / vacated their position during the year

Other Subcommittees⁽¹⁾

Subcommittee name	Name list	Position
Nomination and Remuneration Committee	Mr. RAPEE SUCHARITAKUL	The chairman of the subcommittee (Independent director)
	Mr. MONTREE SORNPAISARN	Member of the subcommittee (Independent director)
	Mr. KOBCHAI CHIRATHIVAT	Member of the subcommittee
Risk Policy Committee	Mrs. PATAREEYA BENJAPOLCHAI	The chairman of the subcommittee (Independent director)
	Mr. PRIN CHIRATHIVAT	Member of the subcommittee

Subcommittee name	Name list	Position
	Mr. PREECHA EKKUNAGUL	Member of the subcommittee
	Ms. WALLAYA CHIRATHIVAT	Member of the subcommittee

Remark: ⁽¹⁾ Mr. Kobchai Chirathivat Resigned as Member of the Risk Policy Committee, holding the position until March 8, 2024

Advisory of the Nomination and Remuneration Committee

Advisory of the Nomination and Remuneration Committee

Mr. Prin Chirathivat

List of subcommittees who resigned / vacated their position during the year

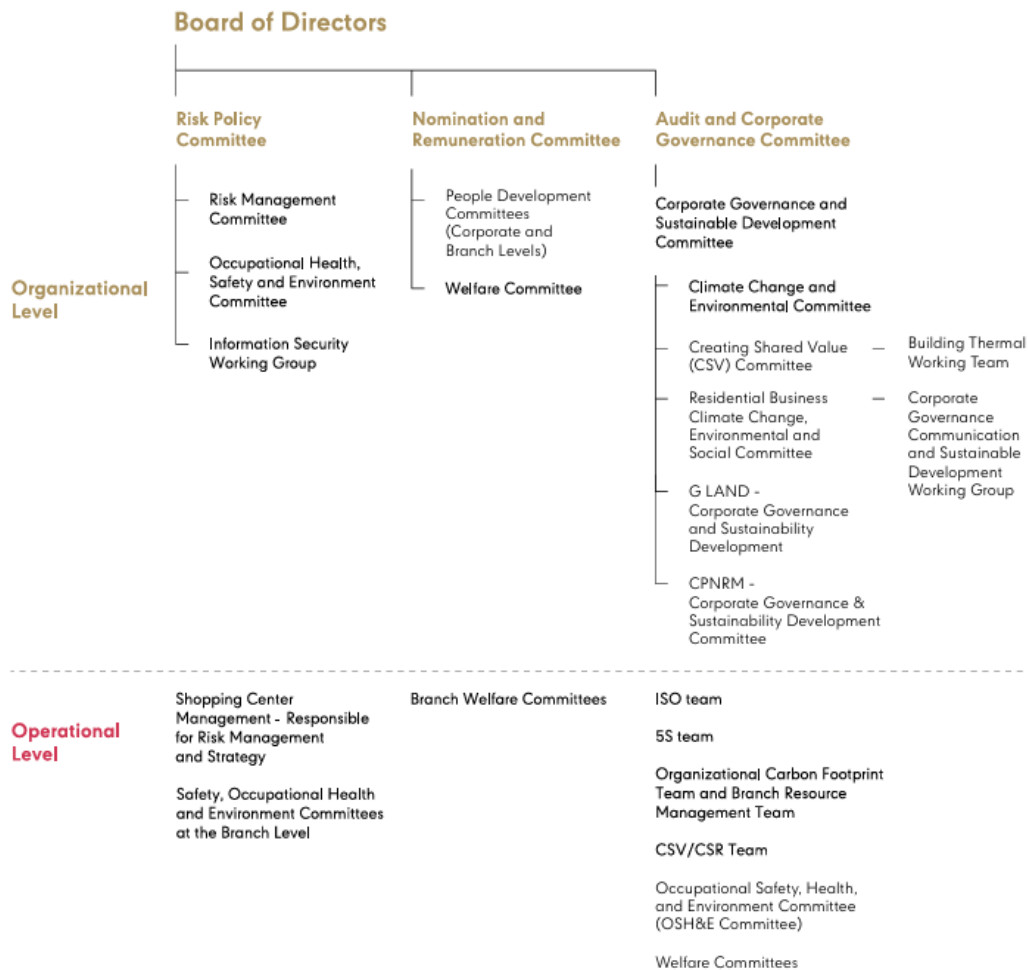
Subcommittee name	Name list	Position	Date of resignation / termination	Replacement committee member
Nomination and Remuneration Committee	Mrs. JOTIKA SAVANANANDA	The chairman of the subcommittee (Independent director)	30 Apr 2025	Mr. RAPEE SUCHARITAKUL Appointment date of replacement committee member : 1 May 2025
	Ms. PARNSIREE AMATAYAKUL	Member of the subcommittee (Independent director)	30 Apr 2025	-

Subcommittee name	Name list	Position	Date of resignation / termination	Replacement committee member
Risk Policy Committee	Mr. VERAVAT CHUTICHETPONG	The chairman of the subcommittee (Independent director)	30 Apr 2025	Mrs. PATAREEYA BENJAPOLCHAI Appointment date of replacement committee member : 1 May 2025

Structure of the Sustainable Development Committee and Working Group

Structure of the Sustainable Development Committee and Working Group

Structure of the Sustainable Development Committee and Working Group



The Company has established a Corporate Governance and Sustainable Development Committee, which has Ms. Wallaya Chirathivat, the President & CEO, holding the position of Chairman and there are the Executives who are related in each field as members of the committee. There is a quarterly report on the operational for corporate

governance and sustainability to the Audit and Corporate Governance Committee. Throughout 2025, the Corporate Governance and Sustainable Development Committee convened six meetings, with a percentage of directors attending the meetings equivalent to 85. Composition, responsibility, and the number of meetings of the Committee and working group are available on the Companys website under Operational Structure for Sustainability.

<https://www.centralpattana.co.th/th/about-us/management-structure/sub-committee>

Duties and Responsibilities of the Corporate Governance and Sustainable Development Committee

Sustainable Development Committee

Set and review policies, strategies, operational plans, and regulations. Follow up on sustainable development operations that are related. Create a balance between business operations, the environment and a good quality of life for society and communities. Plan projects and activities related to social responsibility. Organize a meeting on a quarterly basis to follow the progress of the sustainable development action plan, including providing necessary advice and support to the working group and responsible departments in the company. The committee also represents the company in communicating and implementing sustainable development activities with employees, business partners, and all groups of stakeholders.

Sustainable Development Working Group

Set a development plan for the organization to achieve sustainable development in a tangible way. Integrate the organizations short-term, medium-term, and long-term sustainable development plans to be consistent with business operations plans in all terms to achieve economic, social, and environmental balance. Determine the structure of the sustainable development agency, including defining the process and effective follow-up, by working with external consulting firms on sustainable development. The working group also provides knowledge and creates understanding of ones own role, which contributes to the sustainable development of the organization and corporate social responsibility (CSR) to executives, employees, and all groups of stakeholders. This also includes holding quarterly committee meetings to follow up on the progress of the sustainable development action plan.

Information on the executives

Information on the executives

List and positions of the executive

List of the highest-ranking executive and the next four executives

List of executives	Position	First appointment date	Skills and expertise
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List of executives	Position	First appointment date	Skills and expertise
<p>1. Ms. WALLAYA CHIRATHIVAT Gender: Female Age : 64 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>President and CEO (The highest-ranking executive)</p>	<p>1 Jan 2022</p>	<p>Property Development, Business Administration, Human Resource Management, Governance/ Compliance, Information & Communication Technology</p>
<p>2. Mr. Chanavat Uahwatanasakul Gender: Male Age : 53 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>President, Retail and Development</p>	<p>1 Apr 2016</p>	<p>Finance, Engineering, Business Administration</p>

List of executives	Position	First appointment date	Skills and expertise
<p>3. Ms. Naparat Sriwanvit Gender: Female Age : 53 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	CFO and President, Hotel and Office	1 Jan 2015	Accounting, Business Administration, Finance, Property Development
<p>4. Mr. Kree Dejchai Gender: Male Age : 62 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	President Residential	1 Apr 2014	Property Development, Business Administration, Engineering
<p>5. Dr. Nattakit Tangpoonsinthana Gender: Male Age : 61 years Highest level of education : Doctoral degree Study field of the highest level of education : Communication Arts Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	Chief Marketing Officer	1 Jan 2014	Information & Communication Technology, Media & Publishing, Marketing, Business Administration, Digital Marketing

List of executives	Position	First appointment date	Skills and expertise
6. Mr. Akarin Phureesitr Gender: Male Age : 53 years Highest level of education : Master's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Chief People Officer	1 Mar 2022	Human Resource Management, Engineering, Business Administration
7. Mr. Wuttikiat Techamongklapiwat Gender: Male Age : 51 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Chief Operating Officer	1 Jan 2022	Business Administration, Finance, Property Development

Additional Explanation :

() Highest responsibility in corporate accounting and finance*

*(**) Accounting supervisor*

*(***) Appointed after the fiscal year end of the reporting year*

Scope of authorities, role, and duties

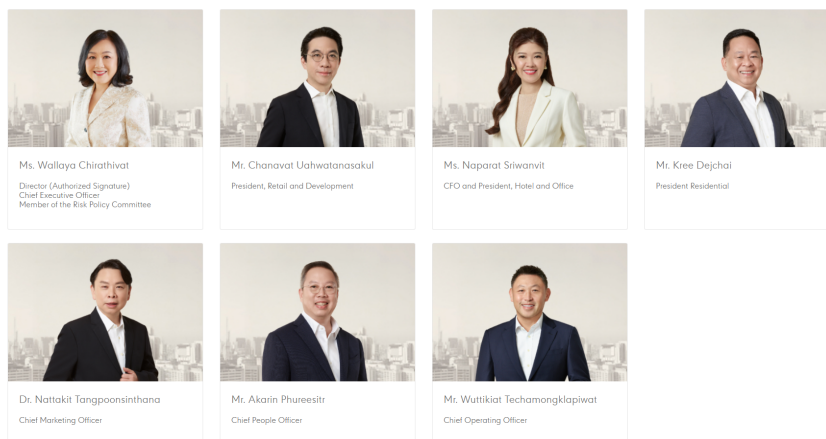
Duties and Responsibilities of the Management Committee

Prepare and propose strategic business plans, financial targets, and operational plans. Prepare and propose annual budget estimates. Take full responsibility for the Company's conformance to applicable laws, its objectives, articles of association, shareholders resolutions, the Board's resolutions, and applicable regulations. Approve, within its scope of authority, the Company's investment and operating budgets, and propose investment and other material transactions to the Executive Committee or the Board, or both, for consideration under the authorization procedure or other Company regulations.

Organization structure diagram of the highest-ranking executive and the next four executives

Organization structure of the highest-ranking executive and the next four executives as of date : 31 Dec 2025

Organization structure diagram of the highest-ranking executive and the next four executives from the top executive



Remuneration policy for executive directors and executives

Remuneration of Management

For the remuneration of the management, Central Pattana bases its decisions on fairness and suitability for their responsibilities proportionally to company performance and comparison with pay rates of industry peers.

In addition, it takes into account individual performance outcomes against their goals in line with the Company's vision, mission, and annual strategic plans so as to drive the CEOs and the management's long-term contribution to organizational stability and growth. Below are the details.

Remuneration for CEO

The Nomination and Remuneration Committee and the Board of Directors evaluate the performance of the CEO annually to consider and approve the appropriate remuneration in the form of salary and bonuses, which is based on performance outcome in the present year, coupled with the consideration on performance outcome aligning with long-term goals and plans. OKR (Objectives and Key Results) are used as the criteria for assessing the annual performance of the President&CEO, executives, and employees and present to the Board of Directors for considering and approving of compensation.

1. Financial indicators including Revenue Target, Earnings Before Interest, Taxes, Depreciation and Amortization (EBITDA), Net Profit after Tax (NPAT) and Return on Investment Capital (ROIC) along with other corresponding metric such as the company's stock price relative to industry peers.
2. Other indicators:
 - Business Development, such as origination and execution of new developments, implementation of the Company's strategy in relation to existing business and property
 - Commercial Development, such as the origination and execution of new opportunities, partnerships, behavioral goals, individual-level indicators, and external indicators like shopper satisfaction and tenants satisfaction
 - Organization Development, such as organizational development, executive succession planning, behavioral goals, and individual-level indicators, along with social performance indicators, including employee satisfaction and employee engagement, safety and occupational health, and community and social investment through business activities

- Environmental Development, such as energy efficiency, greenhouse gas emission reduction and resource efficiency. By developing an action plan to meet the goal of becoming an organization with net-zero greenhouse gas emissions.

Remuneration of Senior Management

Each year, the CEO, along with the Executive Committee that has no conflict of interest, assesses the performance of individual members of senior management, the outcomes of which support decisions on their remuneration (salary and bonus).

Compensation Structure

Fixed Compensation and Benefits

- **Base Salary:** The level of base compensation reflects the key responsibilities, job characteristics, experience, and skill set, and is paid in cash monthly. Base compensation is reviewed annually based on performance in comparison with the set goals and plan, as well as the compensation rate within the same or similar industry.
- **Other Benefits:** With an objective to establish a level of security for Central Pattanas personnel as well as to provide preparation and assistance in case of retirement, resignation, health, disability, and death. The benefits include provident fund, medical expenses, accident insurance, travel insurance, life insurance, and COVID-19 insurance during the pandemic situation, for instance.

Performance-related Variable Compensation

Short-term incentives

- **Performance Bonus:** Variable compensation is in accordance with annual performance and is paid in cash. Performance during the past fiscal year is taken into consideration against the set goals and plan as well as the compensation rate within the same or similar industry. Clawback shall be undertaken under the Securities and Exchange Act B.E. 2535 (As Amended), in particular, Section 89/18 and 89/19, stipulating that in cases where the executive obtains undue benefits, such person shall disgorge undue benefits. Moreover, the CEO and executives are subject to legal penalties as abided by laws.

Long-term incentives

- **Stock Allocation:** The Company encourages executives to receive compensation aligned with long-term performance through the long-term stock allocation project, Employee Joint Investment Program (EJIP), aiming to encourage the managements participation in Central Pattanas ownership and nurture performance incentives while retaining the Companys personnel over the long term. Including the silent period, this project spans five years for those eligible applicants, 5% of their base salary will be deducted each month until the end of their project participation. In the meantime, the Company will contribute the same amount each month until the completion of the project payment period. Both portions shall be used in purchasing the Companys shares, regardless of the market situation or share price as of the date of purchase. This helps prevent insider trading and comply with the Securities and Exchange Commission, Thailand (SEC)s regulations. Within the 5-year project period, executives are expected to gain allocated stocks for approximately 3.6 multiple of base salary. Currently, there are three EJIP projects, the details are as follows: Round 1: from May 1, 2019 - April 30, 2024, Round 2: from May 1, 2022 - April 30, 2026 and Round 3: from May 1, 2026 - April 30, 2030.

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2023	2024	2025
Total remuneration of executive directors and executives (baht)	92,007,380.00	89,772,475.00	92,388,265.37

Salary and Bonus: The Company contributed remuneration in the form of salaries and bonuses paid to seven executives, which amounted to Baht 92,388,265.37 (at the average of Baht 13,198,323.62 per person).

Other remunerations of executive directors and executives

	2023	2024	2025
Companys contribution to provident fund for executive directors and executives (Baht)	8,030,718.00	7,522,194.00	7,763,626.00
Employee Stock Ownership Plan (ESOP)	No	No	No
Employee Joint Investment Program (EJIP)	Yes	Yes	Yes

Provident Fund: The Company contributed to the Provident Fund, paid to seven executives, totaling Baht 7,763,626 (at an average of Baht 1,109,089.43 per person).

Stock Allocation in the EJIP Project: In 2025, 137 executives participated in the project, and the Company paid a total contribution of Baht 21,621,140 (at an average of Baht 555,016.00 per person). Stock allocated to executives, as specified in the SEC Notification, who are eligible and voluntarily join the program, appears in the Table Directors and executives holding Central Pattana's shares in 2025.

Outstanding remuneration or benefits of executive directors and executives

Outstanding remuneration or benefits of executive directors and executives in the past year : 0.00

Estimated remuneration of executive directors and executives in the current year : 0.00

Remuneration for the Management Serving as Directors and Executives of Subsidiaries

Remuneration for the Management Serving as Directors and Executives of Subsidiaries

Central Pattana governs its subsidiaries businesses by appointing its management team members as their directors and management to ensure that their businesses align with Central Pattanas business direction. The remuneration of the management serving as directors and executives of subsidiaries comprises monetary compensation, fixed remuneration, and meeting allowance, with no benefits in other forms. In 2025, the total remuneration paid to the management is 2,522,000 baht, details as follows:

Name of Company	Management (Persons)	Remuneration (Baht)
Grand Canal Land Public Company Limited (GLAND)	2	1,574,000
CPN REIT Management Company Limited ("CPN REIT")	3	948,000

Other significant information

Other significant information

Assigned person

List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Mr. Tiva Kuankruea	kutiva@centralpattana.co.th	02 667 5555

List of the company secretary

General information	Email	Telephone number
1. Ms. Ampawee Chompoopongkasem	champawee@centralpattana.co.th	02 667 5555

List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Ms. Nonglak Sriwongphanawes	srnonglak@centralpattana.co.th	02 667 5555

List of the head of the compliance unit

General information	Email	Telephone number
1. Ms. Ampawee Chompoopongkasem	champawee@centralpattana.co.th	02 667 5555

Head of investor relations

Does the Company have an appointed head of : Have
investor relations

List of the head of investor relations

General information	Email	Telephone number
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General information	Email	Telephone number
1. Ms. Warissara Denworlak	dewarissara@centralpattana.co.th	02 667 5555

Company's auditor

Details of the company's auditor⁽²⁾

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
KPMG PHOOMCHAI AUDIT COMPANY LIMITED No. 1 Empire Tower Building, 50th Floor, Sathorn South Road. YAN NAWA SATHON Bangkok 10120 Telephone number 0 2677 2000	9,674,000.00	Types of non-audit service : project advisory fees Details of non-audit service : project advisory fees Amount paid during the fiscal year 738,300.00 baht Total non-audit fee 738,300.00 baht	1. Mr. BUNYARIT THANORMCHAROEN Email: bunyarit@kpmg.co.th License number: 7900 2. Ms. THANYALUX KEADKAEW Email: thanyalux@kpmg.co.th License number: 8179 3. Ms. ORAWAN CHUNHAKITPAISAN Email: orawanch@kpmg.co.th License number: 6105 4. Ms. CHANARAT CHANWA Email: chanaratc@kpmg.co.th License number: 9052 5. Mr. TREERAWAT WITTHAYAPHALERT Email: treerawat@kpmg.co.th License number: 11464

Remark: ⁽²⁾ Note: The aforementioned subsidiaries do not include Grand Canal Land Companies.

Assigned personnel in case of a foreign company

Does the company have any individual assigned to : No
be representatives in Thailand

List of designated individuals as representatives in Thailand

Performance Report on Corporate Governance

Information about the summary of duty performance of the board of directors over the past year

Summary of duty performance of the board of directors over the past year

In 2025, the Board emphasized the importance of supervising the Company's operations under corporate governance (CG) principles. It took into account all stakeholders' interests, such as looking after the interests of major, individual, and institutional shareholders and taking care of the employees, communities, and the environment. It also pushed for the continuous implementation of Corporate Governance-related policies.

Performance of the Board and Sub-committees in 2025 are as follows:

Selection, development and evaluation of duty performance of the board of directors

Information about the selection of the board of directors

List of directors whose terms have ended and have been reappointed

List of directors	Position	First appointment date of director	Skills and expertise
Mr. KOBCHAI CHIRATHIVAT	Director	23 Feb 1995	Business Administration, Property Development, Risk Management, Governance/ Compliance, Human Resource Management
Mr. PREECHA EKKUNAGUL	Director	25 Apr 2014	Property Development, Business Administration, Human Resource Management, Engineering, Architecture

List of directors	Position	First appointment date of director	Skills and expertise
Ms. WALLAYA CHIRATHIVAT	Director	1 Jan 2022	Property Development, Business Administration, Human Resource Management, Governance/ Compliance, Information & Communication Technology

List of newly appointed director to replace the ex-director

List of directors	Position	First appointment date of director	Skills and expertise
Mr. RAPEE SUCHARITAKUL	Director	1 May 2025	Law, Sustainability, Governance/ Compliance, Human Resource Management, Risk Management
Mrs. PATAREEYA BENJAPOLCHAI	Director	1 May 2025	Business Administration, Audit, Risk Management, Accounting, Governance/ Compliance
Mr. MONTREE SORNPAISARN	Director	1 May 2025	Business Administration, Property Fund & REITs, IT Management, Accounting, Human Resource Management

List of newly appointed director not being replaced the ex-director

Selection of independent directors

Criteria for selecting independent directors

For the appointment of Independent Directors, the Company assesses their independence based on qualification and the criteria set by the Securities and Exchange Commission (SEC). In addition, the Company has established more stringent requirements for independent directors beyond the minimum legal standards. For example, an independent director must not hold more than 0.5% of the total shares with voting rights in the Company. Further details on the qualifications of independent directors can be found on the Company's website under the section "Board of Directors' Charter." <https://www.centralpattana.co.th/en/corporate-governance/board-of-directors-and-charters>

Business or professional relationships of independent directors over the past year

Business or professional relationships of independent directors over the past year : No

Orientation for New Directors

Orientation for New Directors

Orientation for New Directors

The Company has arranged a meeting among new and existing ones, including the management team. An orientation was held to develop a better understanding of their roles and to present the company's business, along with a guideline for corporate governance of the company, as follows, to the new directors:

1. Central Pattana's goals, vision, and strategies
2. Central Pattana's group structure, organization chart, and sub-committees
3. Central Pattana's business nature
4. Central Pattana's shareholding structure
5. Central Pattana's policy on connected transactions
6. Central Pattana's performance, recent projects, and projects under construction, to provide new directors with adequate basic information to perform their duties efficiently

Additionally, the Company Secretary's Office has prepared and provided the following documents to the new directors:

1. Directors manual, consisting of Central Pattana's vision, mission, and values; corporate governance policy; code of conduct for directors, executives, and employees; Central Pattana's Articles of Association; Central Pattana's Memorandum of Association; charters of the Board of Directors and sub-committees; manual of listed companies directors; suggestions for disclosure of information; and applicable laws
2. Company profile
3. Regulations on Central Pattana's internal information control
4. Regulations on Central Pattana's securities portfolio
5. Policy on reporting of directors and executives vested interests and relevant forms for report preparation
6. Annual reports of the last three years, with information about Central Pattana's business operation and performance, and details on risk management and internal control
7. Board meeting minutes for the past three years
8. Performance reports of the Audit and Corporate Governance Committee for the past three years
9. Performance reports of the Nomination and Remuneration Committee for the past three years
10. Performance reports of the Risk Policy Committee for the past three years
11. Board meeting schedule for the entire year

In 2025, the Company held an orientation for three new directors: Mr. Rapee Sucharitakul, Mrs. Patareeya Benjapolchai, and Mr. Montree Sornpaisarn, since the recent appointments

Selection of directors and the highest-ranking executive

Method for selecting directors and the highest-ranking executive

Method for selecting persons to be appointed as : Yes
directors through the nomination committee

Method for selecting persons to be appointed as the : Yes
highest-ranking executive through the nomination
committee

Succession Plan

Succession Plan

The Board oversees the formulation of Central Pattanas succession and development plans for top executives, with an emphasis on the CEO position, to ensure business continuity, while developing personnel to competently take important positions through the following procedures:

- The Executive Committee and the CEO jointly formulate succession plans for the positions of Senior Executive Vice President and Executive Vice President, along with determining the skills, knowledge, competency, and other qualifications of candidates for the succession plan.
- The Board has established policies and criteria for selecting the President and succession policy in the event of an emergency or the retirement of the President. There is a clear and transparent recruitment process.
- The CEO oversees the development of candidates knowledge and competency via assorted methods, including training, special assignments, and job rotation, to strengthen essential skills and groom them for future positions.
- The CEO reports to the Nomination and Remuneration Committee on the succession plan for management positions and the implementation outcomes of individual development plans for qualified executives at least once a year, and when there is any significant change. In 2025, the CEO reports the succession plans for management and the implementation outcomes of individual development plans for one time.
- The Nomination and Remuneration Committee is responsible for selecting qualified candidates for the Board of Directors and appointing the President and CEO, including reports to the Board on the summary of the implementation outcomes of succession plans for management positions for the Boards acknowledgement at least once a year, and when there is any significant change. In 2025, the Company did not appoint a Chief Executive Officer or any additional senior executives."

Number of directors from major shareholders

Number of directors from each group of major : 7
shareholders over the past year (persons)

Rights of minority shareholders on director appointment

The company conducts its business based on the principles of good corporate governance. Therefore, during the Company's Annual General Meeting (AGM), shareholders are given the opportunity to participate in proposing

individuals they deem suitable and qualified to be considered for election to the Board of Directors. Proposals can be submitted in advance via the "Form for Nominating Directors for Election," which is made available on the Company's website and the news system of the Stock Exchange of Thailand. At the AGM, each shareholder is entitled to one vote per share. The decision on resolutions will be made based on the majority votes of shareholders who are present and casting their votes, with the appointment of directors being considered on an individual basis.

Method of director appointment : Method whereby each director requires approval votes more than half of the votes of attending shareholders and casting votes

Setting qualifications for the selection of directors

Details of qualifications for the selection of directors

Information on the development of directors

Development of directors over the past year

Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
1. Mr. SUDHITHAM CHIRATHIVAT (Chairman of the board of directors)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2022: Ethical Leadership Program (ELP) • 2003: Director Certification Program (DCP)

List of directors	Participation in training in the past financial year	History of training participation
2. Mr. RAPEE SUCHARITAKUL (Director, Independent director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2024: Subsidiary Governance Program (SGP) • 2023: ESG in the Boardroom: A Practical Guide for Board (ESG) • 2023: The Boards Role in Mergers and Acquisitions (BMA) • 2021: Advanced Audit Committee Program (AACP) • 2021: Director Leadership Certification Program (DLCP) • 2017: Strategic Board Master Class (SBM) • 2005: Role of the Chairman Program (RCP) • 2000: Director Certification Program (DCP) Other <ul style="list-style-type: none"> • 2013: Financial Institutions Governance Program (FGP) Class 6/2013 • 2012: The Executive Director Course (EDC) Class 1/2012 • 2009: Chartered Director Class (CDC) Class 5/2009
3. Mr. WINID SILAMONGKOL (Director, Independent director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2021: Director Accreditation Program (DAP)

List of directors	Participation in training in the past financial year	History of training participation
4. Mrs. PATAREEYA BENJAPOLCHAI (Director, Independent director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2023: ESG in the Boardroom: A Practical Guide for Board (ESG) • 2021: Advanced Audit Committee Program (AACP) • 2021: Director Leadership Certification Program (DLCP) • 2018: Ethical Leadership Program (ELP) • 2000: Director Certification Program (DCP) Other <ul style="list-style-type: none"> • 2023: Hot Issue for Directors: Climate Governance Class 2/2023 • 2016: Diving Company Success with IT Governance (ITG) Class 2/2016 • 2014: Director Certification Program Refresher Course Class 2/2014 • 2014: Director Certification Program Update (DCPU) Class 2/2014 • 2010: Financial Institutions Governance Program (FGP) Class 1/2010
5. Mr. MONTREE SORNPAISARN (Director, Independent director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2004: Director Accreditation Program (DAP) Other <ul style="list-style-type: none"> • 2015: Corporate Governance for Capital Market Intermediaries (CGI) Class 6/2015
6. Mrs. NIDSINEE CHIRATHIVAT (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2020: Director Certification Program (DCP)

List of directors	Participation in training in the past financial year	History of training participation
7. Mr. KOBCHAI CHIRATHIVAT (Director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2001: Director Certification Program (DCP)
8. Mr. PRIN CHIRATHIVAT (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2025: Financial Statements for Directors (FSD) • 2024: The Boards Role in Mergers and Acquisitions (BMA) • 2023: Board Nomination and Compensation Program (BNCP) • 2021: Advanced Audit Committee Program (AACP) • 2005: Director Accreditation Program (DAP) • 2005: Role of the Chairman Program (RCP) • 2000: Director Certification Program (DCP) Other <ul style="list-style-type: none"> • 2018: Corporate Governance for Capital Market Intermediaries (CGI) Class 20/2018 • 2009: Monitoring Fraud Risk Management (MFM) Class 1/2009 • 2009: Monitoring of the Quality of Financial Reporting (MFR) Class 7/2009 • 2007: Monitoring the Internal Audit Function (MIA) Class 1/2007 • 2007: Monitoring the System of Internal Control and Risk Management (MIR) Class 1/2007 • 2005: Audit Committee Program (ACP) Class 6/2005

List of directors	Participation in training in the past financial year	History of training participation
9. Mr. PREECHA EKKUNAGUL (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2021: Director Leadership Certification Program (DLCP) • 2005: Director Certification Program (DCP) • 2004: Director Accreditation Program (DAP)
10. Mr. SUTHIPAK CHIRATHIVAT (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2011: Director Certification Program (DCP)
11. Mr. THIRAYUTH CHIRATHIVAT (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2002: Director Certification Program (DCP)
12. Ms. WALLAYA CHIRATHIVAT (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2018: Director Certification Program (DCP)

Test

Other Training Courses in 2025

Seminars and Training Courses Attended by Each Director in 2025

Course Topic	Name of Directors											
	Mr. Sudhitham Chirathivat	Mr. Rapee Sucharitakul	Mr. Winid Silamongkol	Mrs. Patareeya Benjapolchai	Mr. Montree Sompaisarn	Mrs. Nidsinee Chirathivat	Mr. Kobchai Chirathivat	Mr. Prin Chirathivat	Mr. Preecha Ekkunagul	Mr. Suthipak Chirathivat	Mr. Thirayuth Chirathivat	Ms. Wallaya Chirathivat
Overview of "Econ and Market Outlook Update", by Kiatnakin Phatra Securities Public Company Limited (KKPS), organized by Central Pattana	•	•	•	•		•		•	•	•		•
Overview of "Macroeconomics Briefing", by Krung Thai Bank, organized by Central Pattana	•	•	•	•					•	•	•	•
Overview of "Thailand Real Estate Industry Outlook", by Kasikorn Securities Public Company Limited., organized by Central Pattana	•		•	•				•	•	•		
Overview of "The Importance and Roles of Directors in Enterprise Risk Management., organized by Central Plaza Hotel Plc.	•				•			•		•	•	

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

"In accordance with good corporate governance principles, the Company requires an evaluation of the performance of the entire Board of Directors, sub-committees, and individual directors annually to consider and review their own performance, and advance to continuous development and improvement of operations with more efficiency. The details are as follows.

Evaluation of the duty performance of the board of directors over the past year

1. Boards Self-Evaluation Form

- Criteria

The Company prepares a self-evaluation form for the entire board and a self-evaluation form for individual directors according to the guidelines of the Stock Exchange of Thailand to apply with the nature and structure of the company's Board of Directors. This is used as a tool for the directors to review and develop their performance to be more efficient and effective. There are topics of assessment that are consistent with the key responsibilities of the directors according to the law, charter, directors code of conduct, and good practices of the IOD. The evaluation form consists of:

1.1 Self-evaluation form for the entire Board of Directors. There are topics for evaluation as follows:

1. Structure and qualifications of the Board of Directors
2. Roles, duties, and responsibilities of the Board of Directors
3. Meetings and duties of directors

4. Relationship with management
5. Directors self-development

1.2 Self-evaluation form for individual company directors. There are topics for evaluation as follows:

1. Personal qualifications of directors
2. The roles, duties, responsibilities, and readiness of the directors performance
3. Participation in meetings
4. Relationship with management
5. Directors self-development

- Procedure

The company secretary will send an evaluation form to all company directors to self-assess themselves every year, collect the completed forms and compile a summary report for the Board of Directors' meeting as an agenda item for consideration, acknowledgement, discussion opinions, suggestions and matters in which the directors are interested to further develop and improve their performance.

In 2025, the performance evaluation results of the entire Board of Directors and individual directors were in the "Excellent" criteria with scores of 95.87 percent and 95.04 percent, respectively. In addition, the directors made suggestions and opinions as a guidelines for making performance more efficient and beneficial to the company's business operations: the qualifications and expertise of the personnel suitable for serving as the company director, understanding the nature of the business operations by paying a visit to the company, observing other related businesses, inviting speakers or experts on topics of interest or related to the business to open up new experiences and perspectives to the directors, etc.

2. Sub-committees Self-Evaluation Form

- Criteria

The company organizes an evaluation of the performance of the sub-committee in accordance with the guidelines of the Stock Exchange of Thailand. The topics of assessment are consistent with the responsibilities and charters of each faculty, as well as good practices of the IOD. There are topics for evaluation as follows:

1. Structure and qualifications of the Sub-committees
2. Roles, duties, and responsibilities of the Sub-committees
3. Meetings and duties of Sub-committees

- Procedure

The secretary of each subcommittee will send the evaluation form to the committee every year, collect the completed forms and compile a summary report for each committee meeting for consideration, acknowledgement and discussion to further develop and improve the performance of the committees. After that, the summary report of the evaluation results of each sub-committee will be presented to the Board of Directors for further acknowledgment.

In 2025, the performance evaluation results of all sub-committees were in the "excellent" criteria with the scores as

1. Audit and Corporate Governance Committee 99.75 percent.
2. Nomination and Remuneration Committee 99.02 percent.
3. Risk Policy Committee 96.02 percent.

3. Performance evaluation form for the President

- Criteria

The President's performance evaluation form consists of 10 topics, including: leadership, determination of strategy, strategy execution, financial planning and performance, relationship with the committee, external relations,

administration and personnel relations, succession, business and service knowledge and personal characteristics. In addition, open-ended comments were provided by the directors regarding the president's strengths and areas where the president could develop to provide feedback to promote and develop the work efficiency of the President.

- Procedure

The President sets clear goals for performance indicators in the form of OKRs, which include both monetary and non-monetary goals. Then, present it to the Nomination and Remuneration Committee and the Board of Directors to approve at the beginning of the year. When there are actual operating results, the results will be compared with the OKRs set to consider the President's compensation. This will be considered together with the President's performance evaluation form that the company secretary sends to all company directors, including the President, for evaluation on an annual basis.

In 2025, the performance evaluation results of the President were in the Excellent criteria with a score of 95.35.

Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

The President's performance evaluation form consists of 10 topics including leadership, determination of strategy, strategy execution, financial planning and performance, relationship with the committee, external relations, administration and personnel relations, succession, business and service knowledge, and personal characteristics. In addition, open-ended comments were provided by the directors regarding the president's strengths and areas where the president could develop to provide feedback to promote and develop the work efficiency of the President.

Information on meeting attendance and remuneration payment to each board member

Meeting attendance and remuneration payment to each board member

Meeting attendance of the board of directors

Meeting attendance of the board of directors

Number of the board of directors meeting over the : 8
past year (times)
Date of AGM meeting : 29 Apr 2025
EGM meeting : No

Details of the board of directors' meeting attendance

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. Mr. SUDHITHAM CHIRATHIVAT (Chairman of the board of directors)	8	/	8	1	/	1		/	
2. Mr. RAPEE SUCHARITAKUL (Director, Independent director)	4	/	5	0	/	0		/	
3. Mr. WINID SILAMONGKOL (Director, Independent director)	8	/	8	1	/	1		/	
4. Mrs. PATAREEYA BENJAPOLCHAI (Director, Independent director)	5	/	5	0	/	0		/	
5. Mr. MONTREE SORNPAISARN (Director, Independent director)	5	/	5	0	/	0		/	
6. Mrs. NIDSINEE CHIRATHIVAT (Director)	6	/	8	1	/	1		/	
7. Mr. KOBCHAI CHIRATHIVAT (Director)	8	/	8	1	/	1		/	
8. Mr. PRIN CHIRATHIVAT (Director)	8	/	8	1	/	1		/	

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
9. Mr. PREECHA EKKUNAGUL (Director)	8	/	8	1	/	1		/	
10. Mr. SUTHIPAK CHIRATHIVAT (Director)	8	/	8	1	/	1		/	
11. Mr. THIRAYUTH CHIRATHIVAT (Director)	8	/	8	1	/	1		/	
12. Ms. WALLAYA CHIRATHIVAT (Director)	8	/	8	1	/	1		/	
13. Mr. VERA VAT CHUTICHETPONG (Director, Independent director)	3	/	3	1	/	1		/	
14. Mrs. JOTIKA SAVANANANDA (Director, Independent director)	3	/	3	1	/	1		/	
15. Ms. PARNSIREE AMATAYAKUL (Director, Independent director)	3	/	3	1	/	1		/	

Summary of the board of directors meeting attendance rate

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Mr. SUDHITHAM CHIRATHIVAT (Chairman of the board of directors)	8/8 (100.00%)	1/1 (100.00%)	N/A
2. Mr. RAPEE SUCHARITAKUL (Director)	4/5 (80.00%)	N/A	N/A
3. Mr. WINID SILAMONGKOL (Director)	8/8 (100.00%)	1/1 (100.00%)	N/A
4. Mrs. PATAREEYA BENJAPOLCHAI (Director)	5/5 (100.00%)	N/A	N/A
5. Mr. MONTREE SORNPAISARN (Director)	5/5 (100.00%)	N/A	N/A
6. Mrs. NIDSINEE CHIRATHIVAT (Director)	6/8 (75.00%)	1/1 (100.00%)	N/A
7. Mr. KOBCHAI CHIRATHIVAT (Director)	8/8 (100.00%)	1/1 (100.00%)	N/A
8. Mr. PRIN CHIRATHIVAT (Director)	8/8 (100.00%)	1/1 (100.00%)	N/A
9. Mr. PREECHA EKKUNAGUL (Director)	8/8 (100.00%)	1/1 (100.00%)	N/A
10. Mr. SUTHIPAK CHIRATHIVAT (Director)	8/8 (100.00%)	1/1 (100.00%)	N/A
11. Mr. THIRAYUTH CHIRATHIVAT (Director)	8/8 (100.00%)	1/1 (100.00%)	N/A
12. Ms. WALLAYA CHIRATHIVAT (Director)	8/8 (100.00%)	1/1 (100.00%)	N/A
13. Mr. VERAVAT CHUTICHETPONG (Director)	3/3 (100.00%)	1/1 (100.00%)	N/A
14. Mrs. JOTIKA SAVANANANDA (Director)	3/3 (100.00%)	1/1 (100.00%)	N/A

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
15. Ms. PARNSIREE AMATAYAKUL (Director)	3/3 (100.00%)	1/1 (100.00%)	N/A
Average meeting attendance rate	97.00%	100.00%	N/A

Detailed justification for the Company director's non-attendance at the Board of Directors' meeting

Remuneration of the board of directors

Types of remuneration of the board of directors⁽³⁾

Central Pattana has defined the remuneration of directors, taking into account both its fairness and appropriateness, which reflects the extent of their responsibilities and performance relative to the Company's overall operational performance and related factors, inclusive of comparisons to remuneration of other companies within the same or similar industry and business sectors as the Company; whereby the Nomination and Remuneration Committee has annually considered from the survey on remuneration of directors undertaken by the SET and the Thai Institute of Directors (IOD) as reference.

The Board, via the Nomination and Remuneration Committee, deemed it appropriate that the Board remuneration was at an appropriate rate and sufficient for attracting and retaining the quality directors. The Company's revenue and operation, the Nomination and Remuneration Committee deemed it appropriate to recommend the Board to propose the shareholders on April 29, 2025, to consider and approve the remuneration for the Board of Directors for 2025 with a ceiling of Baht 30,000,000. Details of the Company's director remuneration structure is as follows:

1. Monthly Remuneration and Meeting allowance

Remuneration*	Amount (Baht)
1. Regular Remuneration (Baht/Month)	
● Chairman	85,000
● Lead Independent Director	75,000
● Independent Director	60,000
● Director	35,000
2. Meeting allowances for the Board of Directors (Baht/Meeting)	
● Chairman	60,000
● Lead Independent Director	50,000
● Director	45,000
3. Meeting allowances for the Audit and Corporate Governance Committee (Baht/Meeting)	
● Chairman of the Audit and Corporate Governance Committee	70,000
● Member of the Audit and Corporate Governance Committee	55,000
4. Meeting allowances for the Nomination and Remuneration Committee, including the Advisory (Baht/Meeting)	
● Chairman of the Nomination and Remuneration Committee	50,000
● Member of the Nomination and Remuneration Committee, including the Advisory	40,000
5. Meeting allowances for the Risk Policy Committee (Baht/Meeting)	
● Chairman of the Risk Policy Committee	50,000
● Member of the Risk Policy Committee	40,000
6. Meeting allowances for the Independent Director (Baht/Meeting)	
● Lead Independent Director	50,000
● Independent Director	40,000

2. Bonus

The bonus (calculated from the remaining amount of approved remuneration budget) will be allocated to directors by which the Board of Directors is authorized to determine the conditions, the details, and the rate of bonus payment as appropriate, together with consideration of the Company's performance outcomes. In addition, the amount of bonus being allocated to each director depends on the accountability, performance and participation in the meeting. The Executive Director will not receive any directors bonus, however.

3. Other benefits

Directors have the welfare rights to the hotels accommodations and services as determined by the Company, with a value not exceeding THB 100,000 per person per year

In 2025, the Company paid the board remuneration in the form of monthly remuneration and bonus totaling Baht 25,815,500.

Remark: ⁽³⁾ Remark: The Executive Director and Management who have any responsibilities in the sub-committee will not receive remuneration.

Remuneration of the board of directors

Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
1. Mr. SUDHITHAM CHIRATHIVAT (Chairman of the board of directors)			2,742,500.00		N/A
Board of Directors (Chairman of the board of directors)	480,000.00	2,262,500.00	2,742,500.00	No	
2. Mr. RAPEE SUCHARITAKUL (Director, Independent director)			1,724,333.00		N/A
Board of Directors (Director)	200,000.00	1,424,333.00	1,624,333.00	No	
Nomination and Remuneration Committee (The chairman of the subcommittee)	100,000.00	0.00	100,000.00	No	
3. Mr. WINID SILAMONGKOL (Director, Independent director)			2,911,500.00		N/A
Board of Directors (Director)	400,000.00	1,881,500.00	2,281,500.00	No	
Audit Committee (Chairman of the audit committee)	630,000.00	0.00	630,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
4. Mrs. PATAREEYA BENJAPOLCHAI (Director, Independent director)			1,923,333.00		N/A
Board of Directors (Director)	250,000.00	1,193,333.00	1,443,333.00	No	
Audit Committee (Member of the audit committee)	330,000.00	0.00	330,000.00	No	
Risk Policy Committee (The chairman of the subcommittee)	150,000.00	0.00	150,000.00	No	
5. Mr. MONTREE SORNPAISARN (Director, Independent director)			1,853,333.00		N/A
Board of Directors (Director)	250,000.00	1,193,333.00	1,443,333.00	No	
Audit Committee (Member of the audit committee)	330,000.00	0.00	330,000.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	80,000.00	0.00	80,000.00	No	
6. Mrs. NIDSINEE CHIRATHIVAT (Director)			1,680,000.00		N/A

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors (Director)	270,000.00	1,410,000.00	1,680,000.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
7. Mr. KOBCHAI CHIRATHIVAT (Director)			1,930,000.00		N/A
Board of Directors (Director)	360,000.00	1,410,000.00	1,770,000.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	160,000.00	0.00	160,000.00	No	
8. Mr. PRIN CHIRATHIVAT (Director)			1,930,000.00		N/A
Board of Directors (Director)	360,000.00	1,410,000.00	1,770,000.00	No	
Executive Committee (The chairman of the executive committee)	0.00	0.00	0.00	No	
Risk Policy Committee (Member of the subcommittee)	160,000.00	0.00	160,000.00	No	
9. Mr. PREECHA EKKUNAGUL (Director)			1,930,000.00		N/A

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors (Director)	360,000.00	1,410,000.00	1,770,000.00	No	
Risk Policy Committee (Member of the subcommittee)	160,000.00	0.00	160,000.00	No	
10. Mr. SUTHIPAK CHIRATHIVAT (Director)			1,770,000.00		N/A
Board of Directors (Director)	360,000.00	1,410,000.00	1,770,000.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
11. Mr. THIRAYUTH CHIRATHIVAT (Director)			1,770,000.00		N/A
Board of Directors (Director)	360,000.00	1,410,000.00	1,770,000.00	No	
12. Ms. WALLAYA CHIRATHIVAT (Director)			760,000.00		N/A
Board of Directors (Director)	360,000.00	400,000.00	760,000.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Risk Policy Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
13. Mr. Chanavat Uahwatanasakul (Member of the executive committee)			0.00		N/A
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
14. Ms. Naparat Sriwanvit (Member of the executive committee)			0.00		N/A
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
15. Mr. VERAVAT CHUTICHETPONG (Director, Independent director)			847,167.00		N/A
Board of Directors (Director)	150,000.00	647,167.00	797,167.00	No	
Risk Policy Committee (The chairman of the subcommittee)	50,000.00	0.00	50,000.00	No	
16. Mrs. JOTIKA SAVANANANDA (Director, Independent director)			951,667.00		N/A

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors (Director)	150,000.00	536,667.00	686,667.00	No	
Audit Committee (Member of the audit committee)	165,000.00	0.00	165,000.00	No	
Nomination and Remuneration Committee (The chairman of the subcommittee)	100,000.00	0.00	100,000.00	No	
17. Ms. PARNISREE AMATAYAKUL (Director, Independent director)			931,667.00		N/A
Board of Directors (Director)	150,000.00	536,667.00	686,667.00	No	
Audit Committee (Member of the audit committee)	165,000.00	0.00	165,000.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	80,000.00	0.00	80,000.00	No	

Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	4,460,000.00	18,535,500.00	22,995,500.00

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
2. Audit Committee	1,620,000.00	0.00	1,620,000.00
3. Executive Committee	0.00	0.00	0.00
4. Nomination and Remuneration Committee	520,000.00	0.00	520,000.00
5. Risk Policy Committee	520,000.00	0.00	520,000.00

Summary of the remuneration of the board of directors

	2023	2024	2025
Meeting allowance (Baht)	7,210,000.00	8,580,000.00	7,120,000.00
Other monetary remuneration (Baht)	15,877,500.00	16,339,500.00	18,535,500.00
Total (Baht)	23,087,500.00	24,919,500.00	25,655,500.00

Remunerations or benefits pending payment to the board of directors

Remunerations or benefits pending payment to the : 0.00
board of directors over the past year
(Baht)

Information on corporate governance of subsidiaries and associated companies

Corporate governance of subsidiaries and associated companies

Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated : Yes
companies

Mechanism for overseeing subsidiaries and : Yes
associated companies

Mechanism for overseeing management and taking : The appointment of representatives as directors,
responsibility for operations in subsidiaries and executives, or controlling persons in proportion to
associated companies approved by the board of shareholding, The determination of the scope of duties
directors and responsibilities of directors and executives as company
representatives in establishing important policies,
Disclosure of financial condition and operating results,
Transactions between the company and related parties,
Other significant transactions, Acquisition or disposal of

assets, Internal control system of the subsidiary operating the core business is appropriate and sufficient in the subsidiary operating the core business

Central Pattanas Board of Directors governed the operation of subsidiaries and associates as follows:

Central Pattana must have a process to constantly monitor the operating results of its subsidiaries and associate companies, while providing a performance report to the Board of Directors for acknowledgment, monitoring the collection of information, as well as recording the subsidiaries and associate companies accounts and data accurately and completely for consolidated financial statements in a timely manner.

1. Management has the duty to consider sending representatives of the Company to serve as directors or executives in such subsidiaries and associates, at least to the ratio of the Company's shares in the company. These representatives duly help align subsidiaries and associates policies and business operations with Central Pattanas policies and governance approaches.
2. Representatives appointed as directors or executives in such subsidiaries and associates can undertake duties within their authorization to guard the interests of Central Pattanas investment and report directly to management. Whenever a special transaction requires approval, a request for approval must also be submitted to Central Pattana in accordance with its assigned authorization.
3. Management has the duty to periodically report performance results of such subsidiaries and associates to Central Pattanas Board of Directors, including significant operations or changes that may affect the financial position and performance results of Central Pattana.
4. Internal Audit has the duty to check and report on the efficiency of internal control of such companies to the Audit Committee and the Corporate Governance Committee according to pre-established plans.
5. The Board of Directors has the duty to supervise and ensure that the subsidiaries and associates comply with all related rules and regulations as well as disclose all financial position information and performance results, related party transactions, acquisition and disposal of assets, as well as other important transactions as completely, accurately, and promptly as possible under the same criteria as Central Pattana.

Disclosure of agreements between the company and shareholders in managing subsidiaries and associated companies (Shareholders agreement)

Shareholders Agreement in the Management of Subsidiaries and Associates that Significantly Affects the Central Pattana Group Operation and Significantly Affects the Administration or Authority or Sharing of Benefit Apart from Normal Returns on Shareholding

-None-

Information on the monitoring of compliance with corporate governance policy and guidelines

The monitoring of compliance with corporate governance policy and guidelines

Prevention of conflicts of interest

Operations for conflict of interest prevention over the past year

Has the company operated in preventing conflicts of interest over the past year : Yes

The Company follows its policy to conduct business with honesty, open-mindedness, transparency, and fairness. The Company's directors, executives, and employees must not engage in any business in competition with the Company or undertake any connected transaction related to themselves or persons/juristic persons, which could pose any conflict of interest to the Company. The Board must ensure strict conformance to the regulations and procedures for the disclosure of connected transactions specified by the law and the regulators. In the past year, the Board of Directors had reviewed the policy and practices regarding the prevention of conflicts of interest. It was determined that the key elements of the policy remain appropriate for the Company's business model and in alignment with the relevant regulatory standards."

If a connected transaction is unavoidable, however, such a transaction must follow the general business provisions as specified and approved by the Board, based on transparency and fairness in the same way as ordinary transactions undertaken with outsiders, taking into account the best interests of the Company. Any party involved in a conflict of interest transaction must not take part in the consideration of such transaction.

If certain connected transactions are crucial or non-compliant with the general commercial conditions approved by the Board and could cause a conflict of interest, the Audit and Corporate Governance Committee must review them and express opinions before proposing them to the Board or shareholders for approval. The Company has always followed the relevant criteria and disclosed all essential information in compliance with rules and regulations. The Company's directors and executives are obliged to disclose and report vested interests and connected transactions undertaken by themselves and their related parties as follows:

- Disclosure of Vested Interests: Directors and executives are obliged to make the first report within 30 days after holding offices and report the information on December 31 each year. During the year, if there should be necessity to make transactions directly or indirectly with the Company and the subsidiaries, they are obliged to notify the Company immediately, stating facts about the nature of the contract, names of contract parties, and their vested interests in the contract so as to ensure transparent transactions. The Company Secretary is responsible for collecting and sending copies of vested interests reports to the Chairman of the Board and the Chairman of the Audit and Corporate Governance Committee within seven business days from the date the Secretary receives the report.
- Disclosure of Connected Transactions: Directors and executives are obliged by the laws, the SEC, and the SETs rules and regulations to report to the Company when agreeing to engage in connected transactions that may cause a conflict of interest.

To raise awareness among employees about the importance of conflict of interest issues and enable them to apply this knowledge effectively in their work processes, the Company has communicated the conflict of interest policy through its Code of Conduct and Corporate Governance guidelines. Additionally, the Company developed an e-learning course titled "Code of Conduct Speedy Quiz," which provides both educational content and a quiz to assess employees' understanding. The participation rate was 98.68%, with 85.71% of executives and 99.56% of employees taking part. Furthermore, the Company communicated this policy through the Corporate Governance Day 2025 seminar, held in collaboration with Central Group. The seminar, focused on "Unintentional Conflict of Interest: Know Before It Becomes a Big Issue," featured a role-play scenario illustrating potential conflict-of-interest situations and provided an interactive platform for employees to submit questions in advance or ask them during the live session. This enabled subject matter experts to clarify doubts and provide guidance on correct practices.

The Company also communicated and created awareness of conflicts of interest with the Board of Directors through Board of Directors meetings and email communications, achieving 100% participation.

In 2025, the company did not encounter any violations of the conflict of interest policy, nor did it receive any complaints related to misconduct by directors or executives regarding conflicts of interest."

Number of cases or issues related to conflict of interest

	2023	2024	2025
Total number of cases or issues related to conflict of interest (cases)	0	0	0

Prevention of the use of inside information to seek benefits

Operations for prevention of the use of inside information to seek benefits over the past year

Has the company operated in preventing the use of : Yes
inside information to seek benefits over the past year

The Board ensures that a policy is put in place to control the use of inside information and transactions on Central Pattanas shares in written form as stipulated in the Handbook and also communicated in the Code of Conduct and Corporate Governance, to educate directors, executives and employees of the Company about the use of inside information and to ensure equitable treatment of all shareholders and assuring them that relevant directors and executives are prohibited from undertaking dishonest stock transactions for their own benefit or the benefit of others. Details are as follows:

- Control of Inside Information: Directors, executives, and all employees, as well as contractors and other individuals who have access to the company's internal information must not use the Company's inside information, significant and undisclosed, for their own benefit or the benefit of others and must strictly comply with the policy on the safeguarding and use of inside information. The Board of Directors meetings and e-mail communication have successfully increased awareness and understanding about the use of inside information among the Company's directors, with 100 percent of the Board being informed. Furthermore, e-Learning under the Code of Conduct Speedy Quiz course is provided for the Company personnel to acquire knowledge and participate in the test. The executive participation rate is 85.71 percent, while employees at 99.56 percent.

- Holding Central Pattanas Securities: The Company's directors, executives, and employees may invest in the Company's securities. However, to prevent conflicts of interest, these personnel and their related persons (spouses, cohabiting couple and under-aged children) must not buy, sell, transfer, or accept any transfer of the Company's shares during the 30 days period before the public disclosure of the Company's financial statements and at least 24 hours after the Company has disclosed such information to the SET or the public in order to bring the opportunity for investor to acknowledge and study the information adequately in a reasonable period of time. If any of them buys, sells, transfers, or accepts transfer of the Company's shares, they must prepare and disclose the report of shareholding and changes to the regulators as specified.

In case of violation against the policy on the use of inside information, executives and employees will be considered guilty and is subject to legal punishment.

- Disclosure on the Holding of Central Pattanas Securities: Directors and the Executives who has a responsibility to report the holding of the CPNs securities to the Securities and Exchange Commission, they must inform the Board of Directors or their delegate at least one day before the transaction. The Company's directors and executives are required to report the change in the holding of the CPNs securities including personnel and their related persons

(spouses, cohabiting couple and under-aged children) to SET within three days of the transactions along with submitting a copy of the report on changes in the holding of the CPNs securities to the Board or their delegate to report such changes to the Board meeting.

Every quarter, the Company Secretary informs the directors, executives, and relevant employees about the non-trading period one month before disseminating the financial statements to the public. Moreover, Central Pattana monitors changes in securities holdings of directors and top management, including spouses and under-age children, to report to the Board quarterly.

In 2025, the Company has not received complaints concerning any wrongdoing of the governance policy by directors and executives or any instances of misuse of inside information.

Number of cases or issues related to the use of inside information to seek benefits

	2023	2024	2025
Total number of cases or issues related to the use of inside information to seek benefits (cases)	0	0	1

Details of cases or issues related to the use of inside information to seek benefits

Year of event	Details	Progress status
Jan 2025	<p>Case or issue The staff member improperly utilized customer data belonging to individuals interested in achieving personal profit.</p> <p>Investigation results The employee violated the Company's regulations.</p> <p>Corrective actions - Disciplinary actions have been imposed on employees involved in the complaint in accordance with the Company's disciplinary regulations. Such actions range from verbal warnings, written warnings, suspension without pay, to termination without severance pay, depending on the facts of each case, the intent of the offender, and the impact of the misconduct.</p> <p>- Management has communicated and reiterated to all employees the importance of strictly complying with the Company's rules, regulations, and prescribed policies in the performance of their duties.</p>	Incident no longer subject to action

Operations in anti-corruption in the past year

Has the company operated in anti-corruption over : Yes
the past year

Form of operations in anti-corruption : Review of appropriateness in anti-corruption, The participation in anti-corruption projects, Assessment and identification of corruption risk, Communication and training for employees on anti-corruption policy and guidelines, The monitoring of the evaluation of compliance with the anti-corruption policy, Review of the completeness and adequacy of the process by the Audit Committee or auditor

The Board emphasizes transparent business conduct and anti-corruption. Therefore, it has formulated methods to prevent the Company, subsidiaries, and associated companies from engaging in corruption activities. The efforts include identifying risks of corruption, defining preventive measures, improving internal control processes, communicating internally and externally about this issue, training employees, and reviewing the processs completeness and sufficiency.

Policy

The Board has put anti-corruption policies and measures into practice since 2014. In 2017, it updated them to enable the Company, subsidiaries, associated companies, and other related persons with the Company to operate the business with transparency. Furthermore, it must never get involved with corruption, whether by demanding, accepting, or offering a bribe to government officials. In 2025, the Board of Directors reviewed the policy and practices regarding anti-corruption and determined that the policy remains appropriate. Therefore, no amendments or updates were made to the policy."

Anti-corruption Policy and Measure

<https://www.centralpattana.co.th/en/corporate-governance/anti-corruption-measures>

Central Pattana became a certified member of Thailand's Private Sector Collective Action Coalition Against Corruption (CAC) in 2015 and must recertify once every three years. The Company received the 3rd recertification in the project coalition on December 31, 2023.

Execution

The Company abides by CACs anti-corruption policies, measures, practices, and risk management process as follows:

1. Risk Assessment

Central Pattana assesses risks of fraud and corruption annually. See further details in Chapter 2 Risk Management. The results are reported to the Risk Policy Committee and the Board. The Company then improved the internal control and operating processes to minimize potential risks and their impacts.

2. Guideline Establishment to Control, Prevent, Audit, and Monitor Risks of Corruption

Central Pattana has formulated plans and operating procedures so that all departments can carry out their business activities on time and mitigate the risks of corruption.

3. Communication and Training

Central Pattana has been educating directors, executives and employees about anti-corruption efforts including other related laws, rules and regulations as follows:

- Monthly orientation to educate all new employees via e-Learning with the Ethics in Workplace course which includes Code of Conduct and Anti-corruption Policy topics to enhance their understanding and awareness of conducting themselves in accordance with the company's guidelines. The course includes content on anti-corruption measures and has achieved 100% participation from all new employees.

- Training and tests via e-Learning with the Code of Conduct Speedy Quiz course in line with its Code of Conduct and Corporate Governance Policy and anti-corruption measures, including laws, rules or regulations related to such matters to create understanding, cultivate awareness as well as the awareness of the impact or damage that will occur from corruption. This course is accessible to all employees, both new and current, throughout the year.

- Consistent communication with relevant policies, including the No-Gift Policy, through various channels including emails, the Company website, and internal notice boards, ensuring that both executives and employees are well-informed.

- The Company also communicated its policies through the Corporate Governance Day 2025 event in collaboration with Central Group, streamed via YouTube Live. The seminar, under the topic "Code of Conduct for Sustainability, Anti-Corruption, and Whistleblowing," attracted over 4,000 attendees and viewers who watched the session on YouTube.

4. Monitoring and Evaluating Compliance with the Anti-Corruption Policy

- Arranged an annual quiz on Code of Conduct Speedy Quiz 2025 to measure the employees' knowledge about the Code of Conduct and the Corporate Governance, including Anti-corruption topics and used the test results to improve the corporate governance policy among personnel who completed the training. In 2025, the participation rate was 98.68%, with 85.71% of executives and 99.56% of employees completing the course.

- Implemented No Gift Policy, which has been adopted since 2017. The Company developed the online gift tracking system as a channel to report unrefusable gifts, with an aim to facilitate executives and employees reporting during remote working and to enhance the efficiency and convenience of gift management monitoring. Once gifts were reported via the system, notifications would be sent to the reporters' supervisor. The related departments in the headquarters and branches then jointly monitor and manage such received gifts. The Company Secretary will gather such information and summarize the unrefusable gifts to further report to the Audit and Corporate Governance Committee.

- It developed an online reporting system for employees to report gifts they are unable to accept, ensuring a quick and efficient process. The system sends notifications to the employee's supervisor, and relevant departments at both headquarters and branches follow up on the handling of gifts.

5. Review of Process Completeness and Sufficiency

The Company Secretary Office, in collaboration with Internal Audit, collects information and prepares guidelines for improving Central Pattana's internal control processes and enhancing its effectiveness. Then it presents the guidelines to the Audit and Corporate Governance Committee for reviewing completeness and sufficiency. The result is then reported to the Board.

6. Extension of Cooperation toward Central Pattana's Business Partners

- Central Pattana communicates with partners on the Code of Conduct and Anti-corruption Measures by disclosing it on the Company's website. It also informs partners and related stakeholders about the No-Gift Policy through various channels, such as the website, letters, and emails, to ensure their acknowledgment and compliance. Furthermore, the Company's anti-corruption activities were publicized through the CAC's project called "Asking for a bribe?... We report!"

- The Company defined a transparent procurement method in line with the anti-corruption policy. Prospective partners must be screened by pre-qualification evaluation, which requires partners to implement the topics of sustainability, corporate governance, and anti-corruption.

- The Company has actively promoted and encouraged its business partners and affiliates to join the Thai Private Sector Collective Anti-Corruption Declaration (CAC) or CAC SMEs (depending on the size of the business). This has been communicated through policy notification letters, signed by the CEO, regarding the company's gift acceptance policy, and sent via email on an ongoing basis.

In the year 2025, directors, executives, and employees reported no issues, deficiencies, or instances of significant misconduct related to corruption.

Details of relevant policies is stipulated in the Handbook as well as in the Code of Conduct and Practices for Suppliers. For further information, please visit the Companys website under Code of Business Conduct:

<https://www.centralpattana.co.th/en/corporate-governance/code-of-conduct-and-corporate-governance>

For Anti-corruption Measures, please visit the website under Anti-corruption Measures:

<https://www.centralpattana.co.th/en/corporate-governance/anti-corruption-measures>

Number of cases or issues related to corruption

	2023	2024	2025
Total number of cases or issues related to corruption (cases)	0	0	3

Details of cases or issues related to corruption

Year of event	Details	Progress status
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Year of event	Details	Progress status
Feb 2025	<p>Case or issue The employee did not comply with the regulations regarding rent payments.</p> <p>Investigation results Such action constitutes a breach of the Company's prescribed rules, regulations, and operational guidelines</p> <p>Corrective actions</p> <ul style="list-style-type: none"> - Disciplinary actions have been imposed on employees involved in the complaint in accordance with the Company's disciplinary regulations. Such actions range from Verbal warnings, Written warnings, Disciplinary points deducted, Suspension from work for investigation for not exceeding seven days, Dismissal with compensation according to the Labor Protection Act, and Dismissal with no Compensation according to the Labor Protection Act, depending on the facts of each case, the intent of the offender, and the impact of the misconduct. - Management has communicated and reiterated to all employees the importance of strictly complying with the Company's rules, regulations, and prescribed policies in the performance of their duties. - Enhance the internal control processes to ensure greater rigor and effectiveness. 	Incident no longer subject to action

Year of event	Details	Progress status
Nov 2025	<p>Case or issue The employee violated health-welfare regulations.</p> <p>Investigation results Such action constitutes a breach of the Company's prescribed rules, regulations, and operational guidelines.</p> <p>Corrective actions</p> <ul style="list-style-type: none"> - Disciplinary actions have been imposed on employees involved in the complaint in accordance with the Company's disciplinary regulations. Such actions range from Verbal warnings, Written warnings, Disciplinary points deducted, Suspension from work for investigation for not exceeding seven days, Dismissal with compensation according to the Labor Protection Act, and Dismissal with no Compensation according to the Labor Protection Act, depending on the facts of each case, the intent of the offender, and the impact of the misconduct. - Management has communicated and reiterated to all employees the importance of strictly complying with the Company's rules, regulations, and prescribed policies in the performance of their duties. -Strengthen the internal control processes for reviewing expense documentation to ensure greater rigor and compliance. 	Incident no longer subject to action

Year of event	Details	Progress status
Jun 2025	<p>Case or issue An employee violated the company's operational regulations by seeking personal benefits from business partners.</p> <p>Investigation results Such action constitutes a breach of the Company's prescribed rules, regulations, and operational guidelines.</p> <p>Corrective actions</p> <ul style="list-style-type: none"> - Disciplinary actions have been imposed on employees involved in the complaint in accordance with the Company's disciplinary regulations. Such actions range from Verbal warnings, Written warnings, Disciplinary points deducted, Suspension from work for investigation for not exceeding seven days, Dismissal with compensation according to the Labor Protection Act, and Dismissal with no Compensation according to the Labor Protection Act, depending on the facts of each case, the intent of the offender, and the impact of the misconduct. - Management has communicated and reiterated to all employees the importance of strictly complying with the Company's rules, regulations, and prescribed policies in the performance of their duties. - Enhance the internal control processes related to the payment receipt system from business partners. 	Incident no longer subject to action

Whistleblowing

Operations related to whistleblowing over the past year

Has the company implemented whistleblowing : Yes
procedures over the past year

Protection of Whistleblower and Confidentiality

The Company has a policy to protect employees or other stakeholders who reveal alleged illegal/unethical behavior, taking into account the safety and interests of whistleblowers and those cooperating with the investigation. Those involved in the investigation process must keep all relevant information confidential. The whistleblowing and complaint-handling processes, including rights protection for staff, employees and outsourced persons are disclosed in Central Pattanas Code of Conduct and CG Principles as well as Anti-Corruption Measure.

Complaint Management

Below is the summary of actions taken by Central Pattana when finding cases involving fraud or violations of the CG Policy:

1. Established a fact-finding working group: The complaint-handling staff must initially consider the type of the complaint received and the impact or severity that might arise from those complaints, such as employment termination, common offense, or damage that caused significant financial loss. Central Pattana then could set up a working group to examine facts as seen fit.
2. Appointed an Investigation Committee: The appointed Investigation Committee should be suitably qualified and impartial, have no conflict of interest with the complaints, and consider the severity of complaints.
3. Conducted an investigation and prepared the report: Gathering evidence, investigating an information, and adjudicating on that matter. If the employee in question is guilty, Human Capital Management and Organizational Development will take disciplinary action by requesting that employee to sign the Notice of Penalty.
4. Prepared a summary report on complaint handling: Internal Audit prepared a summary report on complaint-handling to report to the Audit and Corporate Governance Committee in the Audit and Corporate Governance Committee meeting, and then to the President and the Board, respectively.

Disciplinary Action in case of breach

The company has been conducting and preparing a solution and penalty in order to prevent recidivism by considering each case as appropriate which the punishment is prescribed:

- verbal warnings
- written warnings
- disciplinary points deducted
- Suspension from work for investigation for not exceeding seven days
- dismissal with compensation according to the Labor Protection Act
- dismissal with no compensation according to the Labor Protection Act

The Company also reports and communicates with the CEO and employees in the organization to acknowledge the issues and penalties.

Number of cases or issues related to whistleblowing

	2023	2024	2025
Total number of cases or issues received through whistleblowing channels (cases) ⁽⁴⁾	0	0	3

Remark: ⁽⁴⁾ In 2025, no complaints were reported regarding the following: • Significant violations of the Code of Ethics and Corporate Governance principles. • Misuse of insider information or conflicts of interest by directors. • Significant violations related to corruption. • Violations impacting the community or environment in a significant way. • Complaints regarding inaccurate or incomplete information about products and services, or misleading advertising. • Labor-related complaints and disputes. • Complaints regarding human rights violations.

Details of cases or issues received through whistleblowing channels

Year of event	Details	Progress status
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Year of event	Details	Progress status
Jan 2026	<p>Case or issue A supervisor failed in their duties by improperly scheduling shifts for each of their subordinates.</p> <p>Topics or issues about Compliance with laws, regulations, and rules</p> <p>Investigation results The employee scheduled the shifts inappropriately, as alleged.</p> <p>Corrective actions Disciplinary action has been taken against the employees involved in the complaint, in accordance with the Companys disciplinary regulations, by issuing written warnings.</p>	Incident no longer subject to action
Jan 2026	<p>Case or issue The supervisory staff did not treat individual employees equitably.</p> <p>Topics or issues about Human rights</p> <p>Investigation results The employee behaved inappropriately as alleged.</p> <p>Corrective actions Disciplinary action has been taken against the employees involved in the complaint, in accordance with the Companys disciplinary regulations, by issuing written warnings.</p>	Incident no longer subject to action
May 2025	<p>Case or issue The employee used inappropriate language towards a business partner.</p> <p>Topics or issues about Others :Engaged in inappropriate behavior</p> <p>Investigation results The employee behaved inappropriately as alleged.</p> <p>Corrective actions Disciplinary action has been taken against the employees involved in the complaint, in accordance with the Companys disciplinary regulations, by issuing written warnings.</p>	Incident no longer subject to action

Information on report on the results of duty performance of the audit committee in the past year

Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 9

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. WINID SILAMONGKOL (Chairman of the audit committee)	9	/	9	9/9 (100.00%)
2 Mrs. PATAREEYA BENJAPOLCHAI (Member of the audit committee)	6	/	6	6/6 (100.00%)
3 Mr. MONTREE SORNPAISARN (Member of the audit committee)	6	/	6	6/6 (100.00%)
4 Mrs. JOTIKA SAVANANANDA (Member of the audit committee)	3	/	3	3/3 (100.00%)
5 Ms. PARNSIREE AMATAYAKUL (Member of the audit committee)	3	/	3	3/3 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of the audit committee

REPORT OF AUDIT AND CORPORATE GOVERNANCE COMMITTEE

Dear Shareholders,

The Audit and Governance Committee comprises three qualified independent directors. All members fully meet the qualifications as stipulated in the Audit and Governance Committee Charter and are in compliance with the best practice guidelines of the Securities and Exchange Commission. The Committee is chaired by Mr. Winid Silamongkol, other members of the Committee include Mrs. Patareeya Benjapolchai and Mr. Montree Sornpaisarn, all members of the Audit and Governance Committee possess sufficient knowledge and experience to review the reliability of the financial statements. In 2025, Mrs. Chotika Suwananon and Ms. Phansiri Amatayakul resigned from their positions as members of the Audit and Governance Committee, effective May 1, 2025. Nevertheless, the current composition of the Audit and Governance Committee remains in full compliance with the Securities and Exchange Commissions requirements for listed companies, which stipulate a minimum of three members.

In 2025, the Audit and Governance Committee convened a total of nine meetings. During these meetings, the Committee held discussions with management, the Internal Audit Office, and the external auditor on relevant matters. The Committee also received comprehensive information from management in accordance with the meeting agendas,

which are aligned with the duties and responsibilities set forth in the Audit and Governance Committee Charter. The Committee expressed its views and provided recommendations independently, as appropriate.

Further details regarding the number of meetings attended are provided below.

Director	Position	Meeting attendance
Mr. Vinit Silamongkol	Chairman of the Committee	9/9
Mrs. Jotika Savanananda	Member of the Committee	3/3
Ms. Phansiri Amatayakul	Member of the Committee	3/3
Mrs. Patareeya Benjapolchai	Member of the Committee	6/6
Mr. Montree Sornpaisarn	Member of the Committee	6/6

The Audit and Corporate Governance Committee reported its performance to the Board of Directors a total of five times, summarizing the key outcomes and providing insights on various matters as follows:

Accuracy, Completeness, and Reliability of Financial Reporting

The Audit and Governance Committee reviewed the quarterly and annual financial statements, significant accounting policies, and compliance with financial reporting standards, as well as the Key Audit Matters as disclosed in the auditors report. In this regard, the Committee considered the audit scope, audit plan, audit approach, and key findings in discussions with management and the external auditor. The Committee also held a private session with the external auditor, without management present, to discuss the auditors independence in the performance of its duties. For 2025, the external auditor did not raise any material observations, except for matters relating to the Companys preparedness for financial reporting on sustainability disclosures. The Audit and Governance Committee also places importance on the use of data analytics tools to enhance the effectiveness and efficiency of both the external auditors work and managements operations.

In the Committees opinion, the Companys financial statements have been prepared in accordance with the financial reporting standards prescribed by the Federation of Accounting Professions, and present accurate, complete, and reliable information. The selection and application of accounting policies are also considered appropriate and reasonable.

The Adequacy of Internal Control Systems, Internal Audit, and Risk Management

The Audit and Governance Committee reviewed the internal audit reports and the external auditors findings in relation to the assessment of the Companys internal control system. The Committee ensured that the Company has established comprehensive risk management and risk assessment processes covering all dimensions, including risk management plans and approaches addressing factors that may impact the Companys operating performance. Particular attention has been given to cybersecurity risk management and unforeseen incidents, with appropriate measures in place for both prevention and timely recovery to ensure no material disruption to business operations.

The Audit and Governance Committee also promotes the role of the Internal Audit Office in supporting the Company to maintain a robust internal control system, and emphasizes that all functions adhere to best practices for listed companies in recognizing the importance of internal controls, in line with the guidelines set forth by the Securities and Exchange Commission.

The Internal Audit Office places significant emphasis on its advisory role to all business units across the Company. It also develops communication materials to enhance employees knowledge and understanding of the importance of internal controls and to foster awareness of transparent business practices. In addition, the results of complaint handling are regularly reported to the Audit and Governance Committee.

The Audit and Governance Committee is of the opinion that the Companys internal control system is adequate, with no material deficiencies identified, and that risk management is conducted in accordance with the internal control framework (COSO Framework).

The Committee has reviewed and approved the annual strategic plan and internal audit plan, which were developed based on a risk-based approach and inputs from management. The audits are conducted on an integrated basis (Integrated Audit) to ensure comprehensive coverage of risks and controls. The Audit and Governance Committee also regularly holds meetings with the Head of Internal Audit without management present.

Furthermore, the Audit and Governance Committee conducts an annual assessment of the quality of the internal audit function, with results consistently rated at a good level. An external quality assessment is also performed every five years. The Internal Audit function incorporates recommendations to enhance its practices in line with international standards and best practices. Accordingly, the Audit and Governance Committee is of the opinion that the Internal Audit Office operates in compliance with the International Standards for the Professional Practice of Internal Auditing (2024).

Corporate Governance

The Audit and Governance Committee has performed its duties and responsibilities in corporate governance in alignment with the principles of good corporate governance (CG Code). The Company has also continued to be certified as a member of Thailand's Private Sector Collective Action Against Corruption (CAC). In addition, the Committee acknowledged the organization of the Corporate Governance Day 2025 and the conduct of the corporate code of conduct knowledge assessment, in which employee participation reached 98.68%.

Furthermore, the Audit and Governance Committee places importance on sustainable business practices across three key dimensions: Environment, Social, and Governance (ESG), in alignment with international standards, including DJSI and FTSE4Good. The Company also undertakes initiatives to reduce greenhouse gas emissions, which have a significant impact on global temperature changes and climate patterns.

Compliance with Securities and Exchange Act, Stock Exchange of Thailand (SET) Regulations, and Relevant Laws

The Audit and Governance Committee reviewed the Company's compliance with the Securities and Exchange Act, SET regulations, and other laws relevant to the Company's business. The Committee also regularly monitored management's corrective actions through compliance audit reviews. In addition, the Committee oversees the periodic review of the Company's code of conduct and corporate governance policies to ensure alignment with updated requirements and international standards. Management has been assigned to assess and ensure that the Company's operations are conducted in accordance with the principles of the CG Code. The Audit and Governance Committee is of the opinion that the Company has complied with the Securities and Exchange Act, SET regulations, and all applicable laws relevant to its business operations.

Significant Asset Acquisitions or Disposals, Transactions with Related Parties, and Potential Conflicts of Interest

The Audit and Governance Committee places significant emphasis on reviewing transactions involving the acquisition or disposal of material assets, related-party transactions, and any matters that may present potential conflicts of interest. All such transactions are ensured to comply with applicable laws and the regulations of the Stock Exchange of Thailand. The Committee also reinforces that all relevant parties conduct these activities in accordance with the established policies and requires the external auditor to review these transactions on an annual basis.

Appropriateness of the Auditor, Selection Process, and Appointment Recommendation

The Audit and Corporate Governance Committee has reviewed the auditor selection and appointment process for the fiscal year 2025. The committee evaluated the auditors' performance, scope of work, and workload in relation to the proposed audit fees. Based on this assessment, the committee recommended to the Board of Directors the appointment of KPMG Phoomchai Audit Ltd. as the external auditor for Central Pattana Public Company Limited for the year 2025, with an audit fee not exceeding Baht 3,050,000. Additionally, the committee acknowledged the appointment of auditors and the audit fees for subsidiaries, both domestically and internationally, audited by KPMG Thailand, KPMG global network firms, and other auditors, with total audit fees not exceeding Baht 7,206,400.

The Audit and Corporate Governance Committee also reviewed the auditors independence and performance for 2025. The overall performance was assessed to be at a high standard, with independence maintained in accordance

with the professional code of ethics for accountants. Furthermore, the committee held two independent meetings with the external auditors, without the presence of management, to discuss audit procedures and any issues encountered during the audit process.

Overall Comments and Observations on the Performance according to the Charter of the Audit and Corporate Governance Committee

The Audit and Corporate Governance Committee conducted its annual self-assessment for the year 2025, with the summary of the evaluation results presented on January 13, 2026. The evaluation form was divided into 3 parts: Part 1 the overall performance of the Audit and Corporate Governance Committee, Part 2 the specific duties of the Committee, and Part 3 its role in corporate governance.

The Audit and Corporate Governance Committee concluded that it had adequately and thoroughly performed its duties and responsibilities as outlined in its approved charter. The Committee utilized its knowledge, skills, and diligence, maintaining sufficient independence, to ensure the benefit of all stakeholders. The Committee is committed to promoting sustainable development within the Company, in line with corporate governance principles.

On behalf of the Audit and Corporate Governance Committee
Mr. Winid Silamongkol
Chairman of Audit and Corporate Governance Committee
Central Pattana Public Company Limited

Information on summary of the results of duty performance of subcommittees

Meeting attendance and the results of duty performance of subcommittees

Meeting attendance of Executive Committee

Meeting Executive Committee (times) : 14

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. PRIN CHIRATHIVAT (The chairman of the executive committee)	14	/	14	14/14 (100.00%)

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
2 Mrs. NIDSINEE CHIRATHIVAT (Member of the executive committee)	14	/	14	14/14 (100.00%)
3 Mr. SUTHIPAK CHIRATHIVAT (Member of the executive committee)	14	/	14	14/14 (100.00%)
4 Ms. WALLAYA CHIRATHIVAT (Member of the executive committee)	14	/	14	14/14 (100.00%)
5 Mr. Chanavat Uahwatanasakul (Member of the executive committee)	12	/	14	12/14 (85.71%)
6 Ms. Napat Sriwanvit (Member of the executive committee)	12	/	14	12/14 (85.71%)
Average meeting attendance rate				(95.24%)

The results of duty performance of Executive Committee

REPORT OF THE EXECUTIVE COMMITTEE

To Shareholders,

The Executive Committee who has been appointed by the Board of Directors have their duties to support the performance of the Board of Directors by considering, screening, supervising, and providing recommendations on important matters related to the management of the organization and business operations of the Group so that the Company can run its business efficiently in accordance with strategies, policies, and the Board of Directors and shareholders meetings resolutions, within the scope of authority specified in the Executive Committee Charter.

As of December 31, 2025, the Executive Committee consists of six members. In 2025, there were 14 meetings, each of which was attended by all members, representing 95.24%, with the following individual meeting attendance:

Director	Position	Attendance
Mr. Prin Chirathivat	Chairman of the Executive Committee	14/14
Mrs. Nidsinee Chirathivat	Members of the Executive Committee	14/14
Mr. Suthipak Chirathivat	Members of the Executive Committee	14/14
Ms. Wallaya Chirathivat	Members of the Executive Committee	14/14
Mr. Chanavat Uahwatanasakul	Members of the Executive Committee	12/14
Ms. Napat Sriwanvit	Members of the Executive Committee	12/14

In 2025, the Executive Committee performed its duties and considered various matters. The key performance results can be summarized as follows:

1. Screened and endorsed strategic plans, business plans, financial perspective and investment goals, including an annual budget of the Company, before proposing to the Board of Directors for approval. It also monitored the management to ensure all plans were executed and aligned with the goals.
2. Regularly supervised, monitored the operations of the Company and its subsidiaries along with proposing guidelines for adjusting strategies and business plans to suit the economic conditions, market trend, competition and goals assigned by the Board of Directors. This includes the consideration of the Company's policies to be in line with the regulatory rules applicable to the businesses, as well as reviewing the appropriateness of compliance with regulatory rules and policies to suit the changing business situation or context.
3. Screened, endorsed, and approved important matters such as identifying opportunities for investment in new businesses, an investment of the Company, financing arrangements, including borrowing for business operations under the credit limit, and approval authority assigned by the Board of Directors to support the management and business operations efficiently and appropriately to the business situation.

In summary, in 2025, the Executive Committee performed its duties by closely considering, screening, supervising, and monitoring the management's performance of the Company's business. It also provides useful suggestions to management to sustainably drive the Company's businesses with an awareness of creating value and the best interests of the organization, building confidence among shareholders and all stakeholders.

On behalf of the Executive Committee

Mr. Prin Chirathivat

Chairman of the Nomination and Remuneration Committee

Central Pattana Public Company Limited

Meeting attendance of Nomination and Remuneration Committee

Meeting Nomination and Remuneration Committee (times) : 4

List of Directors	Meeting attendance of Nomination and Remuneration Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	

List of Directors	Meeting attendance of Nomination and Remuneration Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. RAPEE SUCHARITAKUL (The chairman of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
2 Mr. MONTREE SORNPAISARN (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
3 Mr. KOBCHAI CHIRATHIVAT (Member of the subcommittee)	4	/	4	4/4 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Nomination and Remuneration Committee

REPORT OF THE NOMINATION AND REMUNERATION COMMITTEE

Dear Shareholders,

In 2025, the Nomination and Remuneration Committee (the Committee) convened a total of 4 meetings. The details of the attendance are as follows:

Director	Position	Attendance
1. Mrs. Jotika Savanananda ¹	Chairman of the Nomination and Remuneration Committee	2/2
2. Ms. Parnsiree Amatayakul ²	Member of the Nomination and Remuneration Committee	2/2
3. Mr. Rapee Sucharitakul ³	Chairman of the Nomination and Remuneration Committee	2/2
4. Mr. Montree Sornpaisarn ⁴	Member of the Nomination and Remuneration Committee	2/2
5. Mr. Kobchai Chirathivat	Member of the Nomination and Remuneration Committee	4/4
6. Mr. Prin Chirathivat	Advisory of the Nomination and Remuneration Committee	4/4

Remark:

¹Resigned as Independent Director and Chairman of the Nomination and Remuneration Committee, serving until 30 April 2025.

²Resigned as Independent Director and Member of the Nomination and Remuneration Committee, serving until 30 April 2025.

³Appointed as Independent Director and Chairman of the Nomination and Remuneration Committee on 1 May 2025.

⁴Appointed as Independent Director and Member of the Nomination and Remuneration Committee on 1 May 2025.

The Committee reported on its performance to the Board of Directors on a regular basis. The key activities undertaken in 2025 are summarized as follows:

1. Considered the nomination of qualified candidates for appointment as directors to be proposed to the Board of Directors and the 2025 Annual General Meeting of Shareholders. The Company invited individual shareholders to

propose candidates for directorship from 25 September 2024 to 15 January 2025; however, no shareholders proposed any candidates. Therefore, the Committee proposed the reappointment of all directors retiring by rotation in 2025, and the Meeting approved the appointment of all directors as proposed.

2. Considered the appointment of 3 Independent Directors, namely Mr. Rapee Sucharitakul, Mrs. Patareeya Benjapolchai and Mr. Montree Sornpaisarn, to replace the directors who had resigned. All 3 individuals fully met the independence criteria prescribed by the Stock Exchange of Thailand and the Company, enabling them to express opinions freely and independently in accordance with relevant requirements. They also possessed the necessary qualifications aligned with the Company's business strategy. The Committee additionally considered the appointment of directors to various Board committees, all of which were approved by the Board of Directors.

3. Considered and determined the 2025 remuneration for the Board of Directors and Board committees, including the Audit and Corporate Governance Committee, the Nomination and Remuneration Committee, and the Risk Policy Committee. The proposal considered appropriateness relative to duties, responsibilities, performance linked to business outcomes, and other relevant factors, as well as benchmarking against comparable companies in the industry. In 2025, the Committee proposed the total remuneration not exceeding THB 30,000,000, an increase of THB 5,000,000 from 2024, and other benefits, including accommodation and hotel services for directors not exceeding THB 100,000 per person per year. These were approved by the shareholders at the Annual General Meeting.

4. Reviewed the Board Diversity structure for 2025, including the number of Independent Directors, gender, age, tenure, and specific areas of expertise (Board Skill Matrix), to support the nomination of qualified directors beneficial to the Company's business operations.

5. Acknowledged the 2024 self-assessment results of the Nomination and Remuneration Committee, to be used for improving the Committee's performance in compliance with good corporate governance principles.

6. Evaluated the performance of the Chief Executive Officer (CEO) for the 2024 operating year and determined performance targets and evaluation methods for the CEO for 2025, with the CEO participating in setting his own performance targets and evaluation criteria.

7. Considered the remuneration of the CEO based on her performance in the year 2024.

8. Reviewed the succession plan for the CEO and senior executives, with the CEO participating in discussions and providing relevant information. In December 2025, the Committee proposed the appointment of Mr. Chanavat Uahwatanasakul as Chief Executive Officer and President, replacing Ms. Wallaya Chirathivat, who would retire from the position. The appointment would be effective from 1 May 2026 onward.

9. Acknowledged the 2024 performance evaluation results of senior executives.

10. Monitored progress and provided opinions on the policy and practices of people management, including the annual plan and performance outcome in 2024, recruitment, turnover rate, and employee development plan.

11. Acknowledged the change of organizational structure and the senior executive implemented to enhance the Company's management efficiency and agility.

12. Acknowledged the salary and bonus policy for employees based on their performance in 2024 and provided recommendations to the management to support appropriate salary and bonus determinations.

13. Considered the renewal of the Employee Joint Investment Program (EJIP) for nonexecutive directors and employees of the Company.

14. Reviewed the Charter of the Nomination and Remuneration Committee and determined that the existing charter remained comprehensive and appropriate; accordingly, no amendments were deemed necessary in 2025.

The Nomination and Remuneration Committee performed its duties with prudence, integrity, and full adherence to the responsibilities prescribed in its Charter, upholding the principles of good corporate governance to ensure balanced and sustainable benefits for all stakeholders.

On behalf of the Nomination and Remuneration Committee
Mr. Rapee Sucharitakul
Chairman of the Nomination and Remuneration Committee
Central Pattana Public Company Limited

Meeting attendance of Risk Policy Committee

Meeting Risk Policy Committee (times) : 4

List of Directors	Meeting attendance of Risk Policy Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mrs. PATAREEYA BENJAPOLCHAI (The chairman of the subcommittee, Independent director)	3	/	3	3/3 (100.00%)
2 Mr. PRIN CHIRATHIVAT (Member of the subcommittee)	4	/	4	4/4 (100.00%)
3 Mr. PREECHA EKKUNAGUL (Member of the subcommittee)	4	/	4	4/4 (100.00%)
4 Ms. WALLAYA CHIRATHIVAT (Member of the subcommittee)	4	/	4	4/4 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Risk Policy Committee

REPORT OF THE RISK POLICY COMMITTEE

Dear Shareholders,

The Company recognizes that effective risk management is an integral part of good corporate governance and an important mechanism supporting achievement of strategic objectives and sustainable business growth. It also enhances readiness to respond to uncertainties and potential risks arising in an evolving business environment.

The Company has established a risk management framework covering key risks across the group, including strategic, financial, operational, compliance, and sustainability risks, as well as emerging risks. Risk awareness is promoted throughout the organization to ensure key risks are systematically identified, monitored, and managed within acceptable levels.

In 2025, the Risk Policy Committee held a total of four meetings, with all members attending every meeting, as outlined below:

Director	Position	Attendance
Mr. Veravat Chutichetpong ⁽¹⁾	Chairperson of the Risk Policy Committee	1/1
Mrs. Patareeya Benjapolchai ⁽²⁾	Chairperson of the Risk Policy Committee	3/3
Mr. Prin Chirathivat	Member of the Risk Policy Committee	4/4
Mr. Preecha Ekkunagul	Member of the Risk Policy Committee	4/4
Ms. Wallaya Chirathivat	Member of the Risk Policy Committee	4/4

Note:

⁽¹⁾ Mr. Veravat Chutichetpong retired from the position of Chairperson of the Risk Policy Committee, effective 30 April 2025

⁽²⁾ Mrs. Patareeya Benjapolchai was appointed as Chairperson of the Risk Policy Committee, effective 1 May 2025

Under the oversight of Risk Policy Committee and implementation by management, the Company continuously monitored and reviewed key risks and reported outcomes of risk management activities to the Board of Directors. Key activities undertaken during the year are summarized as follows:

1. Annual review of Corporate Key Risks

The Committee considered both external and internal factors that may affect operations, including domestic and global economic conditions, competitive landscape, consumer behavior, technological developments, laws and regulations, and environmental, social, and governance (ESG) considerations. Internal factors such as business strategies and growth plans were also taken into account to identify, monitor, and establish appropriate risk mitigation measures. Details of Corporate Key Risks for 2025 are presented in the Risk Management section of this report.

2. Monitoring of Emerging Risks

The Committee monitored emerging risks that may impact the Company's business operations and the achievement of its objectives, including geopolitical tensions and air pollution risks. During the year, particular attention was given to risks associated with the transition toward a low-carbon economy.

3. Review and approval of risk monitoring framework

This includes review of risk profile, Key Risk Indicators (KRIs), risk exposure levels, and risk mitigation plans proposed by risk owners to ensure risk management practices remain effective and aligned with the business environment.

4. Review of the Company's Risk Management Policy and Framework

The Committee reviewed risk management policy and framework to ensure continued relevance and effectiveness in response to evolving business landscape.

Through these efforts, the Company maintains a systematic risk management process with regular monitoring and appropriate mitigation measures to ensure that risks remain within acceptable levels, thereby supporting the Company's resilience and sustainable long-term growth.

On behalf of the Risk Policy Committee
(Mrs. Patareeya Benjapolchai)
Chairperson of the Risk Policy Committee
Central Pattana Public Company Limited

Corporate Sustainability Policy

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

Sustainability Management Policies and Targets

<https://sustainability.centralpattana.co.th/th/sustainability-at-cpn/sustainability-strategy-and-commitment>

Vision

To be a leading real estate developer in the region, committed to creating a better and more sustainable future for all.

Purpose

Sustainable Future

To grow toward a sustainable future by becoming the center of life and communities.

Four Core Beliefs Driving Shared Success

Dynamism Continuous Development

We are driven by an unwavering commitment to development, creativity, and confidence in our ability to improve quality of life for all. We embrace challenges, set ambitious goals, and persevere through obstacles. Guided by innovation to advance the world around us, we are pioneers who understand others, dare to try new approaches, and encourage people to express their ideas. Our expertise, curiosity, and forward-thinking mindset continuously fuel learning and progress.

Customers Customers as Our Inspiration

Our customers including shopping center visitors, tenants, residents, and partners are the inspiration behind everything we do. Every employee plays a key role in supporting customers at every touchpoint, consistently delivering excellence that exceeds expectations today and in the future.

Communities Creating Value for All Stakeholders

We are an integral part of communities, society, and the world, where people come together to create shared value and improve quality of life. By prioritizing all stakeholder groups, we are committed to creating value at every step guided by shared goals for communities, society, and the planet in order to achieve sustainable mutual success.

Collaboration Achieving Success Together

We grow through learning, experimentation, and collaboration. We take a holistic approach that considers colleagues, teams, business units, customers, communities, current and future partners, and broader collaborative networks. Together, we play an active role in delivering long-term success and realizing our shared vision.

About Central Pattana

The Company operates in real estate development and related businesses across three core segments:

- Rental and Service Business: large-scale and small-scale shopping centers, food courts, offices
- Hotel business
- Residential business for sale

These three business segments are interconnected within an integrated ecosystem. The Company's headquarters is located in Bangkok. Over 99% of operations are in Thailand, with one shopping center located in Malaysia.

The Company conducts its business in accordance with good corporate governance principles, emphasizing transparency, fairness, accountability, and responsibility toward all stakeholders, guided by sustainability across three dimensions: economic, social, and environmental.

The United Nations Sustainable Development Goals (SDGs) serve as a guiding framework for defining sustainability-driven business objectives and enabling tangible implementation throughout the Company's value chain.

Central Pattanas Sustainability Strategy

The Company has established a sustainable development strategy to drive business throughout the value chain by building a business ecosystem to support 360-degree lifestyle management for all groups, in order to create a space of sustainable future for everyone.

This strategy responds to the needs and expectations of stakeholders for a better society and environment, by integrating ESG operations across environmental, social, and economic & governance dimensions throughout business operations in the value chain, under the Company's sustainability-driven framework.

Topic	Details
Better People : To improve quality of life	Focusing on creating shared value, generating income, equality, and accessibility so that all groups enjoy a better quality of life and well-being
Better Planet : To create a better world	Targeting net-zero carbon emissions by 2050
Strong Governance : Under good corporate governance practices, to develop the business for continuous and sustainable growth	Effectively managing risks in accordance with international standards, while conducting business with transparent and accountable corporate governance principles

Core Strategy and Long-Term Growth Direction

The Company has adopted the 3 Businesses x 3 Enablers (3³ Strategy) framework comprising: Core Businesses, including : (1) Retail Development, (2) Other Real Estate Development (residential, office, hotel), (3) New Businesses, and Key Enablers, including : (1) Digital Technology, Data, and AI, (2) Sustainability Development, (3) Human Capital.

The long-term business strategy (2025 - 2030) focuses on:

1. Enhancing long-term asset value through effective asset management, operational efficiency, and asset life extension
2. Expanding investment both domestically and internationally in high-potential locations
3. Driving organizational transformation through agile structures, innovation, and technology
4. Identifying and scaling new business opportunities aligned with global trends (New S-Curve)
5. Integrating a collaborative business ecosystem across the value chain to create positive social and environmental impacts

ESG Sustainability Management Strategy

Central Pattana drives its sustainability strategy under a robust governance structure, with the Corporate Governance and Sustainable Development Committee serving as the core mechanism for setting the direction and strategy of sustainability management in alignment with the Company's vision of "Imagining Better Futures for All" and international standards.

The Company reviews its sustainability strategy annually to ensure it aligns with and supports the business strategy, while systematically mitigating ESG risks. This is embedded as both short-term and long-term strategies within the overall business strategy, formulated as a strategic plan across 3 ESG dimensions, implemented across the 3 core business groups.

In the short term, the focus is placed on businesses with the broadest impact first; the Shopping Center and Office businesses, before expanding to other business units in the long term. The strategy is also integrated into the operational plans of all 3 key support functions, with details broken down by ESG sustainability dimension as follows:



Environmental Dimension : *Environment Enhance a Better Planet*

The Company aims to become an environmental role model through the implementation of a **Climate Transition Plan**, expanding upon its Net Zero Pathway to address both mitigation and adaptation comprehensively.

Key Objective : Achieve Net Zero greenhouse gas emissions, with a 46.2% reduction by 2030 and a 90% reduction by 2050 (compared to the 2019 base year).

Driving Strategies : **Climate Transition Plan**, comprising 3 core driving strategies:

1. Climate Mitigation: Journey to Net Zero - Focused on reducing Scope 1 & 2 greenhouse gas emissions:

- Accelerate Energy Efficiency improvements in shopping centers and office buildings through Smart Building technology
- Transition fully to Clean Energy and renewable energy in alignment with Science-Based Targets

Expand the plan to achieve net-zero operational emissions and extend carbon reduction across the value chain

2. Circular Economy: Journey to Zero Waste - To broaden the scope of carbon reduction into resource management processes (Focus on Scope 3 & Embodied Carbon):

- Maximize Resource Efficiency in water and waste management following the 3R principles (Reduce, Reuse, Recycle)
- Prioritize reducing Construction Waste and selecting eco-friendly materials to minimize Embodied Carbon in building structures

Collaborate with partners on Waste Diversion to recover and recycle materials, targeting zero landfill waste

3. Climate Adaptation: Green & Resilient Standard -To build business resilience and adaptability:

- Elevate Resilient Design standards for building design and renovation to address Physical Risks such as drought, flooding, and extreme heat
- Develop buildings in accordance with international Green & Wellness Building standards (LEED/TREES), with a focus on well-being and improved air quality
- Create green spaces and ecosystems within and around projects (Ecosystem Protection) to serve as carbon sinks and recreational areas (Urban Oasis)

Social Dimension : *Sustain Better People & Partnerships*

The Company aims to create inclusive access and improved quality of life through collaboration across sectors.

Key Objective : Enhance well-being and safety under human rights principles and foster shared value creation with partners and communities.

Driving Strategy: Creating Shared Value

- **Create Local/Community Wealth** - Distribute income and build strong community economies through support for retail spaces and employment opportunities, driving a resilient grassroots economy.
- **Care for Well-being & DEIA** - Foster well-being, diversity, equity, inclusion, and access to the company's and partners' products and services, cultivating a sense of belonging through the development of **Public Spaces** and marketing activities that promote diversity, while prioritizing safety and respecting human rights.
- **Co-create Ecosystem** - Build a sustainable ecosystem through stakeholder collaboration to drive positive change, with shared consideration of **ESG** principles across all partners.

Governance and Economic Dimension: *Govern Strong GRC*

The Company is committed to sustainable and profitable growth founded on strong corporate governance and effective risk management.

Key Objective : Operate transparently and fairly in accordance with international standards and achieve excellent CGR performance.

Driving Strategy : Building a Strong, Prudent, and Accountable Corporate Culture

- **Trust through Governance** - Operate under the principles of Good Corporate Governance, upholding transparency and fairness to build trust among investors and stakeholders, through the integration of governance, risk management, internal control, and compliance (Integrated GRC).
- **Transformation for Opportunity** - Seize new business opportunities aligned with sustainability trends to drive continued growth amid evolving challenges.
- **Transition & Risk Management** - Mitigate sustainability-related risks while strengthening adaptive capacity in response to a changing environment, guided by the precautionary principle in accordance with international standards.

Central Pattana's Sustainability-Driven Framework

Topic	Details
Better People	<ul style="list-style-type: none"> • Create public spaces for the community (Public Space) • Build and distribute income to local communities (Build Local / Community Wealth) • Foster a society with enhanced well-being (Create Wellbeing) • Support and embrace all groups and all forms of diversity
Better Planet	<ul style="list-style-type: none"> • Pursue net-zero carbon emissions • Champion the circular economy • Adopt green building and wellness building standards • Seek partnerships and innovations for a better world
Strong Governance	<ul style="list-style-type: none"> • Operate in accordance with corporate governance principles and effective risk management, aligned with international standards and guidelines

Sustainability Practices and Disclosure Frameworks The company reports its sustainability performance in reference to international standards and domestic regulations, ensuring that all disclosed information is comprehensive, accurate, and transparent, in accordance with the following practices:

1. National Guidelines & Regulations

- **Form 56-1 One Report:** Annual information disclosure report under the criteria of the Office of the Securities and Exchange Commission (SEC)
- **SET Sustainability Reporting Guide:** Sustainability reporting guide for listed companies by the Stock Exchange of Thailand (SET)

SET Sustainability Development Guide: Sustainable business development guide for listed companies by the Stock Exchange of Thailand.

2. Global Disclosure Frameworks

- **IFRS S1 & S2:** IFRS Sustainability Disclosure Standards covering climate-related and general sustainability financial disclosures (*Note: Encompasses former TCFD requirements and incorporates industry-specific guidance from the Sustainability Accounting Standards Board SASB Standards*)
- **GRI Standards:** Global Reporting Initiative sustainability reporting standards
- **SBTi:** Science Based Targets initiative for setting greenhouse gas reduction targets
- **ESRS (European Sustainability Reporting Standards):** Applied selectively, specifically the General Requirements (ESRS 1), to enhance the Materiality Assessment process

3. Assurance Standards

- **Sustainability Management Process:** Referenced against AA1000AS v3 (Type 2, High Level) to verify stakeholder engagement processes and materiality determination
- **Quantitative Data Accuracy:** Referenced against ISSA 5000 to verify the accuracy of environmental and social performance figures

4. Organizational Memberships / Sustainability Indices

- Member of UN Global Compact (UNGC) (under Central Group)
- Member of the Thai Private Sector Collective Action Against Corruption
- **Dow Jones Best-in-Class World and Emerging Markets** indices (formerly DJSI World and DJSI Emerging Markets)

Real Estate sector

- **FTSE4Good** Index
- **SET ESG Index**
- **MSCI ESG Rating** member
- **S&P Global Sustainability Yearbook** member
- **Global Real Estate Sustainability Benchmark (GRESB)** assessment participant

Sustainability Ratings

Sustainability Standard	Performance Result 2026
SET ESG Rating	AAA
Dow Jones Best-in-Class Indices	Score 80
S&P Yearbook	Top 10% [SJ1]
FTSE	4.4
MSCI	BB
GRESB (CPNREIT)	2 Stars

Governance and Performance Management Framework for Sustainability

1. Central Pattana's Sustainability Management Policy

Central Pattana's Sustainability Management Policy reflects the company's commitment to operating and building sustainable business growth, alongside caring for the Environment, Social, and Governance (ESG), under the vision of *"Imagining Better Futures for All"* to develop and create shared value with all stakeholders over the long term, in alignment with global trends and in support of the UN Sustainable Development Goals (UN SDGs).

The policy is reviewed annually and presented to the Corporate Governance and Sustainable Development Committee for updates in line with the evolving global landscape and organizational context. Full policy details are published on the company's website under [Central Pattana's Sustainability Management Policy](#)

2. Board-Level Sustainability Governance and Management Mechanisms

The company drives its sustainability strategy under a robust governance structure, with the Corporate Governance and Sustainable Development Committee serving as the primary mechanism for setting direction in alignment with the organization's vision and international standards. Responsibilities related to the oversight of climate-related risks and opportunities are explicitly embedded in the charters of each board committee, and have been expanded to cover the office, hotel, residential, and investment trust (CPNREIT) businesses.

3. Application of Internal Carbon Pricing to Assess Risks and Opportunities

The company has adopted an Internal Carbon Price (ICP) as a key financial tool for monetizing climate-related impacts (Monetization of Climate-related IROs) in accordance with IFRS S2, covering two primary dimensions:

- **Transition Risk Valuation:** Using ICP to simulate potential future increases in business costs arising from carbon taxation and electricity price volatility, reflecting anticipated financial impacts.
- **Opportunity Valuation:** Using ICP to calculate the true return on investment in low-carbon technologies, demonstrating avoided costs and supporting capital allocation decisions toward environmentally friendly projects.

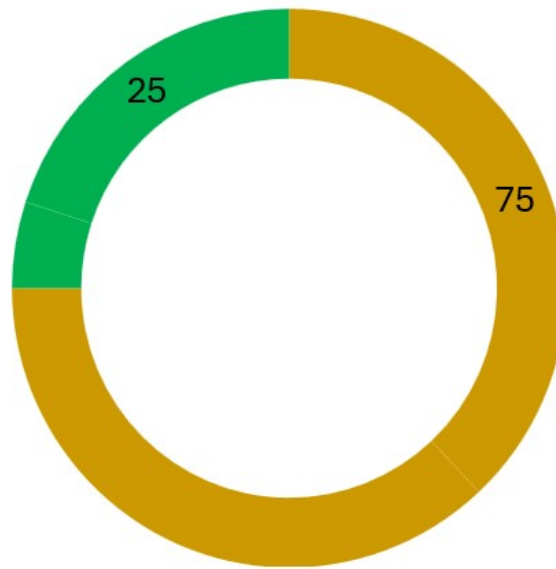
4. Compensation Structure Linked to Sustainability Performance

The company applies Agile management principles and an OKRs (Objectives and Key Results) framework alongside KPIs to define performance indicators for determining the compensation of the CEO, senior executives, and employees. A Balanced Scorecard framework is applied, with 75% weighted toward financial and business development targets, and 25% toward sustainability targets (environmental, organizational, and social). The performance components are as follows:

- **Financial Performance Indicators:** Revenue Target, EBITDA, Net Profit After Tax (NPAT), Return on Invested Capital (ROIC), and share price growth relative to industry peers.
- **Business Development, Commercial & Digital Transformation Targets:** Success in new project development per strategic plan, building commercial partnerships, customer and tenant satisfaction levels, and progress in Digital Adoption to deepen customer understanding and expand digital service channels.
- **Environmental Development Targets:** Energy efficiency, greenhouse gas emission reductions, and resource management in pursuit of **Net Zero** goals.
- **Organizational and Social Development Targets:** Talent development, Employee Engagement, occupational health and safety, and community support through business processes.

Corporate Objectives and Key Results

Environmental
Development Targets
and Organizational &
Social Development
Targets



Financial Performance
Targets and Business
Development,
Commercial & Digital
Transformation Targets

- 75% toward Financial Performance Targets and Business Development, Commercial & Digital Transformation Targets
- 25% toward Environmental Development Targets and Organizational & Social Development Targets

Compensation Structure

- **Fixed Remuneration** - Comprising salary and benefits such as provident fund, medical coverage, accident insurance, travel insurance, and life insurance. Determined based on role, responsibilities, experience, skills, and leadership competencies, and reviewed annually against performance targets and plans, with reference to market benchmarks within the same industry to retain high-potential talent. This also includes support and assistance in cases of retirement, resignation, health issues, disability, or death.
- **Short-term Incentive** - An annual cash bonus awarded based on actual performance achievements in the preceding year compared to targets (Pay for Performance), measured through Key Results (KRs) across multiple dimensions.
- **Long-term Incentive** - Accumulated shares under an Employee Joint Investment Program, encouraging executives to develop a Sense of Ownership through a 5-year share accumulation scheme. The company contributes a matching rate of 100% of employee contributions (equivalent to 5% of monthly salary), incentivizing long-term organizational growth in alignment with shareholder interests.
- **Claw back Provision** - The company operates under strict governance principles, with a clawback mechanism in place pursuant to Sections 89/18 and 89/19 of the Securities and Exchange Act, applicable in cases of dishonest conduct or misrepresentation of performance data, ensuring transparency and protecting the best interests of all stakeholders.

Process for Defining Sustainability Performance Indicators

The company has established a cascading process for translating sustainability indicators down to the operational level, driving organization-wide implementation in a concrete and structured manner:

- **Double Materiality Assessment (IRO Framework)** - The company identifies and assesses material sustainability topics across three dimensions under the IRO principle - evaluating Impacts, Risks, and Opportunities:

○ **Impact:** Analyzing actual or potential impacts of the company's activities on the environment and society (*Inside-out*)

○ **Risks & Opportunities:** Analyzing financial risks and opportunities that external sustainability factors may pose to business value and stability (*Outside-in*), to prioritize and formulate sustainability strategies that genuinely address stakeholder needs

● **Indicator Cascading** - Targets are cascaded in a structured hierarchy to relevant committees, working groups, and business units at the departmental, divisional, branch, and business group levels.

● **Weighting and Prioritization** - To ensure assessments reflect the appropriate context, the company applies the following weighting principles:

○ **Strategic Alignment:** Weighting is assigned according to the significance of each IRO, balancing the management of negative impacts with the capture of business opportunities

○ **Role-Based Relevance:** Indicator weightings are adjusted to reflect each role's specific responsibilities and scope

○ **Dynamic Adjustment:** Weightings are reviewed using an Agile approach to remain responsive to shifts in material topics driven by evolving global conditions

● **Monitoring & Communication** - Performance is monitored on an ongoing basis, with overall progress communicated to employees twice a year through Corporate Townhall meetings, ensuring organizational alignment on shared goals and readiness to effectively navigate emerging challenges.

Reference link for sustainability policy : <https://sustainability.centralpattana.co.th/en/sustainability-at-cpn/sustainability-policy>

Sustainability management goals

Does the company set sustainability management : Yes
goals

1. Strategy ; Achieving net zero emissions and building local wealth

Material Sustainability Issues

1.1 Climate Change Adaptation

Indicator: E1 Reduction in greenhouse gas emissions (Scope 1, 2, and 3)

- Short-term target (2025): 22.0% reduction compared to the 2019 base year
- Medium-term target (2034): 46.2% reduction compared to the 2024 base year
- Long-term target (2050): 90.0% reduction compared to the 2024 base year

1.2 Energy, Water, and Biodiversity Management

Indicators:

E2.1) Reduction in electricity consumption (controllable electricity use only) compared to 2024 (%)

- Short-term target (2025): Reduce by 5%
- Medium-term target (2034): Cumulative reduction of 35%

E2.2) Proportion of alternative energy compared to total energy consumption (%)

- Short-term target (2025): Renewable electricity accounts for 4.5% of total electricity consumption
- Medium-term target (2034): Renewable electricity accounts for 10% of total electricity consumption

E2.3) Reduction in water consumption compared to 2023 (%)

- Short-term target (2025): Reduce by 5%

- Medium-term target (2034): Cumulative reduction of 35%

E2.4) Wastewater quality meets legal regulatory standards

E2.5) Biodiversity loss is zero, or activities do not cause any loss of biodiversity

1.3 Waste and pollutants management and circular economy

Indicators ; Waste diversion rate (%)

- Short-term target 2025 : 60 %
- Medium-term target 2034 : 80 %
- Long-term target 2050 : 90 %

2. Strategy ; Creating sustainable ecosystems through stakeholder collaboration

Material Sustainability Issues

S1: 2.1 Product stewardship and customer relations

Indicators ; Net Promotor Score (% NPS Score)

- Short-term target 2025 : 65 %
- Medium-term target 2030 : Top of mind brand

S2: 2.2 Tenant development and engagement

Indicators ; Net Promotor Score (% NPS Score)

- Short-term target 2025 : 49 %
- Medium-term target 2030 : Top of mind brand

S3: 2.3 Human capital management and labor practices

- Short-term target 2025 : Employee Engagement Score equal 80%
: 5% Improvement in Employee Productivity from 2023

S4 2.4 Occupational Health and Safety

- 'Zero' workplace fatalities among employees and contractors.
- 'Zero' severe workplace injuries among employees and contractors.
- 'Zero' cases of occupational diseases among employees and contractors.

S5 Society & Community Relations

Indicators ; 1) Space allocated for community use against total leasable area (%)

- Short-term target 2025 : 1.3 %
- Medium-term target 2030 : 7 %

2) Local economic return from community-focused marketing activities (mn Baht)

- Short-term target 2025 : More than 2,780 mn Baht
- Long-term target 2050 : Community value impact of 1:20

S6 Human rights

Target : There are no significant disputes related to human rights violations.

3. Strategy ; Seizing new opportunities and mitigating sustainability risks and impacts

G1 Corporate Governance and risk and crisis management

Indicators ; 1) Financial risk impact (%)

2) Complaints reports (cases)

Target : 100% complaint resolution rate

G2 Innovation Management

Indicators ; Achievements of Power of Dream (Baht)

G3 Information and cyber security and data protection

Target ; No breaches resulting in damaging consequences for the Company

G4 Supply chain management

Target ; 1) The number of Significant Supplier Tier-1 and High ESG risk supplier that have undergone document-based assessments (Desk Assessments) or on-site partner assessments (On-Site Assessments) has reached 100%.

2) Local procurement accounts for 30% of total

United Nations SDGs that align with the organization's sustainability management goals : Goal 3 Good Health and Well-being, Goal 4 Quality Education, Goal 5 Gender Equality, Goal 6 Clean Water and Sanitation, Goal 7 Affordable and Clean Energy, Goal 8 Decent Work and Economic Growth, Goal 9 Industry, Innovation and Infrastructure, Goal 10 Reduce Inequalities, Goal 11 Sustainable Cities and Communities, Goal 12 Responsible Consumption and Production, Goal 13 Climate Action, Goal 17 Partnerships for the Goals

Information on review of policy and/or goals of sustainable management over the past year

Review of policy and/or goals of sustainable management over the past year

Has the company reviewed the policy and/or goals of sustainable management over the past year : Yes

Has the company changed and developed the policy and/or goals of sustainable management over the past year : Yes

In 2025, Central Pattana Public Company Limited conducted a comprehensive review and improvement of its sustainability policies, upgrading from general principles in its Code of Conduct and corporate governance guidelines into specific, detailed, and actionable policies. This reflects the company's commitment to being a regional leader in sustainable real estate development.

Review and Improvement of Existing Policies

The company reviewed and updated **10 existing policies** to align with current requirements and stakeholder expectations:

1. **Anti-Corruption Measures** Strengthened prevention and audit mechanisms
2. **No Gift Policy** Established clearer guidelines
3. **Data Recording, Reporting, and Retention Policy** Updated for the digital era
4. **Intellectual Property Policy** Enhanced IP protection for the digital economy
5. **Legal Compliance and Human Rights Policy** Linked to UNGPs and ILO standards
6. **Fair Competition Policy** Reinforced fair competition principles
7. **Employee Treatment Policy** Added dimensions of diversity and development
8. **Customer Treatment Policy** Emphasized experience and safety
9. **Procurement and Supplier Relations Policy** Integrated ESG across the supply chain
10. **Biodiversity Management Policy** Added Mitigation Hierarchy principles and FSC standards

Expanded Content in Existing Policies

The company expanded the scope and added details to **3 key policies**:

11. Climate Protection Policy

- Sets a clear Net Zero target by 2050
- Applies Science Based Targets (SBT) methodology
- Introduces Internal Carbon Pricing in investment decisions
- Conducts Climate Scenario Analysis per TCFD standards

Establishes a Climate Change and Environment Committee (CEC)

12. Environmental Management Policy

Expanded into 6 core dimensions:

- Climate management Reduce greenhouse gases and increase renewable energy
- Air quality management Control VOCs and air pollutants
- Energy management Improve efficiency and clean energy use
- Waste management Systematically reduce and sort waste
- Water management Increase recycling and rainwater harvesting

Sustainable products and materials management Select environmentally friendly materials

13. Information Security and Responsible AI Development Policy

- Protects personal data to international standards
- Develops AI ethically and transparently
- Defends against cyber threats

- **Newly Created Policies 3 New Policies**

14. Waste Management Policy

Covers 2 main categories:

Construction Waste:

- Sort before demolition
- Repurpose and reuse materials
- Reduce landfill disposal

Municipal Solid Waste:

- Apply the 3Rs Framework (Reduce, Reuse, Recycle)

Classify into 4 types (paper, plastic, processed, landfill)

15. Responsible Product Stewardship Policy

- Verify quality and safety of products and services
- Take responsibility across the entire product lifecycle

Promote sustainable consumption

16. Sustainable Water Resource Management Policy

- Increase the proportion of recycled water and rainwater harvesting
- Develop wastewater treatment systems to meet standards
- Set short- and long-term water reduction targets
- Build community partnerships for natural water source conservation

Standardized Policy Structure

All policies are designed with a clear and comprehensive structure consisting of:

1. **Scope** Defines target groups, coverage areas, and relevant stakeholders

2. **Objectives** Clear, measurable goals aligned with organizational strategy
3. **Organizational Responsibilities**
 - Board of Directors Approves and oversees
 - Senior Management Allocates resources and coordinates
 - Risk Management Division Assesses and monitors risks
 - Employees Complies and reports violations
4. **Management and Operational Scope** Specific practices, preventive and corrective measures, KPIs, covering the entire value chain from the organization to partners, communities, and stakeholders
5. **Training** Awareness programs at all levels and necessary skill development
6. **Complaints and Whistleblowing** Multiple reporting channels with whistleblower protection
7. **Penalties** Clear disciplinary measures and fair investigation processes
8. **Policy Review and Improvement** Reviewed at least once per year and updated to reflect changing circumstances

All reviewed and newly created policies are effective from May 2, 2025, reflecting the company's commitment to conducting business sustainably, transparently, and responsibly toward society and the environment creating shared value with all stakeholders for a sustainable future for everyone.

Information on impacts on stakeholder management in business value chain

Business value chain

Creating Sustainable Value

Business Value Chain

To ensure sustainable growth in real estate and mixed-use development, the company has integrated both positive and negative impact management principles into its end-to-end operations, structured across three main components:

1. Upstream Value Chain

Objective: Promote responsible procurement and enhance supplier capabilities to mitigate social and environmental risks at the source.

Sourcing & Construction The supply chain is driven through a Green Procurement policy, emphasizing the use of low-carbon materials and construction waste management, alongside strict enforcement of human rights compliance and contractor safety standards.

2. Own Operations

Objective: Develop and manage environmentally friendly, safe, and highly efficient real estate projects throughout their operational lifecycle.

- **Land Acquisition & Investment** The company evaluates investment opportunities by assessing strategically located land with development potential, considering local demand, competitive intensity, and urban expansion trends. Climate change risk assessments (Physical & Transition Risks) and biodiversity conservation requirements are integrated into the process to avoid ecosystem disruption, deforestation, degradation of water sources, and harm to existing biodiversity. Land is acquired both directly and through licensed brokers, with purchase prices benchmarked against appraisal and market values, alongside thorough review of legal requirements and construction regulations.
- **Design & Development** The company is committed to elevating sustainable project development standards by integrating Green Building principles, Climate Adaptation, and Community Centric Design. Internationally and nationally recognized sustainability standards are applied in the design process, including LEED, TREES, and EDGE. In-depth natural disaster risk studies are conducted such as 100-year return period rainfall analysis and drought scenario simulations to design effective infrastructure and flood barrier systems. Solar rooftop installations are incorporated to promote clean energy use. All steps are carried out in strict compliance with legal requirements, including Social Impact Assessment (SIA) and Environmental Impact Assessment (EIA), with the highest priority given to natural resource

conservation through proper tree relocation processes to preserve green areas sustainably. Architecturally, local cultural context and lifestyle are drawn upon to create distinctive buildings harmonious with their surroundings, while supporting the use of local materials to stimulate community economies and deliver shared commercial and social value.

Operations & Facility Management The company strives to elevate service quality and facility management across its real estate portfolio to international standards, through technology ecosystem integration across three dimensions:

- **Smart Resource & Environmental Management:** Deploying enterprise data management systems and AI (AI Chiller Plant) to optimize energy and water management, reduce operational costs, and advance waste management under Circular Economy principles through Recycle Stations, targeting Zero Waste to Landfill
- **Experience Delivery & Data Security:** Enhancing security, cleanliness, and common area services, while implementing IT systems for customer database management with the highest priority given to Data Privacy
- **International Green & Wellness Building Standards:** Maintaining certifications under ISO 14001 (Environmental Management), ISO 14064-1 (Greenhouse Gas Management), ISO 50001 (Energy Management), and Wellness Building standards

3. Downstream Value Chain

Objective: Deliver superior experiences to customers while driving shared economic growth with tenant partners and local communities.

- **Sales & Space Management** Properties are sold and leased through multiple channels, including direct sales offices and appointed specialist agents. For shopping centers and office buildings, the focus is on direct engagement with corporate clients and operators, with attention to diversified merchandising mix in retail spaces and modern work-style-aligned office space that promotes occupant well-being. For residential and hotel projects, online platforms and call centers are deployed to facilitate bookings and provide responsive customer information.
- **Marketing, Data Analytics & Community Placemaking** Advanced Data Analytics technology is leveraged through The 1 App partner platform and proprietary platforms to connect customer lifestyles across business segments, delivering Personalized Experiences across shopping, working, living, and hospitality. The company further focuses on Community Placemaking to support SMEs and elevate local products, while building tenant partnerships through Green Lease agreements covering both retail and office tenants. All product communications are conducted responsibly, transparently, and without exaggeration across all channels.

Customer Relationship Management (CRM) A centralized customer service unit and specialized juristic person teams oversee all customer dimensions from retail tenants and shoppers in malls, to corporate tenants and employees in offices, residents in housing and condominium projects, and hotel guests. Regular satisfaction surveys and feedback channels are maintained, with insights used to continuously improve operational efficiency and service quality. Customer engagement activities are organized to foster long-term loyalty and satisfaction.

4. Support Activities

Objective: To serve as the foundational enabler and ecosystem that supports all primary value chain activities to operate efficiently, transparently, and sustainably.

- **Human Resources Management** Recruitment, reskilling/upskilling, and employee well-being and Occupational Health & Safety (OHS) management, alongside promotion of Diversity, Equity & Inclusion (DEI), ensuring people remain a key driving force of the organization.
- **Risk Management & Governance** Integration of ESG risks (including climate change, regulatory, and cyber risks) into the enterprise risk management system, supported by internal controls, accounting, and transparent auditing processes.
- **Technology & Firm Infrastructure** Development of IT systems, enterprise resource management (SAP), and central infrastructure to drive full-scale **Digital Transformation**.

The 6 Capitals Integration

The company manages resources throughout its value chain in accordance with the 6 Capitals Integration framework, applying the Integrated Reporting Framework to reflect the organization's ability to transform inputs (fundamental resources) into tangible outputs and long-term positive impacts financial, economic, social, and environmental in a sustainable manner. Details of the company's value creation analysis across the 6 Capitals for 2025 are as follows.

Organizational Value Creation Overview Summary Table

The 6 Capitals	Inputs Foundational Resources	Outputs & Outcomes Tangible Performance Results (vs. Prior Year)	Impacts Long-term Value Delivered
1. Financial Capital	<ul style="list-style-type: none"> ● The Company has a net interest-bearing debt to equity ratio (Net D/E Ratio) of 0.45x, reflecting a strong capital structure and effective liquidity management capability. ● Sustainability Finance: Green/Sustainability Debentures total valued at THB 20,000 million. 	<p>To the Company</p> <ul style="list-style-type: none"> ● Total Revenue: THB 54,579 million (Increased by 2%) ● Net Profit: THB 18,841 million (Increased by 13%) ● Energy Cost Savings: THB 95 million (Increased by 10%) <p>To Stakeholders</p> <ul style="list-style-type: none"> ● Total dividends paid to shareholders of THB 10,771 million, at a rate of THB 2.40 per share (an increase of 14% per share) ● Taxes Paid to Government: THB 4,385 million (Increased by 19%) 	<p>Enterprise Value Impact</p> <ul style="list-style-type: none"> ● Financial cost savings of THB 40 million per year ● Value creation through enhanced investor confidence

<p>2. Manufactured Capital</p>	<ul style="list-style-type: none"> ● Core Assets and Service Areas, The Company manages 44 shopping center projects (18 in Bangkok and its vicinity, 24 in upcountry, 1 overseas, and Mega Bangna), 16 small shopping centers or community malls, 11 office buildings, 11 hotels, and 51 residential projects. ● Green Infrastructure, consisting of solar power generation systems totaling 36 megawatts across 31 shopping centers (70% of all centers), 12 Recycle Stations covering 12 branches nationwide, and 545 EV charging slots across 40 branches nationwide. 	<p>To the Company</p> <ul style="list-style-type: none"> ● The overall average occupancy rate for the full year 2025 stood at 90%, a decrease of 1% from 2024, which was impacted by shopping center renovation works ● Net Gross leasable area of 2.3 million square meters (Increased by 2% from 2024) <p>To Stakeholders</p> <ul style="list-style-type: none"> ● Over 510 million visitor trips per year nationwide (Increased by 12%) ● Green spaces in shopping centers and 3 public parks near the projects, including : 1) Central Park at Central Rama 2, 2) Korat River Walk Public Park at Central Korat, and 3) Pathumwan Conservation Park at CentralWorld. ● Sky Run exercise areas in 4 shopping center projects. ● Playgrounds : both outdoor and indoor (free of charge) at 36 locations across 27 shopping center projects. 	<p><i>Socio-economic Impact</i></p> <ul style="list-style-type: none"> ● Elevating quality of life and generating a Regional Economic Multiplier through the development of mixed-use spaces into a 'Center of Life.' ● Enterprise Value Impact ● Green Premium Asset Value & Brown Discount Avoidance - Creating incremental asset value appreciation while protecting against devaluation through Green Building initiatives. (Under valuation assessment)
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<p>3. Intellectual Capital</p>	<p>Tech & Data Ecosystem includes the The 1App database (23 million app members), Serve application, Central Offices, and SAP ERP system for enterprise-wide data integration.</p> <p>Standards & Know-how involves applying information security standards (ISO/IEC), an AI Chiller Plant management system, and expertise to obtain Green Building Certifications (e.g., LEED, TREES, EDGE).</p> <p>Tech & Data Ecosystem</p> <ul style="list-style-type: none"> ● Customer Platform (B2C): Service innovation and Big Data analytics via The 1App and The 1 Biz to analyze consumer behavior. ● Business Partner Platform (B2B): The CPN Serve application for managing relationships and services with mall tenants, and the Central Offices application for office building users (Smart Building). ● Innovation Driver (Digital Transformation): New projects and innovations developed by Central X to elevate the organization's digital capabilities. ● Management Systems: Information security under ISO 27001 and an AI-Driven Chiller Plant Optimization system for intelligent energy management. 	<p>To the Company</p> <ul style="list-style-type: none"> ● Operational Efficiency <ul style="list-style-type: none"> - Greater speed and accuracy in financial and operational data analysis through the SAP system ● Leveraging Data Analytics from The 1 and Central X to improve Conversion Rate and generate incremental revenue through Personalized Marketing ● Zero Non-compliance <ul style="list-style-type: none"> - No incidents of data breaches or legal penalties ● Green Building Certified Portfolio expanded to represent 7.2% of total building area (Increased by 50%) <p>To Stakeholders</p> <ul style="list-style-type: none"> ● Customer Engagement Score (NPS Score) of 63% (up from 51% in 2024), reflecting trust and positive experiences from shopping center and application services 	<p>Enterprise Value Impact</p> <ul style="list-style-type: none"> ● Financial Risk Mitigation: Avoiding financial exposure from administrative penalties of up to THB 5 million per incident (as referenced under the relevant Act), while also protecting against civil damages and Reputational Damage that may arise in the event of customer and stakeholder data breaches. ● Customer Lifetime Value (CLV) Growth: Driving an increase in mall visit frequency compared to the prior year a key factor in accelerating strong and sustainable growth in Customer Lifetime Value (CLV). ● Competitive Advantage & Pricing Power: Maintaining competitive strength and rental Pricing Power through a green-certified building portfolio.
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<p>4. Human Capital</p>	<p>The Company has a total workforce of 5,989 employees, with a budget of over THB 5,633 million allocated for employee care and capability development.</p> <p>Driving Reskill/Upskill initiatives and leadership development, alongside policies on Diversity, Equity & Inclusion (DEI) and workplace safety</p>	<p>To the Company</p> <ul style="list-style-type: none"> ● Employee Productivity: 5.41x (Increased by 6.9%) ● Voluntary Turnover Rate: 12.6% (down 6.11%) ● Employee Engagement Index: increased from 83% to 88% (Increased by 6.02%) <p>To Stakeholders</p> <ul style="list-style-type: none"> ● Average Training Hours: 29 hrs/person/year (+45%) ● Lost Time Injury (LTI) incidents among employees: Zero ● Injury Rate for employees and contractors: 0.31 cases per million working hours (a 24% improvement from the previous year) ● Contractor Injury Rate: 0.28 cases per million working hours 	<p>Socio-Economic Impact</p> <p>Elevating professional standards for personnel in the retail and real estate industries, while fostering income security through quality employment.</p> <p>Enterprise Value Impact</p> <ul style="list-style-type: none"> ● Enhancing competitive advantage as an "Employer of Choice," attracting top talent (Talent Attraction) to the organization. ● Cost savings from avoided recruitment expenses (Recruitment Cost Avoided) and reduced economic losses from work disruptions (Lost Time Avoided), resulting from improved safety records.
<p>5. Social & Relationship Capital</p>	<ul style="list-style-type: none"> ● Supporting small businesses, local entrepreneurs, and developing new entrepreneurs, totaling over 5,883 operators ● Business cooperation with a network of tenant partners and other stakeholder groups of over 657 entities/organizations ● Support of monetary and non-monetary budgets for community development, public benefit activities, and donations, totaling 617.4 million baht 	<p>To the Company</p> <ul style="list-style-type: none"> ● Tenant renewal rate: on target <p>To Stakeholders</p> <ul style="list-style-type: none"> ● Job and livelihood creation for the community: over 300,000 people ● Sales space provided to SMEs/farmers: over 17.1 million square meter-days 	<p>Socio-Economic Impact</p> <ul style="list-style-type: none"> ● Building a co-growing business ecosystem with tenants and communities ● Income distribution and community economic stimulation: 3,650 million baht <p>Enterprise Value Impact</p> <ul style="list-style-type: none"> ● Generating Rental Income Stability through a strong tenant partner network and sustained retention rates ● Creating opportunities to acquire new tenants and mitigating supply chain disruption risks

6. Natural Capital	<ul style="list-style-type: none"> ● The Company's consumption of electricity, water, fuel, and energy resources for business operations amounts to THB 4,842 million Bath, ● Investing THB 600 million in rooftop solar energy systems, electricity-saving measures, and low-carbon materials. 	<p>To the Company</p> <ul style="list-style-type: none"> ● GHG emission intensity per square meter (Scope 1, 2 & 3): 181.9 tCO₂ e/sq.m. (- 8.7%) <p>To the Environment & Stakeholders</p> <ul style="list-style-type: none"> ● GHG emissions reduced by 65,501 tCO₂e (Decreased by 7.7%) ● Waste Diversion Rate: 30.98% (Up 38 %) 	<p>Environmental Impact</p> <p>Mitigating the effects of Climate Change Restoring natural resources and reducing pollution across the value chain</p>
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Central Pattana's 2025 Performance and the Dynamics of Capital Transformation

Central Pattana's 2025 performance is the result of systematic resource management across all 6 Capitals, generating a "Dynamics of Capital Transformation" an interconnected and mutually reinforcing cycle. For example, the allocation of Financial Capital (through green bonds) to develop Manufactured Capital (clean energy projects) reduces impacts on Natural Capital (greenhouse gas reduction) and strengthens Social Capital through enhanced stakeholder trust. Simultaneously, the development of Human Capital builds upon Intellectual Capital, which in turn supports tenant partner growth and feeds back into a stronger Financial Capital base. These mechanisms demonstrate that the management of intangible capitals is a critical driver of sustainable business returns and long-term growth.

Double Materiality Assessment

<https://sustainability.centralpattana.co.th/th/sustainability-at-cpn/materiality-assessment>

Central Pattana conducts an annual review and analysis of material sustainability topics relevant to both stakeholders and the business, applying the Double Materiality Principle assessing the organization's impacts on the environment and society (*Inside-out / Impact Materiality*) and the effects of external ESG factors on financial standing and organizational value (*Outside-in / Financial Materiality*). This is conducted in alignment with GRI Standards 2021 and AA1000 V3, while also integrating IFRS S1 & S2 (ISSB) frameworks to more clearly articulate financial impacts, risks, and opportunities, with external verification under ISSA 5000 to ensure credibility and transparency.

The process consists of four key steps:

Step 1 - Identification & Screening

To capture topics reflective of evolving global and business dynamics, the company identifies issues through multiple input factors:

- **Value Chain & Context Analysis:** Analyzing activities across the full value chain - from upstream to downstream - and across the business ecosystem (shopping centers, residential, office, and hotel), to identify linkages with key stakeholders (customers, partners, employees, communities), enterprise risks, and short-, medium-, and long-term strategic directions.
- **Six Capitals Risk & Opportunity Analysis:** Assessing risk and opportunity drivers across Financial, Manufactured, Natural, Human, Intellectual, and Social Capitals to holistically reflect resource use and value creation.
- **Global Sustainability Trends & Standards:** Referencing global trends from the World Economic Forum (WEF) and sustainability assessment institutions including Dow Jones Best-in-Class Indices, ISSB, and SASB, alongside stakeholder feedback.

All identified topics are reviewed against prior-year issues, updated as needed, and organized into topics and sub-topics.

Step 2 - Assessment & Prioritization

Material sustainability topics are evaluated through a Double Materiality Assessment across two dimensions:

- **Impact Materiality (Inside-Out):** Assessing actual and potential positive and negative impacts on stakeholders and the environment, based on:

- *Severity* of impact (scale of harm or benefit to people or the environment), referencing GRI Standards, SASB, ESRS, GRESB, and S&P Global (CSA), with stakeholder-weighted scoring applied where relevant
- *Scope* of impact (breadth in terms of number of affected parties or geographic coverage)
- *Irremediable character* (assessed for negative impacts only - the difficulty, timeframe, and feasibility of remediation)

The company has also begun applying Impact Valuation to quantify social and environmental impacts through economic monetization.

- **Financial Materiality (Outside-In):** Evaluating risks and opportunities from external factors that may positively or negatively affect the company's financial position, cash flows, assets, and reputation across short, medium, and long terms assessed against criteria of financial impact magnitude, likelihood of occurrence, cost-of-risk exposure, and the company's readiness to manage such impacts.

Step 3 - Prioritization & Validation

Identified topics are ranked and presented through a Materiality Matrix. Topics rated "Very High" significance are designated as core organizational KPIs and validated through:

- **Internal Review** by the Sustainability Disclosure Taskforce, with approval from the Risk Management Committee and the Corporate Governance and Sustainable Development Committee
- **External Assurance** by an independent external verifier, in accordance with AA1000AS V3 and ISSA 5000

Step 4 - Strategic Integration

The Sustainability Disclosure Taskforce publishes approved results on the company's website and integrates them into the strategic planning and enterprise risk management processes. Topics rated "Very High" (Key Material Topics) are translated into annual Sustainability OKRs and Key ESG Risk Indicators, directly linked to the performance evaluation and compensation (salary and bonus) of the CEO, senior executives, and all employees organization-wide.

2026 Annual Sustainability Strategy Review and Enhancement

The Board of Directors and the Sustainability Working Group approved a review of policies and long-term targets to align the governance structure with global context and international standards (IFRS S2 and TCFD), with the following key strategic enhancements:

1. Elevating to a Climate Transition Plan

The company has elevated its operational framework from a "Net Zero Pathway" to a more comprehensive "Climate Transition Plan", restructured across two key dimensions:

1.1 Climate Mitigation Strategy: Focusing on Core Measures to reduce Scope 1 & 2 carbon emissions through energy efficiency, and extending to Embodied Carbon reduction in Scope 3 across the supply chain. Carbon offsetting is repositioned as a last-resort measure applicable only to residual emissions that cannot be further reduced.

1.2 Climate Adaptation Strategy: A newly elevated dimension addressing the management of Physical Risks such as flooding, storms, and heatwaves - by incorporating these factors into new project design criteria (Resilient Design) to build business resilience.

2. Restructuring of Material Issues

To reflect Dynamic Materiality, the company has restructured its material topics as follows:

2.1 Nature-Positive: Energy management is consolidated under greenhouse gas reduction (*E1*), while water management and biodiversity are separated into a dedicated topic (*E4*) to emphasize ecosystem stewardship.

2.2 Human-Centric: Air pollution and PM2.5 are expanded beyond the environmental dimension to also be reported under the social dimension within Health & Well-being (S4) and Customer Experience (S1) to directly reflect health impacts.

2.3 Innovation as an Enabler: Innovation is repositioned from a standalone topic to an embedded Intellectual Capital driver across all dimensions - environmental innovation (E1, G4), service innovation (S1, S2), and process innovation (S3) - demonstrating that innovation drives sustainability across the entire organization.

Summary of Changes in Sustainability Materiality Reporting, Status, and Strategic Significance: 20252026

Component	Key Shift	Strategic Status & Rationale
1. Overall Framework	Net Zero Pathway Climate Transition Plan	Global Standard Alignment: Elevated to international standards, encompassing both Climate Mitigation and Climate Adaptation
2. Operational Emission (Scope 1 & 2)	Decarbonization E1: Core Measures	Primary Driver : Core carbon reduction measures through Energy Efficiency and Renewable Energy
3. Operational Emission (Scope 3: Embodied Carbon)	Decarbonization E1: Extended Measures	Value Chain Focus : Expanded to supply chain and environmentally conscious building design
4. Carbon Offsetting	General Offset E1: Neutralization Measures	Last Resort: Offsetting Applied exclusively to Residual Emissions that cannot be further reduced, or for specific designated purposes only
5. Climate Adaptation	(New Focus) E2: Elevated Dimension	Business Resilience: New dedicated topic to manage Physical Risks and build asset resilience
6. Financial Mechanism	ROI as before ROI + ICP	Financial Impact Valuation Applied to assess Transition Risk valuation and Investment Opportunity valuation
7. Governance	Standard Duties Climate Oversight Integration	Board Responsibility Board charters updated to explicitly define Climate Risk oversight responsibilities, with scope expanded to cover all business units

8. Energy & Water/Bio	Separate Issues E1 & E4 Integration	Nature-Positive Energy management consolidated under E1 (GHG & Energy); water management and biodiversity separated as a dedicated topic under E4 to emphasize resource and ecosystem stewardship
9. Pollution/PM2.5	Environment Social Dimension	Human-Centric Reporting scope expanded to the social dimension to directly reflect human health impacts and customer experience
10. Innovation	Standalone Issue Integrated Enabler	Intellectual Capital Repositioned as a cross-cutting "Enabler" embedded across all dimensions (E1, G4, S1, S2, S3)

2025 Sustainability Materiality Assessment Results

<https://sustainability.centralpattana.co.th/th/sustainability-at-cpn/materiality-assessment>

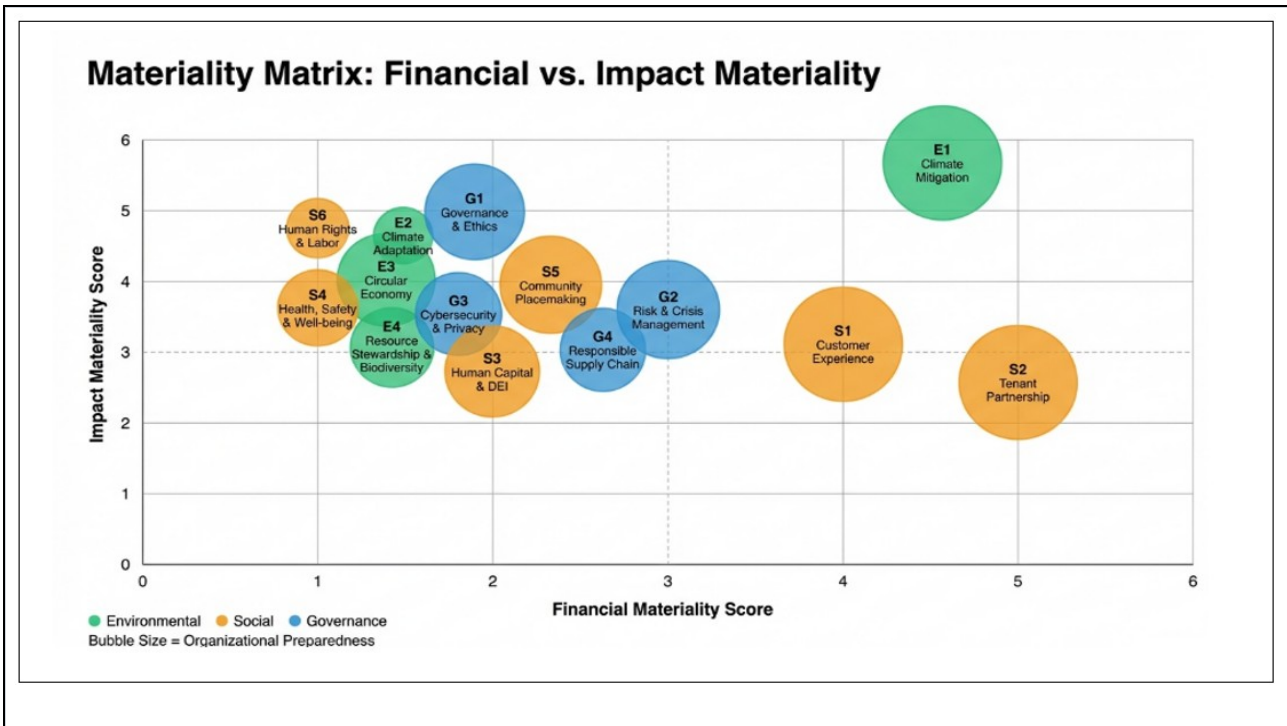
Following the four-step Double Materiality Assessment process and annual strategy review, the company has summarized its material sustainability topics through a Double Materiality Matrix, reflecting both Impact Materiality (environmental and social impacts) and Financial Materiality (impacts on business value), in alignment with IFRS S1, S2 and ESRS standards.

The assessment identifies 14 material sustainability topics as follows:

- E1: Climate Mitigation
- E2: Climate Adaptation
- E3: Circular Economy
- E4: Resource Stewardship & Biodiversity
- S1: Customer Experience
- S2: Tenant Partnership
- S3: Human Capital & DEI
- S4: Health, Safety & Well-being
- S5: Community Placemaking
- S6: Human Rights & Labor
- G1: Governance & Ethics
- G2: Risk & Crisis Management
- G3: Cybersecurity & Privacy
- G4: Responsible Supply Chain

Material Sustainability Topics Designated as Organizational KPIs

Material Topic / Action Plan	KPI	Short-term Target	Medium-term Target	Long-term Target
E1: GHG Reduction Climate Change Management Central Pattana	GHG Reduction <ul style="list-style-type: none"> ● (KPI and base year adjusted to better align with company growth context and international guidelines) ● GHG Intensity Reduction (per unit area) 	2025: Reduce by 22% vs. 2019 baseline 2026: Reduce by 10% vs. 2024 baseline	2034: Reduce by 50% vs. 2024 baseline	2050: Reduce by 90% vs. 2024 baseline
E3: Circular Economy Waste Management Central Pattana	Waste Diversion Rate	2025: 60% of total waste volume	2034: 80% of total waste volume	2050: 90% of total waste volume
S5: Community & Livable District Development Sustainable Community Development Central Pattana	Proportion of community-allocated space vs. commercial common area	2025: 2% or 14.2 million sqm-days	2034: 7%	2050: Under study for appropriate KPI
	Revenue returned to community through marketing activities and responsible procurement	2025: THB 4,700 million	2034: KPI adjusted to SROI at a ratio of 1:20	2050: Under study for appropriate KPI
G4: Responsible Supply Chain Supply Chain Management Central Pattana				



Double Materiality Matrix

Strategic Prioritization Analysis

Based on the analysis of the relationship between impact significance and organizational readiness, the company has grouped material topics into the following strategic management clusters:

Strategic Priorities Top Right Quadrant Topics with high significance across both external impact and financial materiality dimensions:

- **E1 Climate Mitigation** Driving toward Net Zero
- **S1 Customer Experience** Through service innovation
- **S2 Tenant Partnership** For shared sustainable growth

Fundamental Priorities Governance and risk topics (G1G4) and environmental topics serve as the critical foundation for building stakeholder confidence and ensuring business continuity. Also included are key stakeholder-related topics:

- **S5 Community & Livable District Development** An area of high organizational readiness, assessed as a future opportunity for sustainability value creation
- **S6 Human Rights & Labor** Assessed as a risk within the value chain

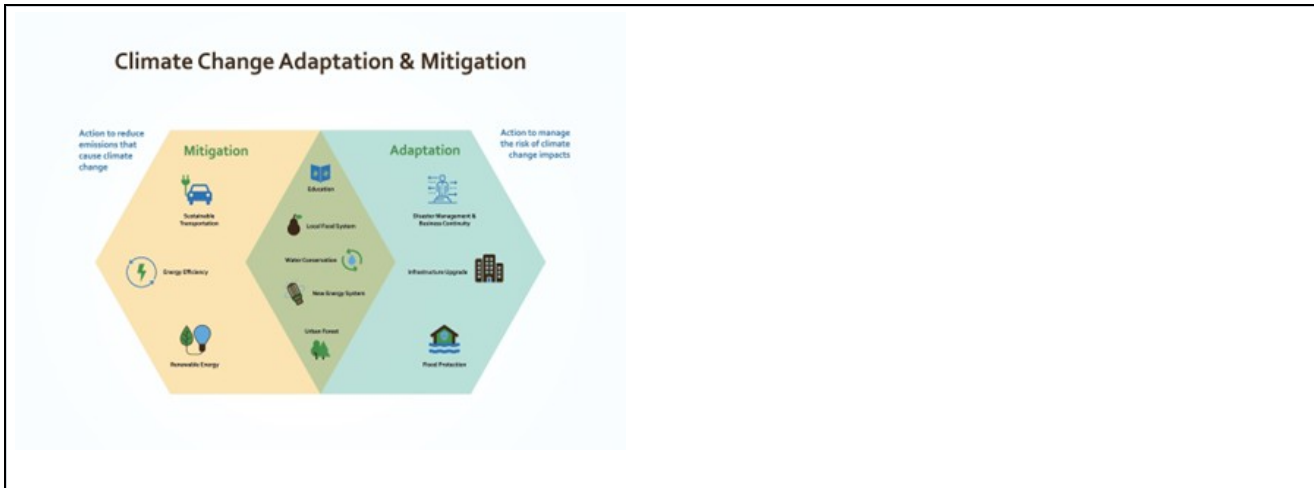
Enablers The company has integrated innovation as a supporting driver across all material topics, to elevate operational efficiency and enable the achievement of ambitious targets.

2025 Sustainability Performance & Value Creation Summary

Based on the materiality assessment results above, the company has defined strategic plans and management measures across each dimension to transform risks into opportunities and generate positive economic, social, and environmental impacts (IRO & Impact Valuation), as detailed below:

Environmental Dimension (Better Planet)

Please share the content for this section and I will translate and format it accordingly.



Environmental Dimension (Better Planet) *Driving toward Net Zero and ecosystem restoration to reduce risks and create business opportunities*

Material Topic	Context & Standards	IRO Analysis & Financial Valuation (Business Case & Valuation)	Key Actions
<p>E1: Climate Mitigation Scope: Throughout the value chain Impact Type: (-) Negative (Actual) (+) Positive (Potential)</p>	<p>Target: Net Zero 2050 Reference: IFRS S2, GRI 305 Related Capital: Financial Capital Manufactured Capital Natural Capital</p>	<p>Environmental & Social Impact Reducing global warming and energy costs Financial Impact Risk: Mitigating carbon tax risk and electricity cost volatility (THB 465 million) SROI: Social value generated from carbon reduction (THB 150 million) ROSI: Electricity cost savings and lower financing costs (THB 135 million)</p>	<ul style="list-style-type: none"> ● Upgrading cooling systems to high-efficiency models and integrating AI technology to optimize energy consumption in buildings ● Expanding rooftop solar power installation to cover all branches in line with set targets ● Participating in Green Financing initiatives to support capital investment in low-carbon projects ● Extending GHG Inventory coverage to include key Scope 3 categories, namely construction materials (Embodied Carbon) and tenant energy consumption (Tenant Energy)

<p>E2: Climate Adaptation</p> <p>Scope: Core Operations</p> <p>Impact Type: (-) Negative (Potential) (+) Positive (Actual)</p>	<p>Target: Business Continuity</p> <p>Reference: IFRS S2 (Physical Risk)</p> <p>Related Capital: Financial Capital Manufactured Capital</p>	<p>Environmental & Social Impact Creating safe spaces during disasters and reducing damage resulting from climate variability</p> <p>Financial Impact</p> <ul style="list-style-type: none"> ● Investment value for climate change adaptation ● Prevented damage value (THB 214 million) ● Net benefit from risk transfer (THB 84 million) 	<p>Applying Climate Scenario Analysis under the TCFD/IFRS S2 framework to assess physical risks over the next 1020 years</p> <ul style="list-style-type: none"> ● Upgrading and installing Flood Barriers in projects located in high-risk areas ● Enhancing building design to incorporate Resilient Design principles for climate change adaptation from the construction phase onward ● Developing green spaces and ecosystems within and around projects (Ecosystem Protection) to serve as carbon sinks and recreational areas
<p>E3: Circular Economy</p> <p>Scope: Core Operations and downstream</p> <p>Impact Type: (-) Negative (Actual) (+) Positive (Actual)</p>	<p>Target: Zero Waste to Landfill</p> <p>Reference: GRI 306</p> <p>Related Capital: Manufactured Capital Natural Capital</p>	<p>Environmental & Social Impact Reducing landfill waste and creating business opportunities</p> <p>Financial Impact</p> <ul style="list-style-type: none"> ● SROI: Avoidable environmental costs (THB 370 million) ● Opportunity: Future revenue potential from selling carbon credits generated by landfill waste reduction (THB 5.6 million) 	<ul style="list-style-type: none"> ● Expanding Recycle Station installations to ensure comprehensive coverage for customers and tenants ● Building partnerships with value chain partners for the processing and management of construction waste ● Setting a minimum threshold of 20% of total material value for the use of environmentally friendly construction materials
<p>E4: Resource & Biodiversity</p> <p>Scope: Upstream and Core Operations</p> <p>Impact Type: (-) Negative (Actual) (+) Positive (Potential)</p>	<p>Target: Nature Positive</p> <p>Reference: TNFD, GRI 303/304</p> <p>Related Capital: Social & Relationship Capital Natural Capital</p>	<p>Environmental & Social Impact Restoring balance to the Urban Ecosystem</p> <p>Financial Impact</p> <ul style="list-style-type: none"> ● Value of Ecosystem Services (THB 6 million per year) * 	<ul style="list-style-type: none"> ● Installing Water Recycling Systems for wastewater treatment and reuse within projects ● Expanding green spaces based on Biophilic Design principles to promote urban biodiversity

*Valuation conducted using the Benefit Transfer Method combined with Direct Market Price, encompassing environmental regulation value (ecosystem), resource management value (water management), and cultural, recreational, and leisure value - including air purification.

Social Dimension (Better People - Inclusive Growth & Well-being)

Elevating quality of life, reducing inequality, and growing together with communities.

Material Topic	Context & Standards	IRO Analysis & Financial Valuation (Business Case & Valuation)	Key Actions
<p>S1: Customer Experience <i>Scope: Downstream</i> Impact Type: (+) Positive (Actual) (-) Negative (Potential)</p>	<p>Target: Delivering beyond-expectation experiences Reference: SASB Related Capital: Intellectual Capital Social & Relationship Capital</p>	<p>Opportunities & Shared Value Creation Currently developing a financial impact valuation system for increasing Customer Lifetime Value (CLV) Financial Impact ROSI: Incremental revenue from customer satisfaction in The 1 Biz project, accounting for 70%</p>	<ul style="list-style-type: none"> ● Leveraging technology innovation to enhance personalized experiences ● Improving facilities based on Universal Design principles to accommodate all user groups
<p>S2: Tenant Partnership <i>Scope: Downstream</i> Impact Type: (+) Positive (Actual) (-) Negative (Potential)</p>	<p>Target: Co-growth & Green Lease Related Capital: Financial Capital Social & Relationship Capital</p>	<p>Opportunities & Shared Value Creation Generating stable income for tenants and reducing building vacancy rates Financial Impact <i>(Calculated for the LEAD project only)</i></p> <ul style="list-style-type: none"> ● ROI: 120% ● Tenant business growth value (THB 250 million) 	<p>Engaging tenants to achieve shared sustainability goals, such as expanding Green Lease agreements with retail tenants</p> <ul style="list-style-type: none"> ● Developing new and local entrepreneurs through Tenant Capacity Building programs for mutual business growth
<p>S3: Human Capital & DEI <i>Scope: Core Operation</i> Impact Type: (+) Positive (Actual) (-) Negative (Potential)</p>	<p>Target: Developing personnel through a culture of mutual respect Reference: GRI 401/404/405 Related Capital: Intellectual Capital Human Capital</p>	<p>Risk: Mitigating Talent Shortage Financial Impact:</p> <ul style="list-style-type: none"> ● Reducing recruitment and retention costs ● Enhancing organizational Productivity Uplift, with a Revenue per FTE ratio of THB 8.4 million per person (2.4%) 	<ul style="list-style-type: none"> ● Implementing Reskill/Upskill programs focused on digital and sustainability competencies for employees ● Driving DEI Policy (Diversity, Equity & Inclusion) into concrete and measurable practice

<p>S4: Health & Safety Tenant <i>Scope: Core Operation and Downstream</i> Impact Type: (-) Negative (Potential) (+) Positive (Actual)</p>	<p>Target: Promoting well-being for tenants, residents, and visitors Reference: WELL, GRI 403 Related Capital: Human Capital Social & Relationship Capital</p>	<p>Opportunity: Attracting Customers and Tenants through Wellness Standards Financial Impact: Currently developing a system to itemize costs associated with delivering well-being for building users</p>	<ul style="list-style-type: none"> ● Pursuing internationally recognized safety and wellness certifications for shopping centers and office buildings ● Leveraging innovation and technology to enhance overall safety and well-being for customers, tenants, and visitors
<p>S5: Community Placemaking <i>Scope: Throughout the value chain</i> Impact Type: (+) Positive (Actual)</p>	<p>Target: Strengthening community economies Reference: GRI 413 Related Capital: Financial Capital Social & Relationship Capital</p>	<p>Positive Impact Generating local income and Social License Valuation</p> <ul style="list-style-type: none"> ● SROI: Community income returned - THB 3,846 million (SROI Ratio 6: 1) ● Number of community members benefiting: >140,000 people 	<ul style="list-style-type: none"> ● Allocating space for public benefit, supporting community product distribution channels, and promoting local identity ● Developing a business ecosystem to foster economic, community, and cultural growth ● Building a systematic Social Impact Assessment data collection and evaluation framework
<p>S6: Human Rights <i>Scope: Throughout the value chain</i> Impact Type: (-) Negative (Potential) (+) Positive (Actual)</p>	<p>Target: Zero tolerance for human rights violations throughout the value chain Reference: GRI 406-409 Related Capital: Human Capital Social & Relationship Capital</p>	<p>Risk: Preventing Work Stoppages and Legal Disputes Financial Impact: Preventing project disruptions from potential shutdown risk (THB 50.4 million per year)</p>	<ul style="list-style-type: none"> ● Conducting Human Rights Due Diligence covering 100% of high-risk activities ● Regularly auditing living and safety standards at construction worker accommodations and subcontractor rest areas ● Establishing a Grievance Mechanism and whistleblower protection policy

Strong Governance -Trust & Resilience

Building Trust, Transparency, and Crisis Resilience

Material Topic	Context & Standards	IRO Analysis & Financial Valuation (Business Case & Valuation)	Key Actions
<p>G1: Governance & Ethics <i>Scope:</i> Throughout the value chain Impact Type: (-) Negative (Potential) (+) Positive (Actual)</p>	<p>Target: Conducting business with transparency and anti-corruption principles Reference: GRI 205 Related Capital: Financial Capital Social & Relationship Capital</p>	<p>Opportunity: Attracting Institutional Investors (Fund Flow) Financial Impact: Trust Premium on market capitalization (THB 5,600 million) *</p>	<ul style="list-style-type: none"> ● Embedding corporate culture through Code of Conduct ethics training for 100% of employees ● Maintaining "Excellent" (5-Star) corporate governance standards under the CGR (Corporate Governance Report) on a continuous basis ● Establishing a Grievance Mechanism and whistleblower protection policy covering both employees and contractors
<p>G2: Risk Management <i>Scope:</i> Throughout the value chain Impact Type: (-) Negative (Potential)</p>	<p>Target: Integrating sustainability risks into the enterprise risk management system Related Capital: Financial Capital Intellectual Capital</p>	<p>Impact: Building Resilience and Reducing Business Disruption Financial Impact: Prevented Business Interruption value</p>	<ul style="list-style-type: none"> ● Identifying and reviewing Emerging Risks, including environmental and social issues - on a quarterly basis ● Conducting BCP Exercises (Business Continuity Plan) to ensure preparedness for new forms of crises and disasters
<p>G3: Cybersecurity & Privacy <i>Scope:</i> Core Operation and Downstream Impact Type: (-) Negative (Potential)</p>	<p>Target: Complying with the Personal Data Protection Act (PDPA) and building Data Trust Related Capital: Manufactured Capital Intellectual Capital</p>	<p>Risk: Protecting Against Reputational Damage and Legal Penalties Financial Impact: Currently under assessment for appropriate financial impact measurement</p>	<ul style="list-style-type: none"> ● Upgrading the Information Security Management System (ISMS) to achieve ISO/IEC 27001 international certification ● Conducting regular Penetration Testing to proactively assess and close cybersecurity vulnerabilities

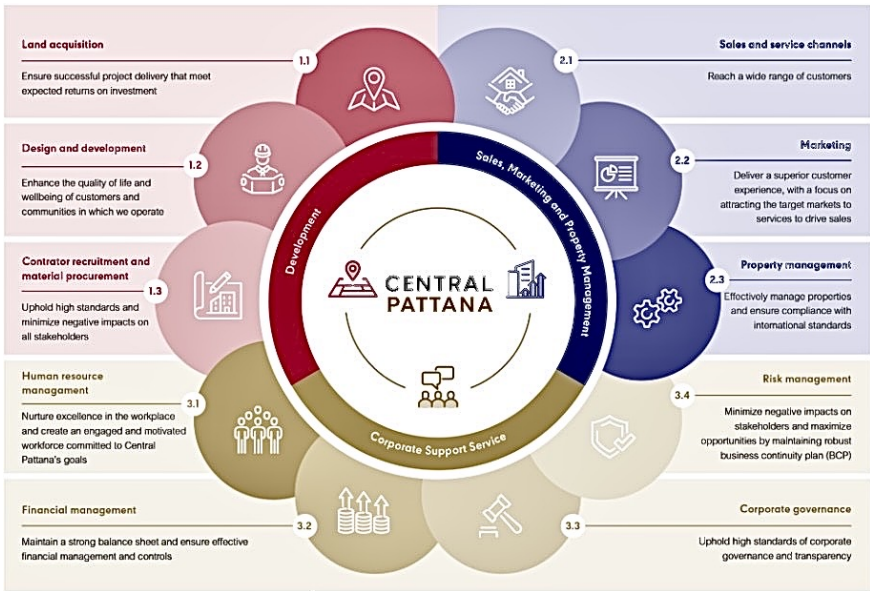
<p>G4: Responsible Supply Chain</p> <p>Scope: Upstream and Core Operation (Outsource)</p> <p>Impact Type:</p> <p>(-) Negative (Potential)</p> <p>(+) Positive (Actual)</p>	<p>Target: Implementing Green Procurement and conducting supplier sustainability assessments</p> <p>Reference: GRI 308, 414</p> <p>Related Capital: Manufactured Capital Social & Relationship Capital</p>	<p>Impact: Mitigating Supply Chain Resource Scarcity Risk</p> <p>Financial Impact: Currently under assessment for appropriate financial impact measurement</p>	<ul style="list-style-type: none"> ● Communicating and enforcing strict compliance with the Supplier Code of Conduct among all business partners ● Driving Green Procurement initiatives in a concrete and measurable manner ● Extending GHG Inventory coverage to include key Scope 3 categories, namely construction materials (Embodied Carbon)
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*Valuation based on the Research-Based Premium methodology, drawing from studies consistently indicating that investors are willing to pay a premium for shares of well-governed companies. The Company applies a 2% premium assumption.

Definitions

- **SROI (Social Return on Investment):** An assessment of social and environmental impact that converts outcomes for communities and stakeholders into monetary value, demonstrating how much social value is generated per unit of investment.
- **ROSI (Return on Sustainability Investment):** An assessment of the financial benefits returned to the *organization* from social or sustainability initiatives such as cost reductions, revenue increases, or avoided risk values.
- **(+) Positive:** Actual positive impact
- **(+) Positive:** Potential positive impact
- **(-) Negative:** Actual negative impact
- **(-) Negative:** Potential negative impact

Business value chain diagram



Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>Internal stakeholders</u>			
<ul style="list-style-type: none"> • Tenants • Employees 	<p>1. Tenant Retailers, Office Tenants, and Residential Project Customers</p> <ul style="list-style-type: none"> • Delivery of buildings, facilities, spaces, and services with consistent quality and in a timely manner • High service quality and efficient project management • Convenience and a strong emphasis on safety • Convenient and fast transactional channels between parties • Creation of added value and shared 	<p>1. Tenants and Residential Project Customers</p> <ul style="list-style-type: none"> • Deliver high-quality products on time • Provide excellent, convenient, and safe services • Develop a business ecosystem that connects with related industries and stakeholders • Foster innovation • Develop specialized applications for targeted groups • Take responsibility for products and services • Address 	<ul style="list-style-type: none"> • Visit • Press Release • Social Event • Online Communication • Internal Meeting • External Meeting • Complaint Reception • Employee Engagement Survey • Satisfaction Survey • Training / Seminar • Others <ul style="list-style-type: none"> • Customer Behavior Survey before Developing a New Project, Centralife X Application and SERVE Application, CNext Platform, Workplace, and MS Viva Connection, Information Counter

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<p>value</p> <p>2. Employees</p> <ul style="list-style-type: none"> • Competitive and fair compensation and benefits • Job security and career advancement opportunities • Development of skills, knowledge, and capabilities • Well-being and quality of life • Participation, open communication, and active listening • Experiences beyond routine work • Pride in being employees of the Company • Cybersecurity and information security 	<p>issues and implement improvements based on feedback</p> <ul style="list-style-type: none"> • Provide support and assistance during crises <p>Enhance capabilities through development and training programs</p> <ul style="list-style-type: none"> • Ensure timely and comprehensive communication of information and best practices <p>2. Employees</p> <ul style="list-style-type: none"> • Offer fair and competitive compensation aligned with market standards • Develop a transparent performance evaluation and promotion system • Organize lifestyle-based extracurricular 	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		activities <ul style="list-style-type: none"> • Provide training programs aligned with career development plans • Establish a Business Partner System to offer One-Stop Service assistance • Listen to employee feedback, suggestions, and provide constructive responses 	
<u>External stakeholders</u>			
<ul style="list-style-type: none"> • Creditor • Competitors • Business partners • Community • Shareholders • Customers • Government agencies and Regulators 	1. Customers <ul style="list-style-type: none"> • Quality of service • Convenience and safety in service usage • Responsiveness to customer needs • Speed and efficiency in data and information exchange 2. Suppliers / Contractors / Business	1. Customers <ul style="list-style-type: none"> • Delivering a superior and distinct experience • Providing excellent, convenient, and safe services • Developing personnel under the "Service with the Heart" program • Building a business 	<ul style="list-style-type: none"> • Visit • Press Release • Social Event • Online Communication • External Meeting • Annual General Meeting (AGM) • Complaint Reception • Satisfaction Survey • Training / Seminar • Others <ul style="list-style-type: none"> • -

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<p>Partners and Alliances</p> <ul style="list-style-type: none"> • Fairness, equality, and transparency in business operations • Sustainable business collaboration approaches • In-depth recommendations for innovation in joint business ventures • Accurate and timely payment management <p>3. Community</p> <ul style="list-style-type: none"> • Consideration of community impact, including environmental, livelihood, and safety aspects • Development initiatives for mutual benefits with the community • Fair handling of complaints • Collaboration for shared knowledge management • Cooperation in environmental resource 	<p>ecosystem</p> <ul style="list-style-type: none"> • Developing an Omni-channel approach • Innovating continuously <p>2. Suppliers / Contractors / Business Partners and Alliances</p> <ul style="list-style-type: none"> • Ensuring fair and transparent competition • Comparing at least 3 suppliers for each transaction • Ensuring complete and timely payments • Listening to feedback, offering suggestions, and assisting in problem resolution • Collaborating on innovation <p>3. Community</p> <ul style="list-style-type: none"> • Engaging in community support initiatives • Providing space 	

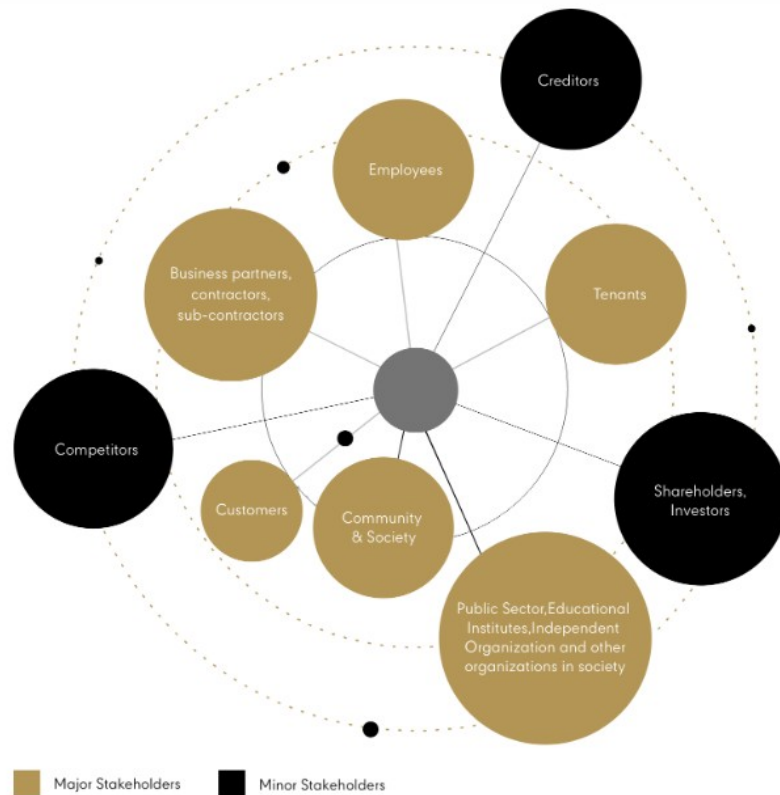
Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<p>management</p> <ul style="list-style-type: none"> • Information exchange between parties • Joint development of human resources <p>4. Investors / Shareholders</p> <ul style="list-style-type: none"> • Sustainable business growth • Expectation for the company to operate under sustainable business practices • Good corporate governance with transparency • Risk management and business opportunity strategies <p>5. Creditors</p> <ul style="list-style-type: none"> • Good corporate governance and transparent management • Risk management and business opportunity strategies • Company credibility assessment • Financial performance and future projects 	<p>for public and community benefit</p> <ul style="list-style-type: none"> • Participating in community volunteer activities • Holding meetings to discuss and gather feedback, such as traffic management and waste management • Opening facilities for field visits • Signing collaboration agreements • Supporting resources as needed in a proper manner <p>4. Investors / Shareholders</p> <ul style="list-style-type: none"> • Operating with transparency and good corporate governance • Efficient management to build trust and maximize 	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<ul style="list-style-type: none"> • Debt repayment capability 6. Public & educational sectors, NGOs & other social entities • Cooperation for knowledge management for common good • Cooperation for environmental resource management • Data exchange • Joint development of personnel 7. Competitors • Expectation for free & fair business competition • Speedy of news distribution specifically safety and the latest announced law and regulations related to business operations 	<p>returns</p> <ul style="list-style-type: none"> • Providing transparent and comprehensive information consistently • Complying with contracts, regulations, and laws • Responding to sustainability assessments <p>5. Creditors</p> <ul style="list-style-type: none"> • Operating with transparency and good corporate governance • Efficient management to build trust and maximize returns • Paying debts in full and on time <p>6. Public & educational sectors, NGOs & other social entities</p> <ul style="list-style-type: none"> • Occasional consultation with public agencies 	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		<ul style="list-style-type: none"> • Hearing views of experts and judges of SET - Sustainability Excellence Awards • Seeking and hearing comments from NGO administrators • Consultation on waste management & greening with Bangkok Metropolitan Administration (BMA), provincial municipalities & business/social networks • Opened sites for visit & shared knowledge with educational agencies • MOU meeting with public sectors, educational institutes and independent 	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		organizations <ul style="list-style-type: none"> • Participated in meetings with state agencies to develop prevention and remediation measures 7. Competitors <ul style="list-style-type: none"> • Consultation for uniting business stance and approach toward public policies and legislation • Communicating with specific group through social media such as LINE 	

Diagram of the stakeholder analysis in the business value chain



CENTRAL PATTANA STAKEHOLDER ENGAGEMENT

Information on organization's material sustainability topics

Organization's material sustainability topics

The company has identified its sustainability : Yes
materiality topics

Over the past year, the company has reviewed its : Yes
sustainability materiality topics

Details of organization's material sustainability topics

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
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The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Driving Key Sustainability Topic	<ul style="list-style-type: none"> • Environmental Management Standards Policy and Compliance • Energy Management • Water Management • Waste and Waste Management • Greenhouse Gas Management • Biodiversity Management • Human Rights • Fair Labor Practices • Customer / Consumer Responsibility • Community / Social Responsibility • Good Governance • Sustainability Risk Management • Sustainable Supply Chain Management • Innovation Development • Others : Cyber Security and Privacy Protection, Occupational Health and Safety

Information on sustainability report

Corporate sustainability report

- Corporate sustainability report : Have data
- Reference link for corporate sustainability report : <https://www.centralpattana.co.th/en/sustainability/sustainability-reporting-library>

Company sustainability disclosure aligned with standards

- Company sustainability disclosure aligned with standards or guidelines : Carbon Disclosure Project (CDP), GRI Standards, IFRS Sustainability Disclosure Standards, Task Force on Climate-related Financial Disclosures (TCFD), UN Global Compact

Sustainability risk management

Information on risk management policy and plan

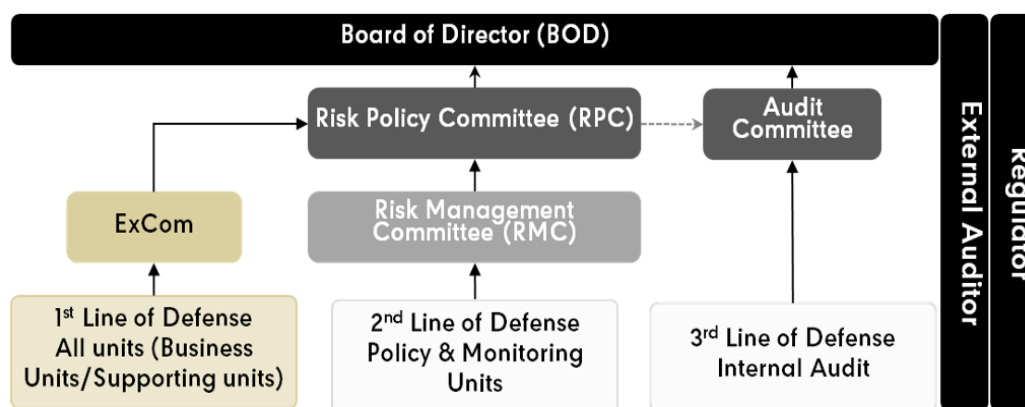
Risk management policy and plan

CPN places recognizes that effective risk management is a fundamental component of good corporate governance and an important mechanism that supports the achievement of the Company's strategic objectives and business goals. Risk management enables the Company to anticipate potential threats and uncertainties, mitigate potential losses, and continuously improve operational processes to ensure efficient allocation of resources.

CPN is committed to strengthening its risk management framework by establishing enterprise-level risk management policies, identifying key risk factors that may affect business operations, and implementing appropriate risk mitigation measures. Through the application of a robust and effective enterprise risk management system, the Company aims to maintain business stability and sustainable growth while enhancing confidence among investors and business partners.

CPN has established enterprise-level risk management policies and promotes a strong risk culture across the organization. The Risk Policy Committee is responsible for reviewing and providing recommendations on the Company's risk management policies, strategies, and framework, as well as monitoring risk management performance and reporting to the Board of Directors on a regular basis.

In addition, the Risk Management Committee is responsible for overseeing key risks through designated risk owners across both management and operational levels. Risk owners are responsible for identifying key risks, assessing their likelihood and potential impact, and implementing appropriate risk prevention, control, and mitigation measures that may affect the Company's objectives and operations. The Risk Management Committee also monitors the overall risk profile of the organization and evaluates emerging trends and risk factors arising from both internal and external environments. This ensures that the Company's objectives, strategic goals, and business plans can be achieved as intended.



Risk Governance Structure

CPN has established a clear risk governance structure to ensure effective oversight and implementation of risk management practices across the organization. The structure comprises the following:

1. Board of Directors

Responsible for overseeing the overall risk management framework and ensuring that the Company maintains an appropriate and effective risk management system.

2. Risk Policy Committee

Responsible for reviewing and establishing risk management policies, structure, and framework, as well as determining the Company's risk appetite. The Committee regularly monitors risk management performance and reports to the Board of Directors on a quarterly basis.

3. Risk Management Committee

Responsible for ensuring the implementation of risk management policies and integrating risk management practices into day-to-day business operations. The Committee also promotes risk management activities throughout the organization and reports significant risk issues to the Risk Policy Committee.

4. Risk Management Department

Responsible for monitoring, analyzing, and reporting key risks to the Risk Management Committee, and supporting risk owners in identifying, assessing, and implementing appropriate risk mitigation plans.

5. Internal Audit Department

Operates independently from business units and is responsible for reviewing key organizational activities based on risk levels. The Internal Audit Department also coordinates the use of audit findings as inputs for identifying and assessing key risks within the organization.

Enterprise Risk Management Principles



CPN integrates risk management with strategy and performance in accordance with the COSO Enterprise Risk Management Framework (2017), which consists of five key components aimed at creating and preserving organizational value:

1. Governance and Culture

The Company establishes an appropriate governance structure and organizational culture while demonstrating commitment to core values and the development of human capital to support strategic objectives. The Board of Directors provides oversight and guidance to management.

2. Strategy and Objective Setting

Risk management is integrated into the strategic planning process. The Company evaluates business context, assesses strategic alternatives and potential impacts, and sets business objectives aligned with acceptable risk levels.

3. Performance

The Company identifies and assesses risks that may affect the achievement of strategic and operational objectives. Risks are prioritized and appropriate response strategies are implemented while maintaining an enterprise-wide view of risk exposure.

4. Review and Revision

The Company regularly identifies and evaluates significant changes in business conditions, reviews risks and performance outcomes, and continuously improves the risk management process.

5. Information, Communication, and Reporting

The Company utilizes information systems, technology, and communication channels to support risk management activities and ensure that risk information, operational performance data, and risk management reports are communicated appropriately to relevant stakeholders.

Fostering a Risk-Aware Culture

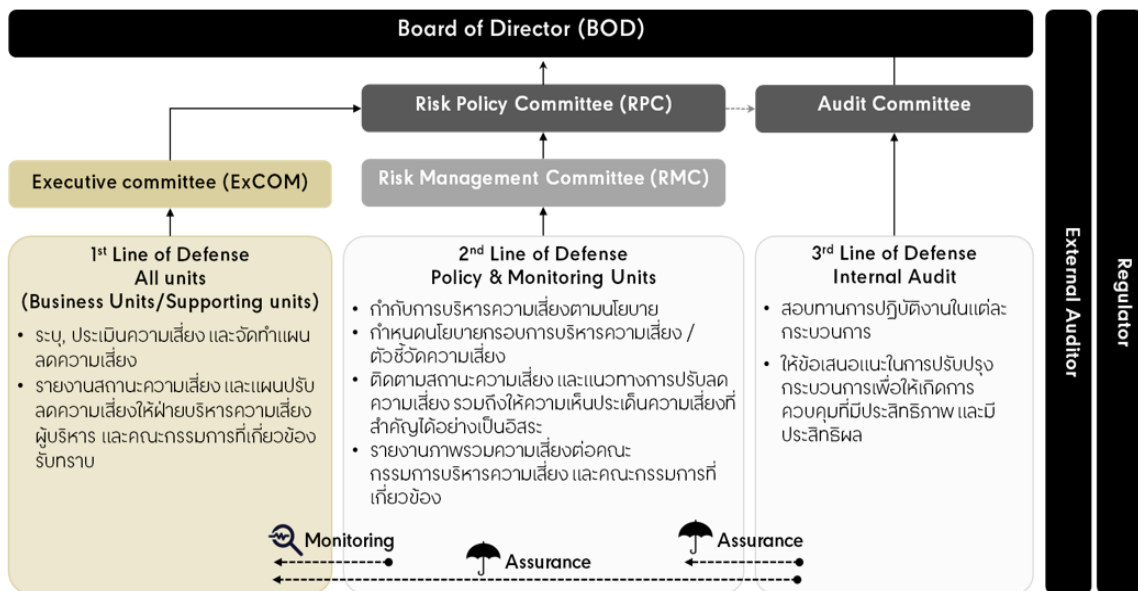
The Company is committed to fostering a strong risk-aware culture across the organization to support sustainable growth in line with its business strategies and objectives. Risk management is embedded as an integral part of the Company's corporate values, reinforcing a purpose-driven organization with a clear strategic direction.

The Company promotes continuous development of employees capabilities, mindset, and shared values through four beliefs: 1) Dynamism - Continuous improvement and innovation; 2) Customers - Customers are our inspiration; 3) Communities - Creating shared value for communities; 4) Collaboration - Working together for sustainable success.

These principles encourage employees to translate shared values into everyday behavior. Employees are encouraged to maintain a positive mindset, apply their expertise to improve the quality of life and well-being of people, remain adaptable to change, embrace innovation, understand customer needs, and collaborate with communities and stakeholders to create sustainable value.

Executives and employees at all levels share responsibility for managing risks within their respective functions. Risk considerations are incorporated into decision-making processes to ensure that potential risks are effectively prevented or mitigated, thereby supporting the achievement of corporate objectives, business strategies, and operational goals. Risk management performance is also incorporated into employee performance evaluation.

In addition, CPN continues to enhance the use of modern technology to support risk management processes and reporting. Training programs and knowledge-sharing initiatives related to risk management are regularly conducted for personnel at all levels - from directors and senior management to operational employees. These initiatives ensure that employees have access to relevant risk management information and are aligned with the Company's Integrated Governance, Risk, and Compliance (Integrated GRC) framework, thereby promoting continuous awareness and consistent risk management practices throughout the organization.



Information on ESG risk factors management standards

ESG risk factors management standards

Standards on ESG risk management : Yes

Standards on ESG risk management : COSO - Enterprise risk management framework (ERM)

Information on ESG risk factors

Risk factors on business operation

Operational risk associated with the Company or the group of companies

Risk 1 1. Market Competition Risk

2. Revenue and Profit Growth Risk

3. Human Resources Risk

4. Safety Risk

5. Human Rights Risk

6. Credit Risks

7. Emerging Risk

Related risk factors : Strategic Risk

- Behavior or needs of customers / consumers
- Government policy
- Business operations of partners in the supply chain
- Damage to company image and reputation
- Competition risk
- Economic risk
- New business risk
- Corporate ownership structure risk
- ESG risk

Operational Risk

- Reliance on employees in key positions
- Human error in business operations
- Information security and cyber-attack
- Loss or damage from non-compliance of partners or counterparties
- Safety, occupational health, and working environment
- Climate change and disasters
- Impact on the environment
- Impact on human rights
- System disruption risk

Compliance Risk

- Change in laws and regulations
- Violations of laws and regulations
- Corporate Governance

Financial Risk

- Default on payment or exchange of goods
- Fluctuation in return on assets or investment

ESG risk factors : Yes

Risk characteristics

1. Market Competition Risk

Risk Category: Strategic risk

Source and Nature of Risk: Competition in the shopping mall and office leasing sectors has intensified due to increased supply including new project developments as well as the expansion and renovation of existing properties by both existing and new operators. Meanwhile, demand has softened, impacted by domestic economic challenges, slower-than-expected recovery in Chinese tourist recovery and ongoing geopolitical tensions. The rise of e-commerce and the adoption of hybrid work models have further weakened demand for retail and office leasing. In the for-sale real estate sector, demand remains subdued particularly for low-rise residential projects, as high household debt levels have led to higher rejection rates for mortgage applications especially among low- to middle-income buyers. These factors present significant challenges for the Company in maintaining competitiveness.

2. Revenue and Profit Growth Risk

Risk Category: Strategic risk

Source and Nature of Risk: To achieve a target revenue growth of 10% CAGR over the next five years (2025-2028), we have outlined the following strategic goals and directions for each business unit: 1) Shopping malls Significant regional presence, 2) Office buildings Leader in CBD & new CBD, 3) For-sale real estate Provincial market penetration, and 4) Hotels EEC & second-tiered cities. We have set aside Baht 121,000 mn in capital expenditure (capex) for the next five years to support the development of 4-8 mixed-use and renovation projects per year, 58 new for-sale real estate developments annually and 13 hotel projects per year.

3. Human Resources Risk

Risk Category: Operational risk

Source and Nature of Risk: Effective people management is critical to organizational success, particularly in talent acquisition and retention, succession planning and employee development to support business goals and drive growth. As technology evolves, lifestyles shift and the workforce becomes increasingly diverse and multigenerational each with unique needs and expectations it is essential to understand and address these differences.

4. Safety Risk

Risk Category: Operational risk

Source and Nature of Risk: Our business operations from development and property management to ensuring care and convenience for shoppers involve multiple stakeholders such as customers, employees, tenant staff, contractors and business partners. Unsafe workplace conditions, whether due to construction site accidents, inadequate building safety standards or insufficient security measures, can result in various types of losses and impacts.

5. Human Rights Risk

Risk Category: Operational risk

Source and Nature of Risk: Our operations along with those of our business partners may affect various stakeholders including customers, employees and nearby communities, particularly in cases of human rights violations such as forced labor, unfair treatment or discrimination. Managing these human rights risks is essential and demands a comprehensive approach that considers legal obligations, international best practices and principles of good corporate governance and business ethics.

6. Credit Risk from Accounts Receivable

Risk Category: Financial risk

Source and Nature of Risk: We acknowledge the potential financial impact of accounts receivable issues, particularly concerning tenants' trade receivables, which are influenced by industry competition and the specific characteristics of each tenant. Other variables that may affect tenants' creditworthiness such as economic conditions and evolving consumer behavior are also taken into consideration when developing response strategies and tenant support plans.

7. Emerging Risks

Through ongoing monitoring of evolving risk landscape and trends, we have identified two emerging risks including artificial intelligence (AI) and the transition to a low-carbon society.

7.1 Artificial intelligence (AI) Risk

Risk Category: Operational risk

Source and Nature of Risk: The rapid advancement of AI technology, particularly Generative AI tools such as ChatGPT, Claude and Gemini, has significantly transformed how individuals and organizations operate. While these tools can be used to assist with various tasks, their adoption comes with multi-faceted risks that must be carefully considered, especially the increased exposure to cyber threats such as deepfakes and synthetic voices. In addition, AI-generated or synthesized data may be inaccurate or misleading, which could cause harm to users and the Company. Managing these risks is critical to ensuring the safe, secure and effective use of AI.

7.2 Transition to a Low-Carbon Society Risk

Risk Category: Sustainability risk

Source and Nature of Risk: The transition to a low-carbon society risk arises from the collective push for a "green" economy one that achieves net-zero greenhouse gas emissions in alignment with the 2015 Paris Agreement by the public and private sectors. This shift requires significant structural economic changes across several key areas:

Policy Thailand has pledged to reach carbon neutrality by 2050 and net-zero greenhouse gas emissions by 2065, reinforcing its commitment to sustainable development and climate change mitigation.

Regulation The Thai government is preparing to introduce the Climate Change Act, which will establish the Thailand Taxonomy, a classification system for economic activities deemed environmentally-sustainable, along with the implementation of International Financial Reporting Standards (IFRS) to enhance transparency and accountability.

Technology Advancements in low-carbon technologies include energy use from renewable sources, energy-efficient and pollution-free machinery and equipment, eco-friendly product development and innovations in carbon capture and storage (CCS).

Consumer Behavior Consumers are placing greater emphasis on environmental responsibility, driving demand for such products and services, with many willing to pay a premium for eco-friendly alternatives.

7.3 PM2.5 Risk

Risk Category: Sustainability risk

Source and Nature of Risk: The increasing occurrence and severity of fine particulate matter (PM2.5) pollution episodes present both short and long-term risks. This pollution comes from various sources including wildfires, burning of waste, agricultural burning, industrial emissions, transportation and hot and dry weather conditions. Exposure to PM2.5 poses health risks, ranging from respiratory inflammation to serious illnesses such as lung cancer, heart disease and stroke. These factors may heighten anxiety among customers and service users, while regulatory authorities may impose measures to address PM2.5 pollution, potentially affecting the Company's operations.

2. Investment Risk for Securities Holders

1) Risk of Major Shareholders Holding More Than 25% of Total Issued Shares

As at December 31, 2024, Central Group and the Chirathivat family collectively hold 53% of the Company's common shares. This ownership structure may affect shareholder resolutions that, by law or regulation, require approval from at least three-fourths (75%) of the total votes of shareholders present and eligible to vote. If Central Group and the Chirathivat family choose to abstain or vote against certain matters, such resolutions may fail to pass.

The Company and Board of Directors are committed to the fair and equal treatment of all shareholders, prioritizing the best interests of the Company and our shareholders in accordance with the Corporate Governance Policy. Clear procedures and well-defined approval authorities have been established across various business functions. For matters requiring shareholder approval, senior management conducts a thorough review before resolutions are submitted by the Company Secretary as agenda items for the Board of Directors' meeting. The Board provides opinions and

recommendations, which are included in the shareholder meeting invitation, ensuring shareholders receive adequate and sufficient information for informed decision-making. Through this governance framework, we firmly believe that the major shareholders will align their voting decisions with the Board of Directors' recommendations on each agenda item. In addition, for related party transaction (RPT), the Company is required to obtain shareholder approval, with shareholders who have vested interests abstaining from voting on the respective agenda items.

2) Stock Price Volatility Risk

Ongoing capital market volatility has resulted in significant fluctuations in the Company's stock price, potentially limiting investors' ability to sell shares at or above the purchase price. A range of influencing factors may contribute to large price swings including:

- Financial performance falling short of expectations or signs of slower growth
- Economic factors affecting consumer purchasing power such as shifts in consumer confidence and government stimulus measures
- Changes in financial and operating costs including rising electricity prices and labor costs
- Industry- or sector-specific crises affecting the Company's projects or businesses
- Delays in the launch of new developments
- Commencement of new business ventures, acquisitions or strategic partnerships within the Company-operated businesses
- Ongoing and potential future litigation as well as investigations by regulatory authorities
- Analyst opinions and investment recommendations regarding the Company's business

3) Investment Risk in Foreign Securities

-None-

Risk-related consequences

1. Market Competition Risk

Company Impact: Intensified market competition and shifts in customer behavior pose risks to our ability to maintain competitiveness and meet evolving customer needs and expectations. These factors may result in business performance falling short of targets.

Stakeholder Impact: Heightened competition in the leasing market pressures some tenants to adapt their operations to remain competitive and maintain profitability. At the same time, tenants gain stronger negotiating power over lease terms, while customers benefit from a wider array of products and services offerings that better meet their expectations.

2. Revenue and Profit Growth Risk

Company Impact: This accelerated business growth strategy in an intensely competitive market presents the risk of underperformance or failure to meet customer and supplier expectations for certain projects or new business ventures if planning and preparation are inadequate or ineffective.

Stakeholder Impact: Our business growth and expansion creates opportunities for suppliers to develop products and services by leveraging their expertise. This enables them to reach new customer segments, expand into other markets and grow together with Central Pattana.

3. Human Resources Risk

Company Impact: Failure to attract and retain key talent, implement effective succession planning or develop critical skills in a timely manner may lead to a shortage of essential skills needed for business operations and the achievement of our goals and strategy. This could also hinder our ability to adapt to changing business conditions, meet evolving customer and tenant expectations, and maintain stakeholder trust and confidence.

Stakeholder Impact: Effective people management keeps employees engaged, builds expertise and opens up more opportunities for career growth while also promotes knowledge sharing, contributing to a more skilled and competitive labor market.

4. Safety Risk

Company Impact: Ineffective or insufficient occupational health and safety management can lead to incidents that cause harm to individuals and property as well as disrupt business continuity, damage the Company's reputation and undermine stakeholder trust and confidence.

Stakeholder Impact: Safety incidents can endanger employees, tenants, suppliers or customers on-site, with potential consequences extending to nearby communities, such as in the case of a fire that could lead to loss of life and property.

5. Human Rights Risk

Company Impact: Human rights violations or unfair treatment of stakeholders including employees, tenant staff, contractors or outsourced workers can lead to complaints and resistance from suppliers and customers, potentially causing business disruptions, reputational damage and a decline in stakeholder confidence.

Stakeholder Impact: A strong commitment to respecting for human rights in our operations fosters equality in the workplace, community and society, and creates an inclusive environment grounded in diversity, respect and non-discrimination. Failure to incorporate human rights considerations into business practices may lead to stakeholder dissatisfaction, loss of trust and diminished confidence in the Company.

6. Credit Risk from Accounts Receivable

Company Impact: If tenants or contractual partners fail to meet their financial obligations, we may face cash flow constraints and be required to set aside provisions for bad debt, leading to higher financial costs and reduced profitability. This could also affect our capacity to invest in new projects and impact our overall financial position.

Stakeholder Impact: Stakeholders including customers, employees and shareholders may be impacted if tenant defaults weaken our financial stability. This could result in cost-control measures, reduced employee working hours and declining share prices due to weakened financial performance.

7. Emerging Risks

Company Impact: Delays or inadequacies in security system development could expose us to rising risks in information system and data security, particularly against AI-driven threats like deepfakes and synthetic voice attacks. The use of proprietary or sensitive company data in AI tools could also result in data leaks, while the reliance on AI-generated information which may be distorted or inaccurate may compromise decision-making.

Stakeholder Impact: Cyberattacks or the utilization of sensitive stakeholder-related data such as employee, tenant or customer information with AI tools without proper safeguards could lead to the leakage of sensitive or personal data.

7.2 Transition to a Low-Carbon Society Risk

Company Impact: While the Company is not currently under direct regulatory oversight, the broad implementation of policies and regulations to reduce greenhouse gas emissions such as carbon caps, carbon taxes, and carbon credits may lead to increased operational costs and require investments in sustainable technologies and infrastructure to comply with evolving environmental standards.

With consumer demand for sustainable products and services on the rise, we may need to adjust marketing strategies and expand our product portfolio to align with market expectations and maintain competitiveness. However, these shifts also create opportunities for cost management, market repositioning and new business ventures.

Stakeholder Impact: Failure to demonstrate a strong commitment to the low-carbon transition could erode confidence in the Company's leadership in this area among key stakeholders including customers, employees and shareholders. This could negatively affect our reputation, brand perception, trust in products and services and relationships with business partners.

7.3 PM2.5 Risk

Company Impact: PM2.5 levels exceeding regulatory standards can affect us in multiple ways. Financial performance may be impacted as customers and service users reduce unnecessary commuting to protect their health. Employee

health-related costs including medical expenses and health insurance premiums could rise. Operational adjustments may be required to comply with government regulations, such as restrictions on transportation hours or temporary suspension of dust-generating activities including construction.

Stakeholder Impact: The effects of PM2.5 pollution on stakeholders are similar to those on the Company. Tenant employees and suppliers may face increased health risks or need to adjust their operations to comply with government regulations.

Risk management measures

1. Market Competition Risk

Risk Response Plan: We focus on developing products and services to reinforce our position as the Center of Life for customers, leveraging omnichannel platforms and synergies within Central Pattana and Central Group businesses, and building strategic partnerships to explore new business opportunities and mitigate risks. The summary below outlines the risk management approaches implemented for each core business unit:

Shopping Malls

- 1) Forge strategic partnerships with suppliers and create a seamless omni-channel experience to improve the overall customer journey through mer-mix enhancement, mall decoration and basic service & offering excellence.
- 2) Strengthen customer data analytics capabilities to gain deeper insights into customer behavior, preferences and feedback, leveraging big data from The 1, The 1 BIZ, and mobility data (cell phone signals) to drive continuous improvement of products and services.
- 3) Enhance customer engagement and service delivery through digital platforms such as shopping center Facebook pages, the Line Official Account under "Central Life," and the Central Life X application.
- 4) Develop the "Phygital" Community (Destination & Digital services) plan, integrating digital services with on-site experiences and optimizing front-end and back-end operational processes to elevate the shopping experience and drive value creation for customers and stakeholders.

Office Buildings

- 1) Develop office buildings that blend work and lifestyle through creating mixed-use environments that promote a better work-life balance. Leverage digital technology to enhance tenant and user convenience including online access to leasing information via website, the Serve application for streamlined services and communication and upgrading existing properties into touchless, self-service check-in smart offices.
- 2) Improve sales performance through implementing proactive strategies with a focus on attracting high-potential tenants from industries or sectors with strong growth prospects. Expand tenant acquisition efforts by partnering with experienced sales agents including embassies, the Board of Investment (BOI), law firms and chambers of commerce, and strengthen collaboration through initiatives such as Agent Day events and scheduled agent updates.
- 3) Proactively manage tenant relationships through the Know-Your-Tenant strategy, fostering tenant partnerships, developing CRM programs and applications, and enhancing the skills and capabilities of sales and support teams.
- 4) Elevate product and service offerings through the mixed-use privilege strategy, which includes developing unique selling points for each building and collaborating with CPN and Central Group to provide flex offices and at-work at malls.

For-Sale Real Estate

- 1) Expand projects under the "360-Degree Ecosystem for Life" concept to provide enhanced living experiences for Central Citizens nationwide.
- 2) Deliver homes built around these concepts: 1) Better home Thoughtfully designed with functional layouts, advanced home automation and top-tier safety standards; 2) Better privilege & convenience - Exclusive benefits for Central Citizens including special offers from brands and retailers in Central shopping centers; and 3) Better experience & services - An enriched quality of life in a vibrant community, complemented by superior after-sales services.

- 3) Execute marketing strategies across online and offline channels, tailored to the lifestyles of different target customer segments to deliver personalized product information and attract specific customer groups. Leverage competitive promotional activities in each location to drive sales performance while maintaining target profit margins.
- 4) Reduce mortgage rejection rates by analyzing customer profiles and matching them with financial institutions that align with their credit history, resulting in a significantly lower percentage of purchase cancellations compared to the market average.

The execution of these risk response plans has supported a steady recovery across our shopping center, office building and for-sale real estate businesses. Performance has continued to improve, with revenue surpassing the previous years figures and overall targets met as planned.

2. Revenue and Profit Growth Risk

Risk Response Plan: To ensure that new projects and business ventures achieve their targets, we:

- 1) Conduct comprehensive research and analysis prior to project development, ensuring thorough review and evaluation by executives, the Board of Directors and consultants.
- 2) Collaborate with expert partners for project preparation and development, such as Dusit Group to develop Dusit Central Park and JWD Group for self-storage business venture, an area where Central Pattana has no prior experience. We also engage in negotiations with partners within Central Group including food and fashion brands before launching new developments.
- 3) Continuously monitor and assess the performance of new projects through coordinated efforts between central units and property management teams.

In 2024, we delivered sustained revenue and profit growth in line with our business plan. This was driven by the launch of thirteen new projects (including two shopping centers, ten for-sale real estate developments and one hotel) and eight renovation projects (including one major renovation and seven minor renovations). In addition, we secured lease renewals for two key shopping centers, Central Pinklao. and Central Rama 2

3. Human Resources Risk

Risk Response Plan: We manage human resources by addressing the diverse expectations of employees, fostering engagement and commitment, and enhancing capabilities and productivity through the following key measures:

- 1) Develop and implement fair and competitive remuneration structures including welfare and compensation packages that align with market trends.
- 2) Adopt a fair performance evaluation and promotion system that drives the achievement of our goals and upholds our values.
- 3) Establish Business Partners to support personnel across the organization, providing a one-stop service for all human resource-related activities.
- 4) Actively collect employee input, suggestions and feedback through multiple channels including the annual CG Voice survey, online surveys and focus group discussions.
- 5) Organize activities outside of work hours that cater to the different lifestyles and age groups, and create nonwork-related experiences.
- 6) Develop and maintain succession plans for critical positions, with senior management regularly monitoring progress.
- 7) Plan and provide online and offline employee training programs that align with overall organizational goals (Leadership Development and Functional Competency) as well as personal development goals (Individual Career Development Plans - ICDPs).

4. Safety Risk

Risk Response Plan: We acknowledge the critical importance of managing safety risks to build confidence among customers and stakeholders. To mitigate these risks, we have implemented the following measures:

- 1) Establish a comprehensive occupational health and safety policy that applies across all operational areas from project construction to service delivery, with appropriate oversight and supervision to ensure employees, contractors and suppliers comply with safety laws, regulations and guidelines.

- 2) Adopt the ISO 45001 standard as a framework for safety management and utilize advanced safety technologies including the crime clock monitoring system, suspicious behavior detection via CCTV and the Color-Code Condition system for crisis tracking, control and assessment.
- 3) Regularly review and improve emergency and crisis management protocols including response manuals for active shooters and fires involving EV charging stations.
- 4) Record all incidents and accidents in the Smart Property system, analyzing data across employees, tenant staff, contractors and customers to establish preventive measures and implement them across relevant locations as well as monitor remediation progress until full resolution.
- 5) Train employees, tenant staff and contractors in crisis prevention and emergency management, with regular response drills. Intensive safety training programs are conducted for high-risk operations.
- 6) Establish Occupational Safety, Health and Environment Committees at both corporate and branch levels, with employee participation through elections. These committees, comprising employer and employee representatives in proportions required by law, hold monthly meetings to review and monitor incidents, analyze root causes, implement preventive measures and report findings.
- 7) Regularly compile and report major safety incidents to the Risk Management Committee and Risk Policy Committee.

5. Human Rights Risk

Risk Response Plan: We are committed to conducting business in accordance with the Respect of Law and Principles of Human Rights Policy. We support and uphold the human rights of employees, suppliers, customers and communities and work to prevent complicity in any human rights violations by prohibiting forced labor and unfair treatment of workers and opposing child labor, while treating all stakeholders with respect, fairness and dignity and ensuring no discrimination based on origin, ethnicity, gender, age, skin color, religion, physical ability, socioeconomic status or background. We also actively promote a culture of vigilance and compliance across our operations, aligning with international human rights standards and encouraging our business partners to do the same.

In addition, we have established a comprehensive human rights due diligence process, which includes:

- Define the scope of the human rights due diligence process and identify relevant issues.
- Evaluate risks by analyzing the nature of impacts, their severity and Central Pattana's response to those risks.
- Develop and implement corrective, mitigation, remediation and preventive actions to manage impacts to acceptable levels.
- Track and evaluate the effectiveness of responses and review performance.
- Communicate and disclose human rights performance while building employee awareness and fostering a culture of respect for human rights.
- Maintain accessible and secure channels for stakeholders to report complaints and whistleblowing concerns at any time including an online harassment reporting system available at information counters and on communication devices, with clearly defined response times.

6. Credit Risk from Accounts Receivable

Risk Response Plan: We have established the policies and measures to manage credit risk from accounts receivable including:

- 1) Conduct a comprehensive evaluation of each new tenants reliability before determining the length of tenancy and terms such as contract type and appropriate security deposit amounts.
- 2) Limit exposure to credit risk from trade receivables by capping the maximum rent arrears period at three months and implementing policies such as requiring advance rental payments, typically ranging from one to six months rent, and considering lease termination for tenants with overdue payments exceeding 90 days.
- 3) Regularly monitor outstanding receivables balances through both corporate and shopping center teams, providing reports on outstanding debt issues and collection status to senior management for informed decision-making and appropriate action.

4) Review depreciation at the end of each financial reporting period and set aside provisions for expected credit loss (ECL) based on the aging schedule of outstanding receivables, comparing them with customer groups of similar credit risk profiles and factoring in economic conditions and market outlooks throughout the aging period.

7. Emerging Risks

7.1 Artificial intelligence (AI) Risk

Risk Response Plan: We acknowledge and prioritize cybersecurity risks by continuously enhancing and upgrading the security of our information systems. Targeted measures have been implemented to address AI-related risks including:

- 1) Establish a dedicated unit responsible for Data and AI Governance, alongside forming a cross-functional team to oversee the development of AI platforms and governance frameworks.
- 2) Conduct research and develop a comprehensive AI governance framework, covering policy formulation for AI usage, guidelines for AI-powered tool development and response protocols for AI-related security threats.
- 3) Educate employees on AI-related cyber threats including best practices and dos and don'ts when using Generative AI tools. Employees are also encouraged to use Co-pilot AI instead of other AI tools to prevent the leakage of sensitive data.
- 4) Develop AI e-learning courses such as AI Literacy and Co-pilot Workshop, to strengthen employees' AI literacy.

7.2 Transition to a Low-Carbon Society Risk

Risk Response Plan: We acknowledge the risks emerging from the transition to a low-carbon society and have taken proactive steps in preparing for the upcoming regulatory changes:

- 1) Commit to achieving net-zero emissions by 2050, setting both near- and long-term targets in alignment with the Science Based Targets initiative (SBTi).
- 2) Establish the Climate Change and Environment Committee (CEC) under the oversight of the Corporate Governance and Sustainable Development Committee (CG-SD Committee) to drive the transition to a low carbon society, as part of the 2050 Net Zero Pathway.
- 3) Closely monitor climate-related regulatory developments, conduct in-depth studies and analyses and assess their implications on the business, and improve operations to comply with relevant standards and requirements.
- 4) Explore and adopt new technologies and innovative solutions to enhance energy efficiency and reduce greenhouse gas emissions such as AI-powered cooling system optimization and Air Scrubbers to improve indoor air quality.
- 5) Encourage stakeholders including tenants, suppliers and customers, to be part of our journey in improving business operations to support the transition to a low-carbon society.

7.3 PM2.5 Risk

Risk Response Plan: Acknowledging these potential risks, we have implemented the following measures:

- 1) Maintain positive pressure inside buildings to prevent PM2.5, CO2 and other airborne allergens from entering the shopping centers.
- 2) Install high-efficiency MERV 14 Filters to effectively capture PM2.5 and allergens, ensuring cleaner air circulation within the shopping centers.
- 3) Install fine mist spraying systems to create water curtains that capture dust before it enters the air conditioning system, effectively reducing airborne dust.
- 4) Install mist systems at main entrances and spray water on rooftops and around shopping centers during periods when dust levels exceeded standard thresholds.
- 5) Suspend activities that may release dust and smoke including incense burning and encourage tenants, customers and employees to avoid behaviors that contribute to air pollution such as engine idling.
- 6) Install IoT-based air quality monitoring systems to track PM2.5 levels across all areas including entrances, rooftops and information desks, with periodic measurements conducted to enable timely responses.
- 7) Actively explore and pilot new technologies to reduce PM2.5 levels including installing HVAC Air Scrubbers, an air filtration system that provides ventilation and scrubbing, in our projects.

Information on business continuity plan (BCP)

Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : Yes

The company has developed a Business Continuity Plan (BCP) to address emergencies and potential threats that may impact operations. The plan is divided into two main scopes: Head Office and Shopping Centers, with management approaches tailored to the risk level of each situation.

1) BCP Plan for the Head Office

This plan covers operations in cases where employees are unable to work at the office due to natural disasters, fires, or power outages. It also includes IT Critical Incidents, such as cyberattacks or system failures, which could disrupt the company's business infrastructure.

2) BCP Plan for Shopping Centers

This plan focuses on risk management related to shopping center operations, including damage to essential machinery, IT system failures, or incidents that render the Back Office unusable. These may result from physical threats, emergencies, security incidents, or pandemics. The General Manager (GM) or Duty Manager is responsible for assessing the situation and implementing appropriate BCP measures under the supervision of Property Development Management and the Regional Committee.

The company has established business continuity strategies by evaluating risk levels, event impact, business objectives, and resource allocation to ensure efficient recovery and minimize disruptions to operations.

Sustainable supply chain management

Information on sustainable supply chain management policy and guidelines

Sustainable supply chain management policy and guidelines

Company's sustainable supply chain management policy and guidelines : Yes

Link for company's sustainable supply chain management policy and guidelines : <https://sustainability.centralpattana.co.th/en/governance-and-economic/supply-chain-management>

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Company's sustainable supply chain management plan : Yes

1. Sustainable Supply Chain Management Approach

Supply chain management is a fundamental foundation for supporting the Company's operations by enhancing efficiency, reducing costs, and addressing stakeholder expectations in a comprehensive manner. The Company's supply chain spans upstream to downstream activities, including building design and development, construction, shopping center operations, marketing, and the delivery of products and services to all stakeholder groups.

The Company has systematically integrated Environmental, Social, and Governance (ESG) considerations into its supply chain management processes to ensure alignment with sustainable development goals and to create long-term value. This approach focuses on four key priorities:

- Preventing and mitigating supply chain disruption risks to ensure business continuity
- Enhancing operational efficiency and productivity to reduce costs
- Improving safety, convenience, and satisfaction for stakeholders
- Strengthening corporate reputation and long-term competitiveness

To support this approach, the Company has implemented Procurement Plus, a SAP-based, end-to-end procurement data platform. The system covers supplier selection, contract management, purchase order control, delivery tracking, payment processing, and the collection and analysis of operational and ESG-related supplier data. Procurement Plus serves as a digital backbone for data-driven supply chain management, enabling transparent and systematic strategic decision-making across cost, risk, quality, delivery, and sustainability dimensions.

By consolidating supplier information into a single system, the Company can proactively assess supplier risks, accurately identify critical suppliers and ESG-risk suppliers, and implement appropriate actions such as corrective action plans, enhanced monitoring, or alternative sourcing strategies to improve supply chain resilience.

Enhancing Strategic Sourcing and Operational Productivity

Through Procurement Plus, the Company strengthens Strategic Sourcing and Strategic Procurement by enabling:

- Analysis of cost structures and procurement spend by supplier group
- Reduction of redundancies and increased bargaining power through purchase consolidation
- Definition and real-time monitoring of Service Level Agreements (SLAs)

- Improved procurement accuracy and speed, reducing procurement cycle time
- These capabilities enhance operational productivity, reduce costs for both the Company and stakeholders, minimize documentation handling, and improve agility in responding to market conditions and business demand.

Supplier Screening and Development for the Future (Supplier ESG Integration)

The Company requires 100% of new suppliers to undergo environmental and social screening prior to engagement. Suppliers with critical roles or elevated risk levels receive continuous development support, with a focus on:

- Human rights and labor standards
- Occupational health and safety
- Environmental management and greenhouse gas reduction

This approach reduces systemic supply chain risks while elevating supplier standards in alignment with Net Zero goals and internationally recognized practices over the long term.

Performance in 2025

4,614 Total Tier 1 suppliers	100% Tier 1 suppliers screened with ESG criteria	156 suppliers (3.4%) Critical Tier 1 suppliers
44 suppliers (0.95%) High ESG risk suppliers	154 suppliers (3.34%) Critical & high ESG risk suppliers	100% ESG assessments conducted on critical/high-risk suppliers

Notably, the number of high ESG-risk suppliers declined from 73 suppliers (1.7%) in the previous year, reflecting improved supplier screening and development effectiveness.

2. Supply Chain Policies and Governance Framework

The Company has established procurement policies and a Supplier Code of Conduct as the foundation for all supplier relationships. These policies promote transparency, fairness, open competition, respect for human rights, workplace safety, and minimization of environmental and community impacts.

The Company's practices reference applicable laws and international standards, including the Labor Protection Act, the United Nations Global Compact (UNGC), the Universal Declaration of Human Rights (UDHR), and International Labour Organization (ILO) conventions. This framework ensures suppliers comply with globally recognized labor, human rights, and environmental standards.

Supplier management is structured across three main operational streams:

1. Real estate development and construction
2. Shopping center operations and marketing
3. Corporate administration and supporting functions

Covering 12 supplier categories, sustainability criteria account for 30-100% of supplier evaluation weighting, depending on product and service type. Corrective action plans and enforceable sanctions, including supplier termination, are applied for severe non-compliance.

3. Supplier Selection Based on Sustainability Criteria

(GRI 308-1 / GRI 414-1)

The Company applies a risk-based supplier management approach, prioritizing suppliers that impact business continuity or pose significant environmental and social risks. Screening activities include:

- Evaluation of financial capability, experience, and technical competence
- Verification of compliance with labor laws, environmental regulations, and safety requirements

- Review of ESG policies, certifications, and licenses
- Screening for histories of human rights violations, corruption, or material legal breaches

2025 Performance

GRI 308-1 / GRI 414-1	100% of new Tier 1 suppliers passed environmental, social, human rights, and labor screening prior to registration and transactions with the Company.
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4. Supplier ESG Assessment and Monitoring

4.1 In-depth ESG Assessments

Beyond initial screening, the Company conducts in-depth ESG assessments for critical Tier 1 suppliers and high ESG-risk suppliers through Desk assessments or/and On-site assessments.

Assessment areas include:

- **Environmental:** waste management, air/noise pollution control, resource efficiency
- **Labor & Human Rights:** working hours, fair wages, non-discrimination, forced labor prevention
- **Occupational Health & Safety:** safety systems, PPE, accident reporting
- **Governance:** anti-corruption policies, supply chain oversight, transparency

2025 Performance

GRI 308-2 / GRI 414-2	The Company conducted ESG assessments for 154 suppliers, representing 100% of critical and high-risk suppliers, with results feeding into corrective action plans and ongoing monitoring.
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4.2 Corrective Actions and Enforcement

When gaps are identified, the Company:

- Develops joint CAPs with clear timelines
- Tracks implementation progress through re-assessments and reporting
- Temporarily suspends orders if corrective actions are delayed
- Terminates supplier relationships in cases of severe or repeated violations

2025 Performance

The Company places equal importance on the welfare of workers throughout its supply chain as it does on its own employees, with particular attention to outsourced and subcontracted service providers such as security personnel, cleaning staff, landscape maintenance workers, and call center operators. These suppliers are considered strategic partners, as they are required to comply with the Company's operational policies, interact directly with customers, and have a significant impact on the overall quality of the Company's services.

During the past year, key issues related to human rights protection and the improvement of workers quality of life were identified, prompting the Company to strengthen its management measures and engagement with supply chain partners in these areas.

Collective Action & Focus Group	<ul style="list-style-type: none"> ● Strict and effective prevention of forced labor ● Elimination of all forms of discrimination, including discrimination based on gender, ethnicity, religion, and social status ● Provision of safe and hygienic accommodation in accordance with international standards (referencing IFRS / PS2) ● Promotion of labor rights awareness through training programs and proactive communication ● Clear communication of secure and transparent whistleblowing channels, with protection against retaliation and discrimination, enabling workers to report rights violations or inappropriate conduct without fear of negative consequences
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5. Risk Management and Business Continuity : Strategic Sourcing & Spend Management

The Company strengthens supply chain risk management and business continuity through a strategic sourcing and procurement approach. Multiple sourcing is systematically applied across activities critical to shopping center operations to ensure operational continuity. Backup suppliers, as well as equivalent alternative products and services, are identified and can be activated immediately to reduce reliance on single suppliers and prevent service disruptions. Key supply chain risk management mechanisms include the establishment of clear and measurable Terms of Reference (TORs) in all contracts, periodic assessments of suppliers financial status, and the development of Business Continuity Plans (BCPs) for critical suppliers. In addition, the Company has developed an integrated supplier database to monitor performance, analyze risk trends, and support proactive management decision-making.

Performance in 2025

Performance in 2025

Key Indicator	2024	2025
Critical Tier 1 suppliers	90 suppliers	156 suppliers
Proportion of critical suppliers	2.1%	3.4%
Procurement spend with critical suppliers	THB 3,377 million	THB 4,778 million
Share of total procurement spend	59%	72%

In 2025, the Company made significant progress in strategic supply chain management by transitioning from a cost-driven model to a value- and risk-driven supply chain. The Company increased both the number of critical suppliers and the proportion of procurement spend allocated to these suppliers, from 59% to 72%, reflecting a clear shift from transactional sourcing to strategic sourcing.

This approach enhances supply chain resilience without concentrating risk on a single supplier while improving operational efficiency through:

- Increased bargaining power on pricing and commercial terms
- Reduction of total cost of ownership
- Simplification of supply chain complexity
- Improved control of quality and delivery standards

As a result, the Company maintains an appropriate balance between cost efficiency and risk diversification.

Key Initiatives in 2025

Supply Chain Financing (SCF): Enhancing Liquidity and Reducing Financial Costs

The Company continues to implement its Supply Chain Financing strategy to support supplier liquidity and reduce financing costs, with a particular focus on SMEs, which are a vital component of Thailand's economy and a key foundation of the Company's supply chain.

Through partnerships with leading financial institutions, suppliers are able to opt for early payment at interest rates significantly lower than conventional loans, achieving interest cost reductions of up to 63%. Suppliers can track invoice status and access early payment options via a transparent digital platform without the need for collateral, an important barrier for SMEs.

In addition, the Company collaborates with alternative financing providers through crowdfunding bond issuance, enabling SME suppliers to access fair-cost funding. To date, 9 suppliers have been supported with total funding of THB 170 million through 209 crowdfunding bonds, with an average fundraising period of just one day, reflecting strong confidence in the Company and its supply chain ecosystem.

6. Strategic Supplier Partnership

The expanding role of critical suppliers reflects not only quantitative growth but also a transformation of supplier relationships from vendors to strategic business partners. This evolution enables the Company to:

- Jointly plan operations and capacity with suppliers
- Encourage investment in quality, innovation, and sustainability across the supply chain
- Elevate standards for safety, environmental management, and human rights in line with corporate objectives

Accordingly, the Company continuously invests in supplier capability development through structured sustainability training and knowledge-sharing programs in four key areas:

1. Environmental advancement through green procurement and circular economy practices, particularly in marketing activities and large-scale events, including waste reduction, segregation, and hazardous waste management aligned with shopping center standards
2. Workplace safety and occupational health management, covering construction sites and shopping centers, accident prevention, and emergency preparedness
3. Service excellence, enhancing Service with the Heart capabilities for customer-facing suppliers
4. Human rights and labor welfare, including non-discrimination, fair treatment, and prevention of labor rights violations

Key Projects in 2025

1. Green BuildingBased Construction Supplier Assessment

The Company conducts rigorous assessments of construction contractors based on environmental, safety, and occupational health criteria throughout the construction lifecycle. This includes environmentally friendly material selection, construction waste management, dust and noise control, and comprehensive labor safety management. As a result, projects were delivered on schedule while significantly reducing accidents and negative impacts on surrounding communities.

2. Circular Economy in Marketing Activities

For large licensed events, the Company collaborates with suppliers to design event decoration materials that can be resold or reused to the maximum extent possible. This approach reduces waste sent to landfill (waste diversion) while simultaneously generating economic value, demonstrating that environmental goals and business returns can be achieved together.

7. Income Distribution and Community Wealth Creation

The Company aims to generate sustainable positive economic impacts for local communities through its Local Essence & Shared Wealth policy. Procurement and marketing activities are designed to fairly distribute income to communities surrounding shopping centers in all operating areas.

Target	≥50% local community procurement share	≥THB 2,780 million community income target	3,000 community suppliers supported
2025 Performance	61%	THB 3,846 million	3,728 suppliers

GRI 308: Supplier Environmental Assessment

GRI Disclosure	Topic	Company Actions
308-1	New suppliers screened using environmental criteria	100% of new Tier 1 suppliers (4,614 suppliers) were screened prior to transactions, covering environmental policies, waste management, emissions control, and legal compliance
308-2	Negative environmental impacts in the supply chain and actions taken	100% of critical and high ESG-risk suppliers (154 suppliers) were assessed. Corrective Action Plans (CAPs) were implemented, with enforcement measures up to supplier termination in cases of severe non-compliance

GRI 414: Supplier Social Assessment

GRI Disclosure	Topic	Company Actions
414-1	New suppliers screened using social criteria	100% of new suppliers underwent social, human rights, and labor screening aligned with UNGC, UDHR, and ILO standards prior to contract engagement
414-2	Negative social impacts in the supply chain and actions taken	When adverse social impacts are identified, the Company jointly develops CAPs with suppliers, monitors corrective actions within defined timelines, and enforces sanctions up to supplier termination for severe violations

Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria

Does the company use sustainability screening : Yes
 criteria with new suppliers?

	2023	2024	2025
Percentage of new suppliers undergoing sustainability screening criteria over the past year (%)	100.00	100.00	100.00

Information on supplier code of conduct

Supplier code of conduct

Supplier code of conduct : Yes

Reference link to supplier code of conduct : <https://www.centralpattana.co.th/storage/sustainability/corporate-governance/code-of-business-conduct/20231002-cpn-code-conduct-en.pdf>

Information on key suppliers acknowledging compliance with the supplier code of conduct

Key suppliers acknowledging compliance with the supplier code of conduct

Does the company require key suppliers to : Yes
 acknowledge compliance with the supplier code of
 conduct?

	2023	2024	2025
Percentage of key suppliers acknowledging compliance with the supplier code of conduct over the past year (%)	100.00	100.00	100.00

Innovation development

Information on innovation development policy and guidelines in an organizational level

Research and development policy (R&D)

Company's research and development (R&D) policy : Yes

Research and development (R&D) expenses over the past 3 years

	2023	2024	2025
Research and development (R&D) expenses over the past 3 years (Million Baht)	820,000,000.00	717,900,000.00	N/A

Additional explanation for research and development (R&D) expenses over the past 3 years

Innovation Development for Systemic Value Creation

The Company places great importance on developing and driving innovation as a core mechanism for sustainable growth. This commitment centers on investing in research, development, and the application of digital technologies to enhance Operational Efficiency & Process Optimization in shopping center management, alongside effective infrastructure and information systems management. These efforts support optimal tenant mix allocation, create added value for tenants, and continuously elevate the customer experience.

Concurrently, the Company aims to establish a new standard for the Future Living Platform under the Green & Well-Being concept, investing in cutting-edge technologies to improve resource efficiency, reduce operational costs, and minimize greenhouse gas emissions throughout the value chain. This is achieved through the application of Machine Efficiency and Operational Efficiency strategies to upgrade machinery systems, develop operational standards, and promote environmentally responsible work practices.

Furthermore, the Company integrates innovation across social and cultural dimensions by incorporating local identity into architectural design and spatial decoration, reflecting community pride and disseminating culture on a broader scale. This is complemented by economic innovation through collaboration with the Central Group to build an agricultural retail ecosystem, empowering farmers and communities to produce high-quality, environmentally friendly products that meet the demands of modern consumers leveraging technology and innovation to enhance production efficiency, extend product shelf life, and develop contemporary packaging.

The Company invests in Research & Development (R&D) on a continuous and systematic basis, treating R&D expenditure as a long-term strategic investment and a foundation for sustainable growth. This approach is designed to accommodate structural changes in the real estate and modern retail industries, while advancing sustainability goals across all dimensions of Environmental, Social, and Governance (ESG).

Scope of Research and Development Investment

The Company focuses on applied research that can be practically implemented in operational processes, encompassing six key perspectives:

1. Green Building and Environmentally Friendly Building Development

Design and development of shopping centers certified to international environmental standards Integration of energy-saving technologies into building structures

2. Digital Technology and Information Systems

Development of digital platforms to enhance shopping center management efficiency Implementation of intelligent systems and Artificial Intelligence (AI) in management operations

3. Energy and Environmental Innovation

The AI Chiller Plant Optimization project, which contributes to energy consumption reduction Installation of HVAC Air Scrubbers to enhance air-conditioning system efficiency

4. Machinery and Process Efficiency Enhancement

Improvement of internal operational systems to streamline workflows Enhancement of operational speed and reinforcement of transparent and auditable governance

5. Physical Infrastructure Development

Upgrading of technology systems and building infrastructure Establishment of a critical foundation for systematic research and development in subsequent phases

6. Employee-Driven Innovation Promotion

The Power of Dream initiative, which provides employees with opportunities to create innovations derived from real work experience Cultivation of an innovation culture as an essential foundation for enhancing long-term competitive capabilities.

The Company evaluates the return on R&D investment from a long-term perspective, considering both financial returns such as reductions in operational costs, improvements in resource utilization efficiency, and revenue generation from new innovations and non-financial returns, including mitigation of operational risks, reductions in energy and resource consumption, decreases in greenhouse gas emissions, improvements in service delivery efficiency, and the sustainable strengthening of organizational competitiveness.

Key Investment Projects in 2025

GRI 203: Indirect Economic Impacts

203-1: Infrastructure Investments and Services Supported

Digital Innovation Driving Structural Business Transformation: "The 1 BIZ: A National Intelligent Growth Platform" Central Pattana Public Company Limited is committed to leveraging innovation as a primary mechanism for elevating competitive capabilities and achieving sustainable growth. The Company's approach to innovation extends beyond the improvement of internal processes, advancing toward the creation of Transformational Change within the broader business ecosystem. The The 1 BIZ platform represents a significant digital innovation initiative through which the Company transitions its role from a "space lessor" to a genuine "Growth Partner" for tenants and business allies. This project is not merely a marketing instrument; it serves as a Growth Infrastructure, a data and growth foundation that interconnects all stakeholder groups. The 1 BIZ has been designed as a Marketing Intelligence Platform that integrates the power of Digital, Data, and Collaborative Culture in a comprehensive manner. It connects the membership base of over 22 million members within The 1 Loyalty Ecosystem to more than 8,000 brands across the Company's shopping centers nationwide. The platform transforms vast volumes of data into actionable insights that can be applied to strategic marketing planning, personalized communication, and targeted sales stimulation, enabling tenants to make informed business decisions, reduce marketing costs, and expand access to target customers at every stage of the Customer Journey. Significantly, The 1 BIZ also drives a cultural transformation in working practices, from fragmented operations toward a Co-creation model among the Company, tenants, and partners, anchored by a Data-first Mindset and a shared commitment to mutual growth.

Tangible and Sustainable Economic Outcomes

GRI 203-2: Significant Indirect Economic Impacts

The operations of The 1 BIZ have produced concrete economic outcomes for the national retail business ecosystem, generating sales through the platform in excess of 10,000 million baht, with more than 3 million transactions per year

and over 1,200 brands participating in the ecosystem. Tenants participating in the program have achieved an average sales growth rate three times higher than non-participating outlets, with an average sales increase of more than 10% within the first six months. These results reflect the platform's role as a Growth Engine that not only enhances short-term revenue but also elevates long-term competitive potential, representing Economic Value Creation through Innovation. Beyond economic value.

GRI 413: Local Communities 413-1: Operations with Local Community Engagement, Impact Assessments, and Development Programs

413-2: Operations with Significant Actual and Potential Negative Impacts on Local Communities

The 1 BIZ generates social value and grassroots economic impact by providing small and medium-sized tenants with access to data tools, intelligent marketing solutions, and advanced technologies at an appropriate cost, reducing competitive capability gaps and supporting Inclusive Growth. Platform user satisfaction has exceeded 70%, with the ability to further drive a twofold increase in customer return rates and a 15% increase in customer visit frequency, reflecting the creation of long-term relationships among brands, consumers, and the platform. Industry Recognition and Credibility The success of The 1 BIZ has been widely recognized across the industry and in broader society, generating Media Value in excess of 50 million baht from more than 50 leading media outlets, with the support of more than 45 prominent partners. The platform has also been selected and shortlisted for innovation and marketing awards at both national and regional levels. The integration of The 1 BIZ into the Company's corporate strategy stands as a clear demonstration of the role of innovation in driving sustainability, illustrating how digital innovation can create Shared Value among businesses, stakeholders, and society at large, while strengthening economic resilience, advancing governance standards, promoting efficient resource utilization, and building long-term organizational agility.

Information on organizations innovation culture development and promotion process

Process of developing and promoting the company's innovation culture

Process of developing and promoting the company's : Yes
innovation culture

Central Pattana Public Company Limited is firmly committed to building a strong and sustainable innovation culture by integrating R&D investment into its corporate strategy, fostering participation among employees at all levels, and cultivating collaborative partnerships, all with the aim of creating Shared Value among the business, its stakeholders, and society at large. The Company systematically embeds innovation development and promotion into its organizational management framework, designating innovation as a primary instrument for value creation, enhanced agility, and the mitigation of impacts on both internal and external stakeholders. Innovation is not merely a tool for efficiency improvement; it serves as a Growth Engine that strengthens economic resilience, elevates governance standards, promotes efficient resource utilization, and builds long-term organizational flexibility, advancing the Company's journey toward becoming a truly sustainable Future Living Destination.

The Company's innovation culture development operates within the framework of its four organizational beliefs Dynamism, Customers, Communities, and Collaboration, and is aligned with all three dimensions of ESG sustainability, with a focus on developing products, services, and operational processes that respond to stakeholder needs in a rapidly evolving environment.

Innovation Management Approach

1. Continuous Improvement

- Application of Kaizen and PDCA methodologies as guiding frameworks for process improvement

Analysis of data, factual evidence, customer feedback, and operational challenges to inform ongoing product and service enhancement

2. Global Learning and Trend Monitoring

- Active monitoring of global innovation movements and developments

Proactive cultivation of business partnerships to leverage emerging innovations in support of the Company's strategic objectives

3. Building Innovation Partnerships

- Collaboration with stakeholders particularly business partners in the sourcing, development, piloting, and scaling of innovations
- Focus on technologies that advance net-zero greenhouse gas emissions

Generation of positive impact on communities, society, and the nation in alignment with the BCG Model

4. Building an Organization-Wide Innovation Culture

- Implementation of the Power of Dream initiative to engage employees in proposing and developing innovations
- Provision of regular innovation-related training curricula for all employees
- Promotion of work practices grounded in Design Thinking principles

5. Evaluation and Scale-Up

- Continuous assessment of innovation outcomes using concrete and measurable key performance indicators
- Establishment of pathways for further development and organization-wide scaling of successful innovations

Internal Innovation

Type 1: Digital Technology Innovation

This category focuses on the development of applications and omnichannel marketing strategies to serve key stakeholders, including customers, tenants, business partners, and employees.

Key Projects:

- **"Central Offices" Application** Provides convenience for office building users, encompassing Tops Care Telehealth services, first aid facilities, and co-working spaces through a seamless "BookPayDone" system.
- **Front-Operation Implementation & Transformation (Project FIT)** Upgrades the Salesforce system to consolidate sales processes, space leasing, and approvals onto a single unified platform, enhancing transparency and auditability.
- **All Request and All Service Systems** Integrates with other applications to streamline workflows, reduce paperwork, and support online transactions via QR Code.
- **Smart Expense System** Simplifies and accelerates the employee welfare reimbursement process through a trip-based expense claim model.

Type 2: Innovation Arising from Internal Units The Power of Dream Initiative

The Power of Dream initiative is an idea competition and opportunity platform designed to empower all employees to express their creative potential, embody the behaviors the organization aspires to cultivate, and collectively drive a culture of sustainable organizational growth. The initiative serves as a tangible manifestation of the Company's core belief in "Continuous Innovation" translating this organizational value into lived practice.

The program has been purposefully designed to strengthen employees' innovation capabilities while fostering the active expression of Expected Behaviors through hands-on engagement. It simultaneously aims to generate meaningful business outcomes and enhanced operational efficiency, drawing directly from employee-generated ideas. By encouraging participation across all levels, the Company reinforces a culture in which every individual is recognized as a driver of organizational progress.

The initiative has been held annually without interruption since 2010, underscoring the Company's enduring commitment to a culture in which employees' ideas are valued, acted upon, and scaled across the organization a true reflection of an innovation-driven organizational culture.

Program Process Three Phases:

Phase 1: Idea Acquiring

- Organization-wide promotion and idea submission
- Screening and evaluation by a judging committee
- Announcement of ideas selected to advance to the Idea Pitching Awards

Phase 2: Make It Happen

- Selected projects receive budgetary support and training
- Ongoing guidance from executives, advisors, and subject matter experts throughout implementation
- Full execution of plans through to measurable outcomes

Phase 3: Awarding & Generalization

- Presentation of results on the competition stage

Facilitation of knowledge exchange and organization-wide scaling of successful innovations

2025 Performance Results

The initiative was conducted under the objective of generating business outcomes and enhanced operational efficiency through employee-generated ideas, guided by the theme "New Revenue Stream and More Efficient & Productive Work", within the 4S goal framework: Saving Cost, Sharing Knowledge, Scalable, and Stakeholder Satisfaction.

- 1,120 employees participated in the innovation competition, representing 19% of the total workforce
- 224 ideas were submitted
- 11 projects received awards, reflecting the power of a participatory culture and the organization's confidence in the creative potential of its people.

Notable Awarded Projects:

1. **Tower Water Care & Tower Motor Care** : An automated water quality monitoring and online machinery tracking system powered by IoT technology. The project reduced operational workload from 45 hours per month to just 2 hours per month, a 94% time saving, while mitigating accident risks, preventing unplanned equipment failures, and enabling predictive maintenance analysis with access to historical operational data.
2. **Redemption is in Your Hand** : A customer-facing tool that enables real-time purchase accumulation and immediate reward redemption, enhancing convenience and engagement throughout the customer journey.
3. **Centralize Stock Management (CSM)** : An efficient stock management and procurement system currently deployed across 22 shopping centers nationwide. The system has reduced excess inventory by 30% through real-time data sharing, minimized product deterioration, enabled more accurate procurement planning, and automated data recording directly into SAP.
4. **Power Track** : A transformative asset inventory system built on Power App, capable of tracking 100,401 assets across 33 branches. The solution delivers a 59% reduction in time spent on asset counting, provides 100% real-time, paperless data capture, and reduces risks associated with working in hazardous areas.
5. **The Power of Green Dreams** : A sustainable circular economy learning center managing 144,000 kilograms of food waste per year in accordance with the BCG Model. Waste is converted into electricity, fertilizer, and rice, while knowledge has been disseminated to more than 5,000 community members. Over 85% of restaurant tenants participate in BCG-aligned waste management practices. The project has established a cross-sector collaborative ecosystem, strengthened the shopping center's sustainability profile, and operates on a self-funding basis through product sales revenue, generating sufficient electricity to power 8 households per year.

Financial Benefits:

- Projected annual savings of 6.39 million baht
- Return on Investment (ROI) of 5.3 times

Non-Financial Benefits:

- *Reduction in Working Hours:* Various projects have contributed to measurable reductions in repetitive work, including asset counting, stock management, and customer service processes.
- Stakeholder Satisfaction
- Employee capability development through learning from both internal and external sources of the organization

Employee Skill Development Training Courses (5 programs):

- Empowering Team for Innovation
- Power Automate for Daily Work
- PITBU'LL Smart Pitch
- Design Thinking
- Project Management

E-Learning (2 programs):

- Empowering Team for Innovation
- Power Automate for Daily Work

Knowledge Sharing:

- Quick-Win Sharing Sessions
- Smart Tax Design Sharing
- Upskill Training and Boost Camp

Type 3: Innovation Arising from External Partnerships

This category of innovation is derived from the analysis of feedback gathered through stakeholder engagement, conducted in collaboration with business partners to improve and develop products, services, and processes. The approach follows an iterative cycle of piloting, feedback collection, refinement, and scaling.

Examples:

- Development of an agricultural retail ecosystem in collaboration with the Central Group
- Empowerment of farmers and communities to produce high-quality, environmentally friendly products
- Application of technology and innovation to enhance production efficiency, extend product shelf life, and develop modern packaging solutions

Information on innovation development benefits and research and development (R&D) expenses

Benefits of innovation development

Financial benefits

Does the company measure the financial benefits : Yes
from innovation development?

	2023	2024	2025
Cost reduction resulting from the innovation development of process (Baht)	1,320,000.00	9,000,000.00	6,390,000.00
Revenue or sales generated from the innovations development of product, service, or process (Baht)	0.00	0.00	6,600,000,000.00

Non-financial benefits

Does the company measure the non-financial benefits from innovation development? : No

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