No: IDR 18/2026

Date: 13 August 2026

Re: Notification of the Resolutions of the Board of Directors' Meeting No. 6/2026
CP ALL Public Company Limited

To: The President
The Stock Exchange of Thailand

CP ALL Public Company Limited ("the Company") would like to inform that the Board of Directors' Meeting No. 6/2026, held on 13 August 2026 at 2:00 p.m. – 5:00 p.m. via electronic media, had the significant resolutions as follows:

1. Approval of the interim financial statements for the quarter ended 30 June 2026.
2. Approval of the Employee Joint Investment Program (EJIP) No. 5, as detailed in the attachment.

Please be informed accordingly.
Sincerely yours,

Mr. Supot Shitgasornpongse
Company Secretary
Authorized person to disclose information

Attachment

CP ALL Public Company Limited

Employee Joint Investment Program – EJIP No. 5

CP ALL Public Company Limited ("the Company") and its subsidiaries have a policy to allow employees to participate in the ownership of the Company and to promote loyalty to the Company. Accordingly, the Company has established the Employee Joint Investment Program ("EJIP") with the following rules and guidelines.

1. Scope

This program shall apply to CP ALL Public Company Limited and its subsidiaries as specified.

2. Objectives

2.1 To serve as one form of employee compensation.

2.2 To promote employees' sense of participation in the ownership of the Company.

2.3 To motivate employees to continue working with the Company and its subsidiaries over the long term.

2.4 To enable employees to accumulate investments in the Company's shares through periodic purchases on a voluntary basis under the cost-averaging approach.

3. Program Period

The program shall commence on 1 October 2026 and end on 30 September 2029, for a total period of 3 years.

4. Eligibility of Participating Employees

4.1 Employees at the level of Assistant Section Manager or equivalent and above may participate in the program on a voluntary basis. Directors of the Company and advisors are not eligible to participate.

4.2 Employees must have a length of employment of not less than 3 years as of the commencement date of contributions to the program.

4.3 Employees who have a length of employment of less than 3 years and subsequently complete 3 years of employment shall be eligible to apply for participation in the program during the enrollment periods specified by the Company.

4.4 Employees who are promoted to supervisory or management positions shall be eligible to apply for participation, provided that their total length of employment is not less than 3 years.

5. Program Arrangements

5.1 The Company and its subsidiaries shall deduct from the salary of employees who are eligible and voluntarily participate in the program at the rate of 5 percent of their monthly salary until the end of the program for accumulation in the fund.

5.2 The Company and its subsidiaries shall make an additional contribution to the fund at the rate of 80 percent of the amount deducted from employees each month.

5.3 Securities companies appointed by the Company to execute the program shall use the employees' contributions together with the contributions from the Company and its subsidiaries to purchase CPALL shares on the Stock Exchange of Thailand within the specified date of each month.

6. Benefits Associated with the Shares

6.1 Dividends shall belong directly to the employees.

6.2 Benefits arising from share price shall belong to the employees upon sale of the shares.

6.3 Employees may exercise other rights attached to the shares held, such as rights to subscribe for newly issued shares, warrants, and rights to attend shareholders' meetings.

7. Related Taxes

7.1 Contributions made by the Company and its subsidiaries for employees shall be calculated based on the amount before deduction of employees' income tax and contributed to the fund for the purchase of shares.

7.2 Employees shall be subject to income tax on the contributions made by the Company and its subsidiaries, and the Company and its subsidiaries shall withhold such income tax at source from employees on a monthly basis.

8. Method of Selling Shares under the Program

8.1 Employees shall not be entitled to sell shares until the end of the program, except in the cases of termination of employment, death, withdrawal from the program, or retirement.

8.2 The Company shall permit employees participating in the program to sell shares before the end of the program once the program has reached half of its term (1 year and 6 months), provided that no more than half of the shares held may be sold.

8.3 Employees who withdraw from the program shall not be entitled to receive contributions from the Company and its subsidiaries for the remaining period of the program and shall also not be entitled to apply for participation in the next program cycle (if any) for 1 cycle.

9. Determination and Amendment of Program Conditions

The Board of Directors has delegated authority to the Executive Committee to determine and amend the conditions of the program as appropriate, including the following matters:

9.1 Determination of the list of subsidiaries participating in the program.

9.2 Amendment, modification, or addition of the program guidelines.

9.3 Early termination of the program.