



Charoen Pokphand Foods Public Company Limited

Attachment 4
Report of Sub-Committees

Report of the Audit Committee and Risk Management Committee

The Audit Committee of Charoen Pokphand Foods Public Company Limited consists of 4 independent directors including:

- | | | |
|------------------------|----------------|--|
| 1. Mr. Krisada | Chinavicharana | Chairman of the Audit and Risk Management Committee; |
| 2. Mrs. Vatchari | Vimooktayon | Member of the Audit and Risk Management Committee; |
| 3. Mr. Vinai | Vittavasgarvej | Member of the Audit and Risk Management Committee; |
| 4. Prof. Dr. Kittipong | Kittayarak | Member of the Audit and Risk Management Committee |

whereas Mr. Voravit Janthanakul is acting as a Secretary of the Audit and Risk Management Committee.

In 2025, the Audit and Risk Management Committee held a total of 9 meetings. Mr. Krisada Chinavicharana (serving as Chairman of the Audit and Risk Management Committee since March 1, 2025) attended 7 out of 7 meetings. Mr. Rungson Sriworasat (serving as Chairman of the Audit and Risk Management Committee until February 1, 2025) attended 1 out of 1 meeting. However, the meeting No. 2/2025 held on February 26, 2025 had a vacant Chairman position. Mrs. Vatchari Vimooktayon, Mr. Vinai Vittavasgarvej, and Prof. Dr. Kittipong Kittayarak attended 9 meetings. The meetings included discussions with management and senior executives from relevant departments. In addition to regular meetings with the Internal Audit Office, the Committee also conducted meetings with the external auditors without the presence of management. The outcomes of each meeting were reported to the Board of Directors on every occasion. The key responsibilities and actions undertaken by the Audit and Risk Management Committee can be summarized as follows:

1. Financial Reports Review

The Audit and Risk Management Committee reviewed the Company's financial statements and the consolidated financial statements of the Company and its subsidiaries on a quarterly and annual basis, as well as the disclosure of financial information and related-party transactions. These financial statements were prepared in accordance with Thai Financial Reporting Standards and the regulations of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET). The Committee held quarterly meetings with the external auditor and the executives responsible for accounting and finance. During these meetings, key issues were reviewed, including the accuracy of financial reports, the appropriateness of accounting policies, key audit matters related to the Company and its subsidiaries, changes in accounting standards that might impact the Company's financial reports, and the independence of the external auditor.

Additionally, the Audit and Risk Management Committee reviewed the audit plan, evaluated the performance of the external auditor, and held meetings with the auditor without the presence of the Company's management. These discussions focused on the auditor's independence in performing their duties, as well as any suspected fraud, significant deficiencies in the internal control system, or violations of laws relevant to the responsibilities of directors and executives under the Securities and Exchange Act B.E. 2559 (2016). The external auditor did not raise any material observations and found no suspicious activities related to fraud or legal violations.

2. Internal Control System Review

The Audit and Risk Management Committee places importance on the internal control system. The Committee considered the audit reports reviewed and evaluated by the Internal Audit Office regarding the design and operating effectiveness of internal controls, including compliance with the policies and procedures established by the Company, segregation of duties and responsibilities, and the ability to perform mutual checks, both through controls performed by responsible personnel and through information technology system controls in place. The Committee also monitored to ensure that management had taken actions to completely address the issues and resolve them at their root cause to prevent recurrence, particularly for high-risk issues or transactions that may lead to fraud.

Additionally, the Audit and Risk Management Committee reviewed summary reports of complaints received through the independent Whistleblower channel. The Committee assessed whether these complaints indicated potential fraudulent or corrupt practices and ensured that all complaints were handled appropriately and transparently.

3. Internal Audit Supervision

The Audit and Risk Management Committee reviewed the independence of the Internal Audit Office, approved the revision of the Internal Audit Charter, and endorsed the annual audit plan. Additionally, the Committee acknowledged the internal audit findings of the Company and its subsidiaries, provided inquiries and recommendations, and monitored the resolution of significant issues to enhance corporate governance. Furthermore, the Committee assessed the performance of the Head of Internal Audit, provided suggestions for personnel development within the Internal Audit Office, and recommended improvements in audit tools and technologies to enhance the efficiency and effectiveness of internal audit operations.

4. Risk Management Review

The Audit and Risk Management Committee reviewed the adequacy and effectiveness of the Company's risk management policies and strategies. Regular meetings were held with executives responsible for risk management to assess external and internal risk factors, evaluate risk assessments, and ensure that the Company's risk management measures maintained risks at an acceptable level. The Committee also provided recommendations for continuous improvement and emphasized the importance of identifying and addressing emerging risks that may arise due to rapid changes in the business environment.

5. Compliance Review

The Audit and Risk Management Committee reviewed the Company's compliance with laws and regulations through meetings with executives from the Compliance Office and relevant regulatory units. The Committee inquired about key issues to ensure the effectiveness and efficiency of monitoring and enforcement mechanisms within these units. Additionally, the Committee oversaw improvements in operational processes to ensure full compliance with applicable regulations and standards.

6. Review of connected transactions or related transactions

The Audit and Risk Management Committee reviewed and provided opinions on related-party transactions or transactions with potential conflicts of interest in accordance with relevant regulatory requirements before presenting them to the Board of Directors and/or shareholders, depending on the transaction size. This process ensures that all transactions are conducted transparently and reasonably.

7. Considerations on the Auditor Appointment and the Annual Audit Fee

The Audit and Risk Management Committee is responsible for selecting and proposing the appointment of the external auditor and audit fees on an annual basis, for approval by the Board of Directors and presentation at the Annual General Meeting of Shareholders. The committee has appointed KPMG Phoomchai Audit Ltd. as the external auditor for the Company and its subsidiaries, except in certain countries. The selection process considers the auditor's qualifications, expertise, independence, and the appropriateness of audit fees for the Company and its subsidiaries. Additionally, the committee reviews the auditor's non-audit services fees to ensure that these services and associated fees do not affect the auditor's independence in expressing an opinion on the financial statements.

8. Other Issues

The Audit and Risk Management Committee reviewed the Charter of the Audit and Risk Management Committee to ensure alignment with relevant practices and laws. In addition, the Committee considered, acknowledged, and provided opinions on matters related to the Company or the performance of management, including additional investment in a subsidiary and the sale of unused land of a subsidiary to a related party.

The Audit and Risk Management Committee has carried out its responsibilities as delegated by the Board of Directors independently and according to the established plan, utilizing its knowledge, expertise, and due diligence. The Committee is of the opinion that the Company has implemented appropriate risk management measures, has an effective internal control system, and has operated cautiously to prevent any negative impact on the environment and communities. Furthermore, the Committee believes that the high-level executives' and employees' performance within the framework of Environmental, Social, and Governance (ESG) management is a crucial factor in the organization's sustainable development. This approach enables the

organization to conduct its business responsibly, creating long-term value that benefits all stakeholders and ensures sustainable returns.

On behalf of the Audit and Risk Management Committee

Krisada Chinavicharana

(Mr. Krisada Chinavicharana)

Chairman of the Audit and Risk Management Committee

February 26, 2026

Report of the Corporate Governance and Sustainable Development Committee

The Board of Directors has appointed the Corporate Governance and Sustainable Development Committee (“the Committee”) to support the Board of Directors in reviewing policies and operational strategies that emphasize driving the business in a manner that balances the economy, society, and the environment, in accordance with the organization’s intention to create food security while promoting the quality of life of people in the value chain and protecting the climate toward ecological balance.

The Committee comprises 3 independent directors, namely Prof. Dr. Kittipong Kittayarak, Mr. Vinai Vittavasgarnevej, and Mr. Sek Wannamethee, as well as one non-executive director, Mr. Adirek Sripratak, totaling four members. In the meetings held in 2025, all members attended both meetings in full. Dr. Chaiyawat Wibulswasdi (Advisor on Corporate Governance and Sustainable Development of the Company), the Chief Executive Officer, the Chief Financial Officer, and relevant functions (Sustainability Management, Human Resources, Risk Management, and Compliance) also attended the meetings.

The Committee places importance on determining the direction and overseeing the integration of business principles that take into consideration the creation of positive impacts on the economy, society, and the environment in a comprehensive manner, in alignment with the Sufficiency Economy Philosophy in accordance with the royal initiative of His Majesty King Rama IX and the Three-Benefit Philosophy toward Sustainability of the Charoen Pokphand Group, which aims to create benefits for the country, the people, and the Company.

In 2025, the Committee considered and approved the Materiality Assessment for 2026, which was prepared and presented by management, to be used as a framework for determining the direction of the organization’s sustainability operations. The Committee also reviewed and approved the sustainability strategy framework “C-P-F”, comprising:

C: Protecting Our Climate

P: Improving Quality of Life for People

F: Creating Prosperous Food

which covers 7 key issues: (1) climate change response and circular economy; (2) sustainable water management; (3) biodiversity; (4) workforce empowerment; (5) community well-being; (6) quality and safety; and (7) sustainable supply chain. The implementation is based on respect for human rights, corporate governance, risk management, and compliance with relevant laws and regulations.

Corporate Governance Aspects

- Encouraged directors and executives to participate in programs to enhance their knowledge and capabilities through courses related to corporate governance and sustainability, such as the Boardroom Stewardship: Governing for Sustainability and Climate Resilience program organized by the Thai Institute of Directors Association, and ESG Legal Risk Prevention and Due Diligence.
- Monitored and acknowledged the progress of compliance with laws, regulations, and standards related to sustainable business operations at both national and international levels on a continuous basis, including measures of the European Union such as the European Union Deforestation-free Regulation (EUDR), the Extended Producer Responsibility (EPR) principle, the Corporate Sustainability Due Diligence Directive (CSDDD) for supply chain due diligence to prevent human rights and environmental risks, and the Carbon Border Adjustment Mechanism (CBAM). The Committee also provided policy recommendations to management to ensure that the organization’s operations are conducted correctly, transparently, and in alignment with international best practices.

Social Aspects

- Acknowledged the results of the human rights risk assessment and verification covering stakeholders throughout the value chain, including operations both domestically and internationally, as well as joint ventures in 17 countries, and the verification results among business partners. No material risks were identified, and the risks identified were at a manageable level. The Committee also provided policy recommendations to enhance the management of human rights risks in the supply chain in accordance with international principles and standards.

- Supported the continuous implementation of social and community development projects, such as the CONNEXT ED education promotion project, which helps enhance education in schools in terms of academic, vocational, and digital aspects; employment and career creation projects for the general public, farmers, and inmates; as well as public benefit projects such as the rehabilitation of hospitals in border areas and assistance provided in various crisis situations.

Environmental Aspects

- Monitored the progress of environmental operations and climate change management, particularly the advancement toward the Net-Zero greenhouse gas emissions target and the related data management systems. The Committee also provided recommendations to management to enhance management practices, monitoring, and disclosure to align with the sustainability reporting frameworks IFRS S1 and IFRS S2 adopted by the Securities and Exchange Commission as disclosure guidelines.
- Supported the implementation of biodiversity and ecosystem conservation initiatives, including conducting risk assessments and developing biodiversity strategies to prepare for future disclosure requirements, as well as supporting various environmental projects such as forest fire prevention and PM 2.5 mitigation projects, and the Forest in Farm project, which involves planting perennial trees and local vegetables and applying for carbon credit certification.

For the operational approach in 2026, the Committee considered and approved the operational guidelines, placing emphasis on determining strategic directions together with subsidiaries in 14 countries, strengthening collaboration both within and outside the organization, and promoting knowledge sharing to support the continuous advancement of the Group's sustainability goals.

On behalf of the Corporate Governance and Sustainable Development Committee

Kittipong Kittayarak

(Prof. Dr. Kittipong Kittayarak)

Chairman of the Corporate Governance and Sustainable Development Committee

February 18, 2026

Report of the Remuneration and Nominating Committee

The Board of Directors has appointed the Remuneration and Nominating Committee (“the Committee”) to support the nomination and appointment of directors and senior executives in an appropriate manner, as well as to consider the appropriateness of the remuneration structure and support the continuous development of the Board’s knowledge.

The Committee comprises 2 independent directors, namely Mr. Vinai Vittavasgarnvej and Mr. Sek Wannamethee, and two non-executive directors, namely Mr. Suphachai Chearavanont and Mr. Adirek Sripratak, totaling four members. In the meetings held in 2025, all members attended two meetings in full.

In 2025, the Committee performed its duties as assigned by the Board of Directors on a regular basis. The key matters of its performance can be summarized as follows:

1. Nomination and Review of the Board of Directors Structure

- Considered and reviewed the structure and composition of the Board of Directors to ensure appropriateness with the organization’s strategic direction and the changing business context, with emphasis on good corporate governance principles and diversity of skills, experience, and perspectives to support strategic decision-making and effective checks and balances.
- Approved the criteria for nominating individuals to be proposed as directors of the Company by considering the Board structure and the skills required of directors (Board Skills Matrix), which are categorized into 6 main areas: (1) business and strategy; (2) corporate governance; (3) law and regulatory compliance; (4) finance and economics; (5) technology and cybersecurity; and (6) human resources and organization, in order to ensure that the Board of Directors is well prepared to oversee the organization comprehensively in all dimensions.

2. Remuneration of the Board of Directors and Sub-Committee Members

- Considered the determination of remuneration rates for the Board of Directors and sub-committee members, with emphasis on appropriateness and alignment with the business context and the Company’s value. A comparison of remuneration rates was conducted with companies in the agro-industrial and food business sector, as well as companies with comparable revenue levels, based on information compiled by the Thai Institute of Directors Association, to ensure that the remuneration is at an appropriate level and able to support directors in performing their duties effectively.

3. Performance Evaluation of the Board of Directors

- Conducted the performance evaluation of the Board of Directors covering three key areas:
 - the appropriateness of the Board structure and qualifications in relation to corporate governance;
 - the performance of duties and responsibilities of the Board in considering significant matters and monitoring operational performance; and
 - the relationship and collaboration between the Board and management, which facilitates constructive and independent exchange of views. The results of the evaluation are used as information to support the continuous improvement of the Board’s performance.

4. Support for Knowledge Development of the Board of Directors

Training on the topic “Boardroom Stewardship: Governing for Sustainability and Climate Resilience” was organized, delivered by speakers from the Thai Institute of Directors Association (IOD), under the knowledge development plan established by the Committee. Approximately 54 participants attended the training, including directors of the Company, directors of subsidiaries, and senior executives. The Committee has supported the continued organization of such training, with topics adjusted to align with the business context and evolving circumstances at each period, and has also promoted the participation of executives of overseas subsidiaries in the training.

On behalf of the Remuneration and Nominating Committee

Vinai Vittavasgarvej

(Mr. Vinai Vittavasgarvej)

Chairman of the Remuneration and Nominating Committee

February 18, 2026