



Charoen Pokphand Foods Public Company Limited  
Annual Review 2025

# Kitchen of the World

*Sustainovation Behind Every Bite*





**With our profound gratitude for  
Her Majesty's immeasurable  
royal grace, which will be  
remembered forever in our heart.**

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Executives and Employees of

**Charoen Pokphand Foods Public Company Limited**



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**Definition**  
 “The Company” in this Annual Review refers to Charoen Pokphand Foods Public Company Limited (“CPF”) and its subsidiaries



“We craft every bite with our customers in mind - supporting personal health while protecting the planet, and helping build a resilient, sustainable community.”





Protecting Our  
**C**limate

**Driving climate action through innovative solutions**

that create lasting positive impacts across the entire value chain.



Improving  
Quality of Life for  
**P**eople

**Elevating lives by fostering inclusive growth**

for employees, farmers, communities, and the global population.



Creating  
Prosperous  
**F**ood

**Ensuring food security through safe and healthy food innovations**

that prioritize sustainable well-being for consumers.



# Message from Executives



The Company  
commits to achieving  
**Net-Zero greenhouse  
gas emissions**  
across the entire value  
chain by 2050



Charoen Pokphand Foods Public Company Limited and its subsidiaries conducted business under the vision “Kitchen of the World” with a commitment to creating sustainable food security for the World through developing high-quality, safe, and nutritious products that satisfy consumer preferences and are accessible in all circumstances. Additionally, the Company expanded its distribution network to various regions worldwide and developed products tailored to the environments and cultures of individual countries, thereby contributing to reducing inequalities in access to quality food.



Guided by the Sufficiency Economy Philosophy of His Majesty King Rama IX, and Charoen Pokphand Group's "Three Benefits" principle-prioritizing the Country, the People, and the Company Charoen Pokphand Foods Public Company Limited (CPF) and its subsidiaries are committed to ensuring **Food Security**. Through sustainable innovation, the Company strives to become a leading global food company under our vision to be the "**Kitchen of the World.**" The Company is dedicated to creating products that nourish both physical and mental well-being, balancing economic growth with environmental restoration and shared value for society and farmers all built upon a solid foundation of good corporate governance and comprehensive respect for human rights.

The Company operates an integrated agro-industrial and food businesses across 17 countries and distributing products to over 50 countries worldwide, the Company places the utmost importance on nutrition and food safety. The Company is committed to continuously developing products that meet the preferences of consumers in each locality while maintaining cost efficiency to ensure that our products remain accessible and provide good value for consumers.

Throughout 2025, the global landscape continued to face multiple challenges, including weakened purchasing power amid economic slowdown, geopolitical conflicts, intensifying climate change and shifting seasonal patterns, uncertainty surrounding U.S. tax policies and trade measures, as well as outbreaks of animal diseases in several countries. With a strong foundation built upon innovation and strategic risk management, the Company remained resilient in the face of these challenges in 2025.



**Mr. Soopakij Chearavanont**  
Chairman

The Company reported total sales revenue of THB **571,135** million, representing an increase 3% compared with 2024 in local currency terms.

(However, when translated into Thai Baht, total sales revenue decreased by 2% due to the impact of foreign exchange translation resulting from the appreciation of Thai Baht against local currencies.)

The Company recorded total assets of THB 861,796 million, income tax paid of THB 9,175 million, and net profit of THB 25,197 million. The Board of Directors has approved to propose to the Annual General Meeting of Shareholders for the year 2026 the annual dividend payment of THB 1.25 per share.

Amid ongoing changes, challenges, and competition, the Company has undertaken business restructuring and optimized asset utilization to align with the evolving environment. At the same time, the Company has continued to cultivate a culture of innovation and drive digital transformation across the organization, with the objective of strengthening the Company's competitive capabilities.

The Company is committed to creating sustainable value in collaboration with society across all stakeholders. The Company places great importance on the protection of human rights, the conservation and responsible management of water resources, and the preservation of biodiversity throughout the supply chain. In addition, the Company is committed to becoming a low-carbon organization, taking concrete actions to address climate change. The Company is confident in the ability to achieve the **target of Net-Zero greenhouse gas emissions by 2050 as pledged.**

Finally, on behalf of the Board of Directors, executives, and all employees, we would like to express our sincere appreciation to our shareholders, business partners, customers, and all stakeholders for their continued trust and unwavering support. The Company remains steadfast in conducting its business in accordance with its vision of being the "**Kitchen of the World,**" striving to strengthen sustainable food security and to grow alongside with society and the environment in a sustainable manner.



**Mr. Prasit Boondoungprasert**  
Chief Executive Officer



# Our Purpose

## Vision



# Kitchen of the World

## Commitment

To ensure food security for consumers around the world

## Mission

The Company operates **integrated agro-industrial and food businesses** to offer top-quality products in terms of nutrition, taste, food safety, and traceability. The Company emphasizes the creation of a **world-class, modernized production process**, as well as efficient and **eco-friendly** consumption of natural resources, in order to enhance its competencies and competitive edge on an international level. The Company takes into account the interests of all stakeholders to ensure **sustainable growth** while continuously generate appropriate returns to shareholders.



Ranked among the top 500 leading companies in the Asia-Pacific region - Time Asia-Pacific's Best Company 2025



Ranked in the Top 10% of the S&P Global Corporate Sustainability Assessment 2025 for Emerging Markets. in the Food Products Industry Group



Received ESG Rating B in the Food Products sector



Rated AAA in the SET ESG Ratings for the Agribusiness and Food Industry category by the Stock Exchange of Thailand



Listed in the Dow Jones Sustainability Indices for Emerging Markets in Food Products Industry Group for the 11<sup>th</sup> consecutive year



Listed as a member of the Thai Private Sector Collective Action Against Corruption (CAC) and awarded the CAC Change Agent Award 2025



## Kitchen of the World

Strategic Goal: The success of customers is the success of CPF

Innovation and technology drive the strategy

### Product / Channel Strategy



Offer quality products at a great value



Strengthen strategic partnerships



Develop partnership

### Operational Strategy



Reduce cost through efficiency improvement



Pursue operational excellence



Move toward a digital organization

### Foundation Strategy



Develop people to be both good and capable



Be a responsible corporate citizen

Corporate Governance and comprehensive respect for Human Rights



Three Benefits to Sustainability (for the Country, People and the Company)



Adapt to Change



Speed and Quality



Simplification



Integrity, Honesty and Reciprocity



Innovativeness



Scored  
B for CDP Climate Change 2025,  
B for CDP Forests 2025, and  
B for CDP Water Security 2025.



FTSE4Good

Listed as a member of the FTSE4Good Index Series for the 8<sup>th</sup> consecutive year.



Recognized with an “Excellent” level corporate governance rating by the Thai Institute of Directors Association (IOD)

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# Company at a Glance

CPF operates an integrated agro-industrial and food business, focus on delivering high quality products while maintaining environment and social responsibility.

## Major Shareholder

Charoen Pokphand Group Ltd.

(As of March 13, 2026)

**49.51%**

## Market Cap

(As of December 31, 2025)

**183,272** million Baht

## Tax Paid Year 2025

**9,175** million Baht

## Employees and Workers

**133,409** people

## Production Bases in **17** countries

Thailand, Vietnam, China (including Taiwan), Russia, the United States, the Philippines, Cambodia, the United Kingdom, Malaysia, India, Türkiye, Laos, Belgium, and Sri Lanka, along with joint ventures in Canada, Poland, and Brazil.

### Distribute in

**5** continents

### Across

**>50** countries

### Cater to

**> 4,000** million people



## Recognized Food Brands



## Financial Highlights 2025



### Dividend 2025

**41%** The Company has a policy to pay dividends not be less than 30% of net income

### Debenture

**30** outstanding series listed on Thai bond market

## Non-Financial Highlights

### Climate

#### Operating Results for 2025

**25%** Reduced Scope 1 and Scope 2 greenhouse gas emissions per unit of production compared with the 2015 base year

**35%** Share of renewable energy consumption

Scope 1 and Scope 2 greenhouse gas emissions  
Cover production-based operations in Thailand.

### Biodiversity and Ecosystems

**43%** Key raw materials sourced from deforestation-free areas

Target 100% of key raw materials sourced from deforestation-free areas. Covering Thailand, Vietnam, the Philippines, Cambodia, Malaysia, India, and Laos.

### Communities

**71%** of raw material sourced locally

Cover all production-based operations

### Diversity, Equity, and Inclusion

**45%** of employees and workers are women

Cover all production-based operations

# CPF Operation Structure

## % of Sales Revenue Contribution in 2025

As of 31 December 2025



**38%**

**Thailand Operations**

33% Domestic

5% Export



**62%**

**International Operations**

18% Vietnam

8% China

36%

- Republic of China (Taiwan)
- Russia
- the United States
- the Philippines
- Cambodia
- United Kingdom
- Malaysia
- India
- Türkiye
- Laos
- Belgium
- Sri Lanka

**Associates and Joint Ventures \***

Percent of shareholding represent both direct and indirect holding

|                       |          |                           |          |
|-----------------------|----------|---------------------------|----------|
| CP-Meiji              | (59.99%) | CPF Poland                | (49.45%) |
| HyLife Group Holdings | (50.10%) | Camanor Produtos Marinhos | (40.00%) |
| Ross Breeders Siam    | (49.99%) | CP ALL                    | (34.77%) |
| Arbor Acres Thailand  | (49.98%) | CP AXTRA                  | (8.85%)  |
| SuperDrob             | (49.45%) | Chia Tai Investment       | (35.00%) |

Note : \* Presenting only major associates and joint ventures



# CPF Worldwide

## The Company's manufacturing bases worldwide

As of 31 December 2025

|   | Feed Business   | Farm and Processing Business  |  |   | Food Business   |
|---|---|---|--|---|---|
|   |  |  Swine |  Poultry |  Aquaculture |  |
| <b>Asia</b>   |   |   |  |   |   |
|  Thailand            | ●   | ●   | ●  | ●   | ●   |
|  China               | ●*  | ●*  | ●  | ●   | ●   |
| Republic of China (Taiwan)  | ●   | ●   | ●  |   | ●   |
|  Vietnam             | ●   | ●   | ●  | ●   | ●   |
|  India               | ●   |   | ●  | ●   | ●   |
|  Cambodia           | ●   | ●   | ●  |   | ●   |
|  the Philippines   | ●   | ●   | ●  | ●   | ●   |
|  Malaysia          | ●   | ●   | ●  | ●   | ●   |
|  Laos              | ●   | ●   | ●  |   | ●   |
|  Sri Lanka         |   |   |  | ●   | ●   |
| <b>Europe</b>   |   |   |  |   |   |
|  United Kingdom    |   |   |  |   | ●   |
|  Russia            | ●   | ●   | ●  |   | ●   |
|  Türkiye           | ●   |   | ●  |   |   |
|  Belgium           |   |   |  |   | ●   |
|  Poland*           | ●   |   | ●  |   | ●   |
| <b>North America</b>  |   |   |  |   |   |
|  the United States |   |   |  | ●   | ●   |
|  Canada*           | ●   | ●   |  |   |   |
| <b>South America</b>  |   |   |  |   |   |
|  Brazil*           |   |   |  | ●   |   |

Note : \* Business of associates and joint ventures (Businesses in which the Company has made investments and jointly participates with partners in business decision-making.)



# Major Changes and Development

## Point of Origin

## International Business Expansion

1978

Established “Charoen Pokphand Feedmill Company Limited” to produce and sell animal feed in the South of Thailand.

1987

Listed ordinary shares as securities on the Stock Exchange of Thailand under the ticker “CPF”



1994

Converted into a **public company** on March 27, 1994

1999

Invested in nine affiliated companies operating in the agro-industrial and food business within the Charoen Pokphand Group. This acquisition has enabled the Company to expand its livestock business and aquaculture business to achieve nationwide coverage.

Changed the name to “**Charoen Pokphand Foods Public Company Limited**” and announced the vision “**Kitchen of the World**”.



### International Expansion under the “Kitchen of the World” Vision

Expanded its operations from Thailand to overseas markets to promote and enhance, modernized farming and efficient agro-industrial system. The Company leveraged extensive experience and expertise as a blueprint for business development in all investment destinations.



#### International Investment

- 1992 ..... India
- 1998 ..... Vietnam
- 2002 ..... The United Kingdom, China, and Belgium
- 2004 ..... Türkiye
- 2005 ..... Malaysia
- 2006 ..... Russia and Laos
- 2007 ..... The Philippines
- 2009 ..... Republic of China (Taiwan)
- 2011 ..... Cambodia
- 2016 ..... The United States of America and Sri Lanka
- 2017 ..... Poland
- 2018 ..... Brazil
- 2019 ..... Canada

## Expansion into the Food Business

2005

Acquired of Five Star Business as a distribution channel for food business expansion.



2006

Commenced of production and distribution of CP-Brand Ready-to-eat products in Thailand and overseas markets.



2010

CPF reclassified its business category on the Stock Exchange of Thailand from Agribusiness sector to “Food & Beverage” sector.

## Major Developments in Recent Years

2020

Invested in a swine farming business in China to expand its operations into a fully integrated swine business in China.

Acquired a 20% equity interest in Tesco Asia, which operates a retail business. The investment was subsequently transferred to Siam Makro Public Company Limited in 2021.

2022

Delisted ordinary shares of C.P. Pokphand Co., Ltd. “CPP” from the Hong Kong Stock Exchange.

2025



April

Acquired, through its subsidiary, a 23.8% equity interest in C.P. Pokphand Co., Ltd. (“CPP”), representing 23.8% of CPP’s total issued and paid-up shares, for a total consideration of USD 1.1 billion. As a result, the Company’s shareholding in CPP increased from 76.2% to 100%.

October

Strategic Joint Investment with NH Foods Ltd. to co-develop and manufacture processed pork products for distribution in Thailand and across the Asian region.





# Business at a Glance

The Company operates a vertically integrated agro-industrial and food business in animal proteins, with main animals namely swine, broiler, shrimp, and layers. The process starts from animal feed production, commercial animal breeding, farm operation, primary processing, manufacturing of food and ready-to-eat products, meat and food products distribution as well as restaurants. The businesses are categorized into 3 product categories.

## Raw Material

## Feed Business

## Farm and Processing Business

### Main raw material



Corn



Soybean meal



Wheat



Cassava



### Production and distribution of animal feed as well as pet snacks.

The Company is committed to develop innovation in feed production processes as well as pet snacks, while prioritizing environmental conservation and surrounding communities. In addition, raw material are primarily sourced locally to support local agricultural production with traceability system of raw materials.



### Animal breeding, commercial farming, and primary processing as well as distribution of fresh meat.

The Company leverages modern technology and extensive field experience to foster competitive and environmentally friendly practices. Throughout the entire farm process well-being of animals are prioritized based on international animal welfare principles, to produce the high-quality and safety products that meet international standards.



Food Business

Distribution Channels



Produces and distributes a variety of processed meat products, including semi cooked, cooked or ready-to-eat, as well as restaurants business.

The Company's value added food products offers high nutritional value with affordable price. The Company also prioritizes modern and eco-friendly production innovations and maintain a comprehensive traceability system throughout the entire production process.

The Company distributes products through various channels, including our own channels such as Five Stars outlet, Chester's restaurants and Food World food court.

Main Distribution Channels



Traditional market



Modern trade

Such as cash and carry wholesaler, hypermarkets, supermarkets, mini supermarkets and convenience stores



Food service business



e-commerce



# Nature of Business

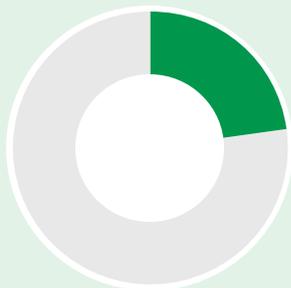


## Feed Business

Revenues from Feed

Business in 2025

**131,058**  
million Baht



Represents

**23%** of the total  
sales revenue.

The Company operates feed business in 11 countries worldwide, including Thailand, Vietnam, China, the Republic of China (Taiwan), Türkiye, India, Malaysia, the Philippines, Cambodia, Laos, Russia and Canada.

Quality food products begin with high-quality animal feed. The Company places importance on continuous research and development of innovations in nutrition and production processes to formulate feed that meets the needs of each animal species and life stage. This supports strong animal health, improves growth, and enhances feed conversion efficiency. All production processes follow international standards and integrate advanced technologies including automation, robotics, and digital management to control quality, reduce costs, and strengthen long-term competitiveness. The main products in the feed business are broiler feed, swine feed, and shrimp feed both available in concentration, pallet, and powder form. Feed production are distributed within the country of production.

In addition, the Company manufactures and distributes pet snacks under the main brand of Jerhigh and Jinny produced from the Company's byproducts transforming waste to value. Chicken byproducts are used as raw material of pet snacks with product standards equivalent to those for human consumption.



## Factory Location and Design

The Company places great emphasis on strategic factory planning and site selection within agro-industrial zones, prioritizing environmental factors and infrastructure availability. Factories are located in elevated areas with sufficient water sources, ensuring they are distanced from communities and livestock farms to uphold occupational health and safety standards while minimizing contamination risks. Factory design follows the **Green Factory** and **Smart Factory** concepts, addressing potential environmental impacts through measures such as wet scrubber air treatment for boiler emissions, ozone systems for odor control, and cyclone dust collection systems. Additionally, the Company is actively reducing coal dependency in production. To enhance efficiency, artificial intelligence (AI) and full automation are integrated into operations, including AI Vision technology for comprehensive quality control at every stage of production. This approach not only improves precision and efficiency but also reduces manual labor in high-risk areas, ensuring a safer and more effective manufacturing process.

## Feed Formulations

The Company uses feed formulation that meet the nutritional needs of each type of animal at different life stages ensuring they receive adequate nutrients for growth, additionally, probiotics are used in animal feed to promote digestive health and strengthen the animals, resulting in healthier animals, thereby reduce the need for medication.

## Raw Material Selection

The main raw materials used in animal feed production consist of corn, soybean meal, fish meal, rice bran, and other vitamin and mineral components. All raw materials meet certified quality standards. The Company **prioritizes sourcing raw materials from domestic producers to support the local farmers**. It is also committed to the responsible procurement of key agricultural raw materials, with traceability to the source of cultivation.



## Production and Quality Control

The Company employs automated production systems and digital technologies integrated with robotics in its manufacturing processes, operating under internationally certified standards accredited by independent external agencies. These measures are implemented to enhance employee safety and reduce the risk of contamination during production. In addition, all livestock feed products in Thailand are certified for carbon footprint labels, reflecting the Company's commitment to reducing carbon emissions throughout the value chain.

## Sales and After-sales Service

The Company recognizes that the success of farmers is fundamental to the sustainability of the animal feed business. Therefore, the Company provides technical support through expert teams who advise on the proper use of animal feed, along with guidance on animal farming, farm management, health monitoring, and the application of technology in farming processes. In addition, the Company offers personnel recruitment and development services for customers to strengthen their business capabilities. The Company distributes animal feed both directly and through agents, adhering to responsible marketing principles, while expanding online channels to facilitate access for farmers in remote areas.

## 6 Key Success Factors of Feed Business

- 1  Nutrient-rich, high-quality raw materials
- 2  Suitable formulation with adequate nutrition for animals of different species and ages
- 3  Modern production process with environmental and social responsibility
- 4  High quality products with traceability
- 5  Production efficiency for competitive costs
- 6  Sharing of advance know-how and knowledge base with farmers

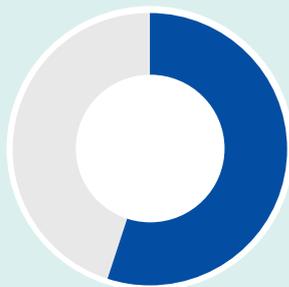




## Farm and Processing Business

Revenues from Farm and Processing Business in 2025

**308,851**  
million Baht



Represents **54%** of the total sales revenue.

The Company operates farm and processing business in 15 countries, including Thailand, Vietnam, Russia, Cambodia, the Philippines, the Republic of China (Taiwan), China, Malaysia, the United States, Laos, India, Türkiye, Sri Lanka and joint ventures in Canada, Brazil and Poland.

The Company's farm and processing business is comprised of commercial animal breeding, farming, primary processing operations. The Company selects and develops breeds in response to customer needs in each area. Advanced technologies and digital systems have been implemented throughout the process with the consideration of animal well-being in accordance with international standards of animal welfare to ensure high quality and safe products. The main products include animal breeds, live animals, primary processed meats (meat parts), and chicken eggs. The main types of animals are swine, broiler, layer, duck, and shrimp.



## Location and Farm Design

The Company considers its impact on communities and the environment by selecting suitable locations with adequate infrastructure and **operating under biosecurity measures** to minimize disease risks. The farm is designed based on the Smart Farm concept, integrating digital technologies and automation to enhance environmental control, feeding, and animal health monitoring with animal welfare principles and are continuously developed into green farms that are environmentally friendly. The Company also manages resources efficiently through waste management systems, wastewater treatment, and the conversion of farm waste into biomass and biogas, which are utilized as renewable energy sources for on-site electricity generation.

## Breed Development

For breeding, the Company selects and imports great-grandparent lines for swine and grandparent lines for broiler and layer chickens from the United States, Europe, and Australia to **develop breeds suited to the environment and market demands of each country**. For shrimp, the Company develops its own specialized breeding lines using genetics and biotechnology to produce strong, disease-resistant, high-yielding shrimp that can adapt to different farming conditions, and meet market demands and evolving consumer preferences.

## Animal Farming

The Company develops animal farming systems using advanced technology **under the “5 Freedoms principle” to ensure animal welfare**, without the use of growth hormones, allowing animals to exhibit natural behaviors. **The smart farming system integrates various technologies** to enhance efficiency, reduce human-animal contact, and minimize disease risks. Additionally, the Space Safety Standard project has been implemented in the broiler business in Thailand to ensure food safety at the highest levels according to NASA standards. The Company also promotes livestock farming under the contract farming system, which supports farmers in maintaining high farming standards while providing assistance in technology, animal feed, and expert guidance to ensure sustainable agricultural industry.

## Primary Processing

The Company processes meat products based on animal welfare principles, covering both transportation and processing by ensuring appropriate transport distances between farms and processing facilities, and implementing measures to reduce animal stress before entering the production process. Each country’s operations seek certification from independent regulator, adhering to both the Company’s and customer’s requirements, as well as the laws of that country to ensure that the production process is safe and meets international standards.

## Packaging

The Company emphasizes packaging design that addresses functionality, enhances consumer experience through thoughtful design, and ensures food quality, cleanliness, and safety. It also focuses on packaging development for the farming business, emphasizing sustainability and efficiency.

## Sales and Distribution Channels

Breeds as well as live animals are mostly distributed at the farm. Meat parts, chicken eggs, and byproducts from farming are distributed through dealers, traditional markets, and modern wholesale and retail channels (Modern Trade). The farm business is growing in line with an increasing demand due to the growing population and more convenient access to quality meat at affordable prices.

## 7 Key Success Factors

of the Farm and Processing Business

- 1  Strong breeds
- 2  High quality feeds
- 3  Proper facilities and equipment
- 4  Good farm management
- 5  Safe production procedures certified by international standards
- 6  Efficient logistic system
- 7  Biosecurity system throughout supply chain





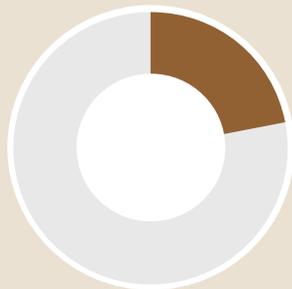
## Food Business

Revenues from

Food Business in 2025

# 131,226

million Baht



Represents

## 23%

 of the total sales revenue.

The Company operates food manufacturing facilities in 15 countries, including Thailand, the United States, China, England, Vietnam, the Republic of China (Taiwan), the Philippines, Malaysia, Russia, Cambodia, India, Laos, Türkiye, Belgium, Sri Lanka and has joint ventures in Poland.

The Company's focus is on developing nutritious food products with flavors that cater to consumer preferences, while ensuring safety throughout the entire supply chain. The Company set competitive pricing and offer a diverse range of products tailored to meet regional consumer demands through various sales channels, both direct and indirect, thereby enhancing global food security.

The Company add value to meat products by developing processed foods and ready-to-eat meals, utilizing technology that meets international standards. The production system ensures traceability at every stage to ensure quality and food safety. Furthermore, the Company have developed a transportation system that complies with occupational health standards and provides transparent and accurate labeling and packaging. The food business encompasses processed food products, ready-to-eat meals, and restaurant operations. The Company also export food products through our branch distribution networks, authorized distributors, and importers in several countries, alongside engaging in international trade.

## Raw Materials

The Company's food products primarily utilize meat sourced from its own farms as the main raw materials, as well as produce from its contract farms. Other food ingredients, as a component of food product must also meet the Company's standard with traceable sources. In addition, the Company operates a global trading business by leveraging its strong sales network to source high-quality products from across the globe for distribution to various international markets. Procurement is conducted in accordance with a fair and traceable procurement policy.

## Production

The Company's production processes adhere to stringent **quality and safety** measures throughout the value chain; prioritize research and innovation to enhance efficiency and ensure the delivery of quality, safe food products. **Automation and robotics technology** are integrated to improve production efficiency and precision. Furthermore, the Company has established **CPF Food Research and Development Center** in Thailand, serving as a hub for advancing the food industry through innovative research and development, thereby catering to consumer demands and adapting to dynamic market trends.

## Packaging

The Company selects packaging that protect food safety while preserving nutritional value, and extend its shelf life to prevent food waste and loss. The Company prioritizes sourcing eco-friendly packaging and utilizes product labeling, including the Guideline Daily Amount (GDA), to support healthy consumption habits.

## Distribution Channels

The Company has diversified sales channels to enhance consumer access to food, which include traditional markets such as fresh markets, modern wholesale and retail channels (Modern Trade) including convenience stores, supermarkets, and hypermarkets, as well as food service channels such as hotels, restaurants, food courts, and catering enterprises. Products are also distributed through the Company's own channels, including Five Star outlets, ready-to-eat pork outlets under the Hi Pork brand, as well as Chester's restaurants, Iron Pan restaurants, Hainanese chicken rice outlets, Great Harbour buffet restaurants, Chickita quick-service restaurants, and other trading partners.

## Key Brands in the Food and Restaurant Business

The Company is committed to developing its food and restaurant brands to serve the diverse needs of consumers worldwide, while upholding international standards of quality, hygiene, and safety as the core principles behind every product.

### Global brands



### Regional brands

#### Europe



#### U.S.A.



#### Australia



### Thailand brands



### Retail outlets brands



We are dedicated to delivering safe, high-quality products to ensure satisfaction for consumer Worldwide.



Chicken and Duck Products



Pork Products





### Aquaculture Products



### Egg Products



Note : \* Image of the products presented are samples of the Company's products manufactured and distributed.





Ready-to-Eat Products



Soup, Sauces & Medical Food Products



Note : \* Image of the products presented are samples of the Company's products manufactured and distributed.



# Innovation from the Heart to the Plate

Innovation is a key driver in maintaining and strengthening the Company's leadership. The Company therefore strives to advance its business through continuous and comprehensive research and development, applying technology to create consumer-centric products. The focus remains on enhancing productivity and safeguarding employee health, while maintaining cost efficiency and environmental stewardship to support sustainable business growth.



## Food Innovation



### Innovative Soya

The soybean protein innovation is plant-based meat production that features the restructuring of soybean protein molecules into fiber meat-like texture. This innovation addresses the previous limitations of conventional textured vegetable protein, particularly its dry texture, and sustainably reduces undesirable odors often found in plant-based proteins. It also enhances flavor while maintaining high nutritional value and low cholesterol. This innovation received an award from the **National Research Council of Thailand (NRCT)** and has been registered as a petty patent. It represents the successful development of the "PLANT-TEC" technology.



### Brainer The brain drink

Brainer is a functional beverage innovation developed by the team in Poland, introducing a revolutionary concept of "The Brain Drink," which focuses on enhancing cognitive performance rather than stimulating the body like typical energy drinks. Its key feature is a stimulant-free formula containing no caffeine, taurine, or sugar to avoid heart palpitations and post-stimulation fatigue. Instead, it utilizes an innovative combination of nootropic ingredients such as Acetyl-L-Carnitine, L-Carnosine, and L-Glutamine, together with B-vitamins, to help improve concentration, support memory, and enhance the brain's information-processing speed in a sustainable manner. Studies indicate that it delivers optimal effectiveness when consumed continuously for 10 days. This innovation aligns with the 2026 lifestyle of working individuals who require strong cognitive and concentration skills. The beverage has completed clinical testing in humans and is available in leading retail chains such as Carrefour and Żabka across Europe.

### Chicken Nanban

The Japanese style fried chicken innovation served with tartar sauce and special **Cup Deli** packaging for convenience store customers in Japan. This innovation elevates the ready-to-eat food experience through a **patented production technology** that can preserve the "crispiness" of fried chicken after being chilled and extend its shelf life, which is a key advantage over competitors in the market. Furthermore, the excellence of this innovation also lies in its business design for operational efficiency, as it can be produced using the existing production line without investment in new machinery, helping reduce costs and enhance competitiveness.





## Production Process Innovation

### Waste No More “กากตะกอนดีสู่เกษตรกร”



### The Waste No More Project of the swine business in Thailand

The Company implements the Waste No More Project, an innovation in waste management from swine farm production processes, applying the Waste to Value concept to systematically manage resources. The project aims to enhance resource efficiency, reduce waste volume, and create added value throughout the production chain while minimizing environmental impacts and generating shared value with communities. The project covers waste generated from swine farming, including leftover swine feed, wastewater, and swine manure, by adopting

appropriate technologies and processing methods. For example, leftover swine feed is processed through a heating procedure to produce alkaline ash that can be used for disinfection. Water from farming activities is collected in large fermentation ponds to produce biogas, which is used to generate electricity and support farm operations, and can also be further developed into household cooking gas for distribution to communities surrounding the farms. In addition, sludge from treated swine manure can be used as a raw material for producing biofertilizer. The project helps reduce external energy consumption, lower operating costs and household expenses, and create additional income for farmers and nearby communities.



### The Waste to Worth Project of the broiler and duck businesses in Thailand

Waste generated from broiler and duck farm production, which previously had no value and incurred management costs, has led the Company to develop waste management through four main approaches: 1. using eggshells to develop eco-friendly sanitary ware, 2. producing eggshell fertilizer for use in community agricultural areas, 3. developing biocement to address soil salinity and soil degradation, and 4. converting packaging waste into refuse derived fuel (RDF) to reduce landfill waste. This project benefits the local economy, enhances farmers' quality of life, reduces greenhouse gas emissions, and enables farms to manage waste in a valuable manner.

## Integrated Management Project to Reduce Antimicrobial-Resistant Bacteria throughout the Sustainable Swine Production Chain

The Company operates its business based on the principles of responsible and rational use of antibiotics. To ensure the high safety standard the Company developed the “Integrated Management Project to Reduce Antimicrobial-Resistant Bacteria Throughout the Sustainable Swine Production Chain”. This project reduces antimicrobial-resistant contamination in swine farms and the environment, to swine production safety. through five key steps: developing rational drug-use guidelines, implementing preventive swine health management, monitoring antimicrobial susceptibility, developing antimicrobial-resistant gene detection in probiotic products and bacterial vaccines which is considered the world’s first innovation and monitoring contamination throughout the value chain.

This Commitment has resulted in significant cost saving alongside a continuous downward trend in antibiotic use in swine. This enables the Company to provide safe, premium quality pork while support sustainable health and wellness of customers.

### 5 Key Steps to Swine Production Safety

- 1 Developing the responsible and prudent use of antibiotics
- 2 Managing swine health based on antibiotic-use protocols
- 3 Developing antimicrobial susceptibility testing and antimicrobial resistance monitoring
- 4 Developing detection of antimicrobial resistance genes in probiotics and live bacterial vaccines
- 5 Monitoring contamination of antimicrobial-resistant bacteria throughout the value chain



## The Future of Veterinary Care: Smart Solutions for Swine Health

The digital innovation was developed to address the challenges faced by service veterinarians, who were required to search for information. The process was time consuming leading to diminishing overall operational efficiency. The critical issues were found in two key processes: **disease diagnosis and medication selection**. This led to the development of an integrated data-management innovation that connects data collection, analysis, and problem-solving to establish a new process that enables timely swine treatment through accurate recommendations and faster access to veterinarians by farm managers or livestock technicians. As a result, two applications were introduced: **Smart Diagnostic**, which supports accurate disease diagnosis, and **Smart Drug**, which assists in selecting appropriate medication for specific diseases.

**Smart Diagnostic**  
วินิจฉัยโรคได้ถูกต้อง

- 1 วินิจฉัยโรคได้ถูกต้อง 100%
- 2 ค้นหาโรค, ค้นหาอาการ, ค้นหาโรค
- 3 ฐานข้อมูล เชื้อโรคในสุกรกว่า 100 ชนิด สามารถระบุโรคได้แม่นยำและรวดเร็ว
- 4 ฟีเจอร์ **แจ้งเตือนโรค** แจ้งเตือนเกษตรกรล่วงหน้าก่อนการเกิดโรค
- 5 สามารถเชื่อมโยง **การสุ่มตรวจ** กับ **การวินิจฉัย** เพื่อการตัดสินใจที่แม่นยำ

**Smart Drug**  
เลือกยาให้เหมาะสมกับโรค

- 1 เลือกยาได้ถูกต้อง 100%
- 2 ค้นหาโรค, ค้นหายา, ค้นหาโรค
- 3 ฐานข้อมูล ข้อมูลยาที่ใช้ในสุกรกว่า 100 ชนิด สามารถระบุยาได้แม่นยำและรวดเร็ว
- 4 **ตรวจสอบความเข้ากันได้** กับยาอื่นที่ใช้อยู่แล้ว
- 5 สามารถเชื่อมโยง **การวินิจฉัย** กับ **การเลือกยา** เพื่อการตัดสินใจที่แม่นยำ
- 6 ฟีเจอร์ **แจ้งเตือนโรค** แจ้งเตือนเกษตรกรล่วงหน้าก่อนการเกิดโรค

## The Flow-Through Shrimp Counting System Project

The Flow-Through Shrimp Counting System is an innovation that utilizes image processing technology combined with water-flow distribution to achieve counting accuracy of over 95%. It can count at high speed, reaching 1,000-2,000 shrimp per second and handling up to 3.6 million shrimp per hour. The system conveys shrimp through flowing water to prevent overlapping, after which cameras detect and count them in real time. It can also separate them into left and right containers according to preset quantities. This system helps reduce errors associated with manual counting and lowers the shrimp shortage rate from 0.5% to only 0.14%. It represents a technological advancement that enhances the standard of 100% counted-shrimp delivery, with plans to further develop the system to support other shrimp species in the future.



## The Mobile Shrimp Harvesting Vehicle Project

The Mobile Shrimp Harvesting Vehicle is an innovation that transitions the aquaculture industry toward automation by replacing the shrimp harvesting process, previously dependent on 100% manual labor, with intelligent machinery. This innovation increases harvesting efficiency and reduces operational costs. In addition to improving economic efficiency, it also enhances biosecurity standards by reducing the risk of contamination during transportation. The system also has potential for future development into a pipeline-based shrimp transfer solution that preserves product quality and freshness accurately through to the destination.



## Sustainovation



### 100% rPET Egg Tray Project: A Sustainable Eco-Friendly Packaging Innovation

The Company drives innovation for sustainability through the “100% rPET Recycled Plastic Egg Tray Packaging” project, which serves as a model for Circular Economy-based management and significantly reduces environmental impacts. The initiative utilizes post-consumer recycled plastic (PCR) at a rate of up to 55%, together with the promotion of the “**Design for Recycling**” innovation by replacing traditional adhesive plastic stickers which are difficult to separate from plastic with internal paper inserts, helping reduce contamination and improve recycling

efficiency. The design has been refined to meet the needs from upstream to downstream within the plastic-waste management system, and all materials are certified as Food Grade, ensuring no impact on the quality of the eggs. In 2025, the project **reduced greenhouse gas emissions by 29% compared to using virgin plastic.**



# Performance Highlights 2025

For 2025, the Company reported a net profit attributable to the Company of

**THB 25,197** million,  
representing an increase of 29%  
compared with 2024.



The Company reported sales revenue of THB 571,135 million, reflecting a 2% decrease compared to the previous year, due to the appreciation of the Thai Baht. Excluding the mentioned impact, sales revenue would have increased by 3% from the previous year.

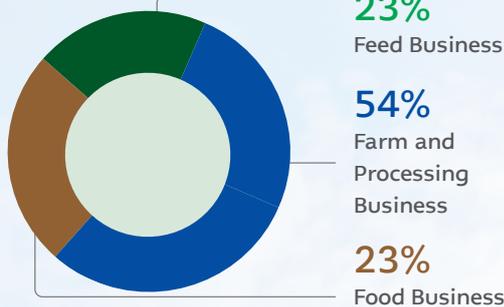
Gross profit was THB 96,665 million, an increase of 14% from the previous year (gross profit margin improved from 14.6% in 2024 to 16.9% in 2025) and net profit of THB 25,197 million, an increase of 29% from previous year driven by the following factors:

1. Improved production cost efficiency and a decline in global soybean meal prices compared to the previous year, driven by an oversupply from major producing countries (Brazil and the United States) amid China's slowing economy and weaker import demand.
2. Maintaining high standards of hygiene and safety in production, along with strict disease prevention measures, helped reduce loss risks and enhance production efficiency.
3. Swine prices in the region were higher on average compared to the previous year, particularly during the first half of 2025, due to a reduction in market supply.

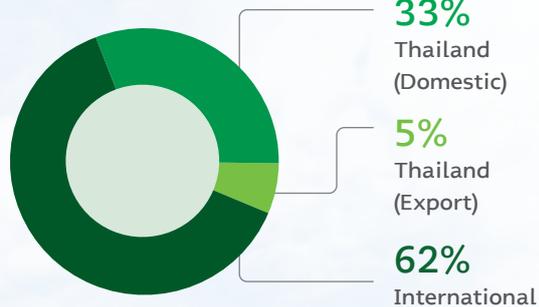
## Sales Revenue Breakdown



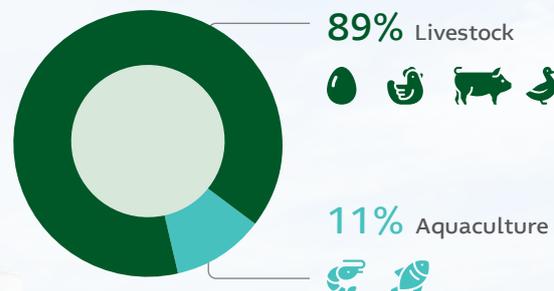
### Breakdown by Product

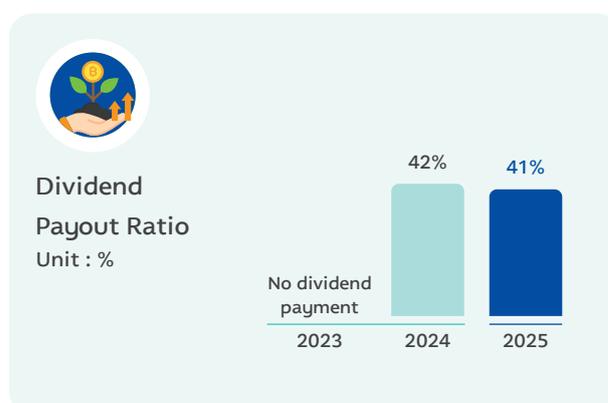
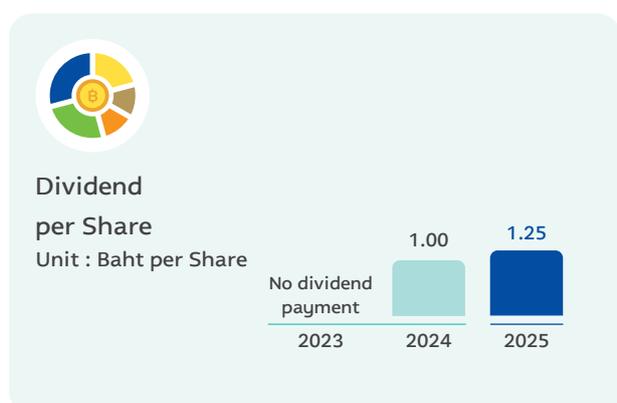
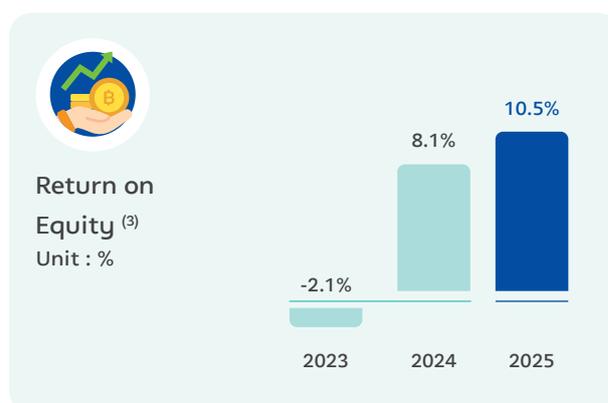
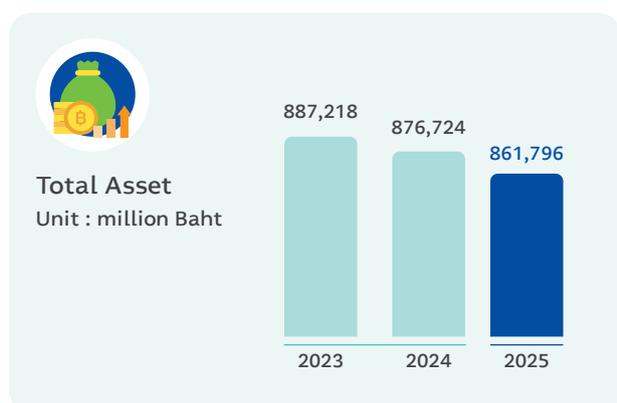
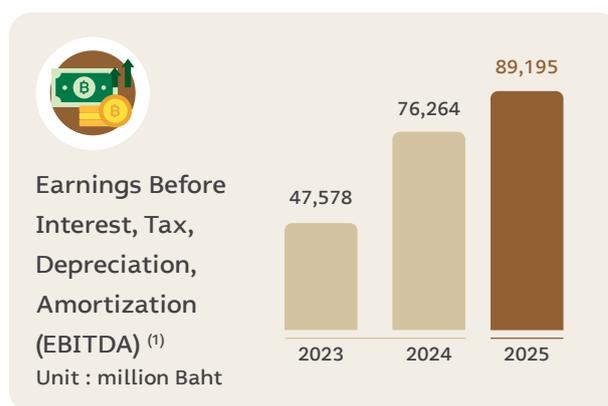
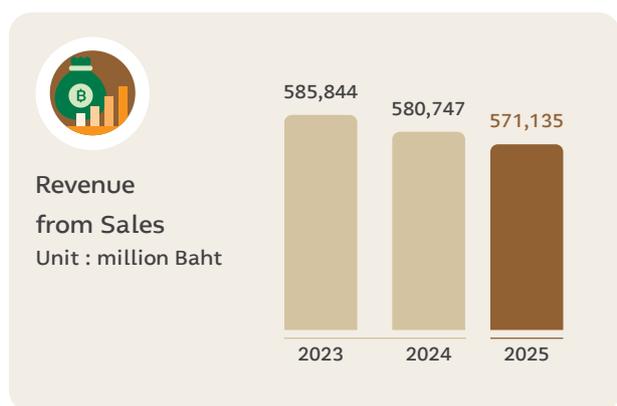


### Breakdown by Operation



### Breakdown by Business





<sup>(1)</sup> EBITDA = Revenue from Sales - Cost of Sales Goods + Net Other Income - Selling & Administrative Expense + Gain (Loss) from Foreign Exchange + Depreciation & Amortization + Depreciation of Biological Asset + Dividend Income from Associate and Joint Venture

<sup>(2)</sup> Net Profit = Profit Attributable to Equity Holder of the Company

<sup>(3)</sup> Return on Equity = Profit Attributable to Equity Holders of the Company / Average Shareholders' Equity Attributable to Equity Holders of the Company



# Awards and Achievements in 2025

## Corporate Excellence



### The 15<sup>th</sup> Asian Excellence Award 2025

Organized by Corporate Governance Asia Magazine, 5 awards, namely:

- Asia's Best CEO
- Asia's Best CFO
- Best Investor Relations Professional
- Best Investor Relations Company
- Sustainable Asia Award



### Thailand Top CEO of the Year 2025

In the Agriculture and Agribusiness category. Organized by BUSINESS+ Magazine in collaboration with the Faculty of Commerce and Accountancy, Thammasat University.

### IAA Awards for Listed Companies 2025

Organized by the Investment Analysts Association (IAA), 2 awards, namely:

- Outstanding CEO - Food & Beverage Sector
- Outstanding Investor Relations - Food & Beverage Sector



### CAC Change Agent Award 2025

Organized by Thai Private Sector Collective Action against Corruption (CAC), marking the fifth consecutive year of recognition.



### Prime Minister's Export Award 2025

In the "Best Green & Sustainable Exporter" category. Organized by the Department of International Trade Promotion (DITP) Minister of Commerce.

### International Business Awards (IBA) - Gold Level

Organized by The Stevie Awards, USA, the award was presented to Five Star Business, marking the first time a Thai company in the food industry has received this distinction.



### SSON Impact Award 2025

Winner of the "Customer Centricity Impact Award" category, awarded to CPF's Shared Services Center (Accounting & Finance Operations). The award is organized by the Shared Services and Outsourcing Network (SSON), Singapore.



### Thailand Franchise Award 2025

Organized by the Department of Business Development (DBD), Ministry of Commerce, 2 awards, to Five Star business, namely:

- Best Thai Franchise Going International 2025
- 1<sup>st</sup> Runner-Up for Franchise of the Year

## Innovation Awards



### SEA MIKE Award 2025 - Gold Level

Organized by The Institute for Knowledge and Innovation Southeast Asia (IKI-SEA). CPF received the award for the second consecutive year, recognizing its excellence in knowledge management and innovation.



### Future Trends Awards 2025

Organized by Future Trends, Thailand's leading innovation and technology media. AXONS (CPF IT Center Co., Ltd.) received 3 awards:

- Leader of Technology
- The Most Impactful Corporate
- The Most Innovative Corporate

Five Star Business received 1 awards:

- The Most Future Brand Award



### National Innovation Awards 2025

Winner of the Outstanding Innovative Organization Award (Large & Medium Enterprise Category), organized by the National Innovation Agency (Public Organization) and presented to AXONS (CPF IT Center Co., Ltd.), reinforcing its global Agri-Tech leadership.

### AIBP Enterprise Innovation Awards 2025

Winner - Open Innovation Category, organized by AIBP (ASEAN Innovation Business Platform) and presented to AXONS (CPF IT Center Co., Ltd.) for its "AquaPro" platform.



### THAIFEX - Anuga Asia 2025

- Top Prize - Thaifex Taste Innovation Show 2025; awarded to "Bucher Soup Sausage"
- Best of Texture Award; awarded to "MEAT ZERO Red Curry Spring Roll"

## Marketing Awards



### Thailand Brand Footprint 2025 : Top Rising Brand

Organized by Worldpanel by Numerator a leading global market research company. Awarded to CP Brand.



### BrandAge Awards 2025

Organized by BrandAge Magazine, a leading business and marketing publication in Thailand. CPF received 3 awards namely:

- 2024 - 2025 Thailand's Most Admired Company
- 2025 Thailand's Most Admired Brand (sausage category)
- Market Leader Brand Award

### London International Awards (LIA) 2025

Five Star Business received 4 awards for the "Death of a Salesman" campaign namely:

- Grand LIA represents the highest level of achievement, celebrating exceptional creativity and a deep, meaningful understanding of human insight.
- Three Gold Awards (Online Film - Branded Content, Online Film - Humor and Online Film - Retail)



## Human Resources Awards



### Thailand Labour Management Excellence Award 2025

Organized by the Ministry of Labour. CPF received 2 awards namely:

- The Royal Award presented by Her Royal Highness Princess Maha Chakri Sirindhorn in the Small Enterprise Category, awarded to Tharakasem Animal Feed Manufacturing, Saraburi Province.
- Highest Honorary Award for maintaining Thai Labour Standards, awarded to the Nakhon Ratchasima poultry processing plant.



### Human Rights Awards 2025

Awarded the Outstanding Level in the Large Organization Category for the fifth consecutive year, organized by the Rights and Liberties Protection Department (RLPD), Ministry of Justice.



### Investors in People Awards 2025

Winner of the Best Use of AI and Technology category from Investors in People (IIP), a globally recognized organization that evaluates human resource management standards for leading organizations worldwide.

### SAP Customer Excellence Awards for SEA 2025

Organized by SAP, the world's largest enterprise software company, 2 awards were presented as follows:

- First Runner-Up - Outstanding Award and HCM Transformation Award, awarded to CPF's Human Resources Department
- First Runner-Up - Business Data Award, awarded to Central Engineering Department and AXONS (CPF IT Center Co., Ltd.)



## Achievement of International Operations

Vietnam



### ASEAN Award 2025

Organized by the Vietnam-ASEAN Economic Cooperation Development Research Council in partnership with Thoi Dai Magazine, where CPV received 2 awards:

- Top 10 ASEAN Green Growth Brands 2025
- ASEAN Outstanding Leader 2025



Laos



### National Labour Standards Award 2025

Organized by the Ministry of Labour, Laos, to recognize organizations committed to the fair protection of labor rights and the creation of a safe working environment.



### Gold Medal for Public Health Food Products

Organized by The Vietnam Association of Functional Foods:VAFF. Awarded to Biohealth products: YOLO KOMBUCHA Tea and BIOBALANCE Probiotic.



### FMCG Asia Awards 2025

Organized by Retail Asia to honor outstanding companies in the consumer goods industry, where 3 awards were received as follows:

- Consumer Good of the Year (Ready-to-Eat Meals) to CPV Food Binh Phuoc
- Manufacturing Asia Awards 2025 to CPV Food Binh Phuoc
- Sustainability Initiative of the Year presented to companies that demonstrate a comprehensive and well-structured approach to sustainable development.

Malaysia



### Malaysian Livestock Industry Awards 2025

Organized by the Department of Veterinary Services Malaysia, where PK Agro-Industrial Products (M) Sdn. Bhd. received the Outstanding Product Innovation in Food Product Award.



Republic of China (Taiwan)



### Superior Taste Award 2025

For outstanding taste, organized by the International Taste Institute (Belgium), was awarded to the Company's Classic Black Pepper Duck Breast, Sichuan Pepper - Marinated Boneless Chicken Thigh, and Grapefruit-Infused Chicken Breast.

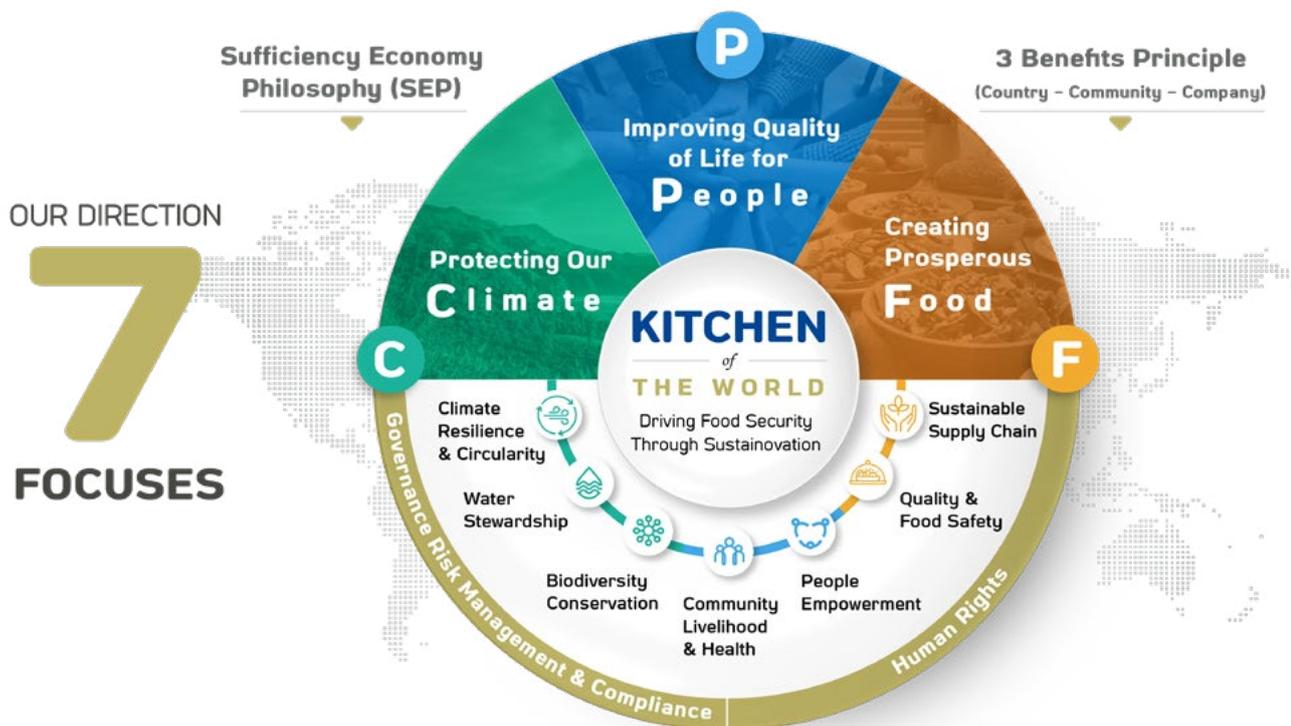


# Driving Business towards Sustainability

## Sustainability Management Policies and Goals

The Company considers shared value creation a key part of how it does business and is committed to respecting human rights. It follows the “Three-Benefit Philosophy,” meaning its operations should benefit the Country, the Public, and the Company. The Company also embraces the Sufficiency Economy Philosophy as a guiding principle for conducting its business. Together, these principles support long-term, sustainable growth for the Company and for stakeholders across the entire value chain.

When setting its sustainability direction, the Company took into consideration the current conditions in the agro-industrial and food sector and analysed key internal and external factors. This analysis covered key economic, social, and environmental risks, as well as the needs and expectations of both internal and external stakeholders. Based on these insights, the Company developed a sustainability strategy built around seven key material topics supported by two core foundations as follows:



### Two Core Foundations of the Company's Sustainability Operations

#### Human Rights

- The Company conducts its business with respect for the **human rights** of stakeholders throughout the value chain, in accordance with applicable laws and international principles. The Company has established risk management systems, protection and remediation mechanisms, and stakeholder engagement processes to promote mutual understanding and create shared value in a comprehensive and responsible manner.

#### Corporate Governance, Risk Management, and Compliance

- The Company operates its business under the principles of corporate governance, risk management, and strict compliance with applicable laws and regulations to support sustainable growth, promote environmental balance, and create shared value for society.

## Seven Key Sustainability Focus Areas

### 1 Climate Change Mitigation and Circular Economy

The Company has set a goal to achieve net-zero greenhouse gas (GHG) emissions across its entire value chain by 2050. The Company's science-based GHG reduction targets covering both short- and long-term milestones along with its implementation roadmap, have been validated by the Science Based Targets initiative (SBTi). The Company is also committed to maximizing the value of resource utilization by applying circular economy principles across various processes throughout the Company's value chain.

### 2 Water Stewardship

Systematic water resource management is a key part of the Company's operations. Water-related risks are assessed at each source to reduce potential impacts from flooding and drought. The Company has also adopted advanced technologies in its production processes to lower freshwater withdrawals, improve water-use efficiency, and expand water recycling and reuse systems. Before any wastewater is released into public waterways, the Company strictly controls and monitors water quality to ensure compliance with applicable standards. In addition, the Company works closely with government agencies and local communities to protect and conserve water resources in the areas where it operates.

### 3 Biodiversity

The Company recognizes that biodiversity is essential to food security and long-term sustainable growth. Accordingly, it conducts its operations in line with the Kunming–Montreal Global Biodiversity Framework under the Convention on Biological Diversity, with the aim of conserving biodiversity and protecting ecosystem integrity. To support this commitment, the Company has assessed biodiversity-related risks and opportunities and developed action plans to avoid, reduce, and manage impacts on natural resources and the environment also committed to sourcing deforestation-free raw materials while ensuring the comprehensive protection of ecosystems.

### 4 People Empowerment

The Company believes that organizational success is driven by capable and adaptable people, efficient processes enabled by technology, and a corporate culture that supports its strategy. Accordingly, it manages its workforce by integrating people, technology, and data to achieve its ambition of becoming a "Bionic Organization".

### 5 Community Livelihood and Health

The Company recognizes that secure jobs, stable income, and access to essential resources are critical to community well-being. It is therefore committed to continuously improving quality of life and creating shared value with communities near its operations, as well as with vulnerable groups in society. This commitment addresses economic, social, and environmental needs through its strategic framework, "Four Integration for Sustainability: Capability + Creativity + Collaboration + Network." The Company also encourages employees to actively support community development initiatives especially during times of crisis.

### 6 Food Quality and Safety

Food quality and safety are essential to consumer well-being and reflect a food producer's core responsibility to protect public health and uphold fundamental human rights. Accordingly, the Company is committed to providing food products that are safe, high quality, nutritious, and affordable. These products are developed to meet consumer needs and satisfaction and are supplied in sufficient quantities to help improve quality of life for people across all income levels and in all regions worldwide.

### 7 Sustainable Supply Chain

The agro-industrial and food business is closely connected with farmers and a wide range of business operators. The Company therefore places importance on strengthening sustainable supply chain management to support local economic development. The Company also promotes environmentally and socially responsible practices among its business partners while meeting customer expectations for high-quality products that are responsibly produced and traceable throughout the supply chain.



Additional details regarding the Company's sustainability performance in 2025 are disclosed in the 2025 Sustainability Report.

<https://www.cpfworldwide.com/en/sustainability/report>

and CPF Website

<https://sustainability.cpfworldwide.com/en/home>



# Sustainability Management in Environmental Dimension

## Environmental Policies and Practices

The Company is committed to environmental stewardship throughout its value chain. It conducts environmental impact assessments across the entire product life cycle, enabling the establishment of comprehensive baseline data and the formulation of policies covering all stages of business operations from raw material sourcing, production processes, transportation, and product delivery to customers and consumers, through to end-of-life waste management. Environmental considerations are integrated into the Company’s operational cost-efficiency strategies, to reduce resource consumption and minimize emissions. The Company’s main environmental priorities are climate change mitigation, the circular economy and sustainable packaging, waste management, water stewardship, and biodiversity and ecosystem protection. The Company’s management approach for each of these areas is described below:

## Climate Change Mitigation and Circular Economy

The Company has targets to achieve net-zero greenhouse gas (GHG) emissions across its entire value chain by 2050. Its short-term and long-term science-based targets and corresponding action plans have been validated by the Science Based Targets initiative (SBTi). The Company is the first food producer globally to have both its near-term and long-term targets approved in alignment with the Forest, Land and Agriculture (FLAG) standard, a sector-specific framework for the agriculture and food industry. The Company’s principal decarbonization strategies include establishing deforestation-free supply chains, increasing the use of renewable energy, enhancing agricultural and production efficiency through digital technologies, and deploying and developing additional innovative technologies to reduce emissions. Comprehensive GHG reduction roadmaps have been established across the short, medium, and long term to ensure the achievement of the net-zero target by 2050. In addition, the Company has integrated data connectivity across its value chain through its Net-Zero Intelligence Platform. It is the first company globally to implement SAP Sustainability solutions to record, analyze, and report carbon emissions data in real time from upstream raw material sources at crop farms through to downstream food production.



In addition, the Company has adopted circular economy principles as a key mechanism for managing climate-related impacts across its value chain. This is achieved through the establishment and implementation of waste management policies that prioritize the reduction of production waste sent to landfill, as well as the minimization of food loss and food waste throughout the Company's operations. Concurrently, the Company advances sustainable packaging policies and practices in collaboration with business partners, focusing on the development of packaging that can be reused, recycled, or recovered within circular systems. This approach supports the Bio-Circular-Green (BCG) Economy Model. Plastic packaging used for food products is required to be reusable, recyclable, or compostable. Furthermore, the Company has established collaborative networks with government agencies, private sector organizations, independent bodies, and other stakeholders to promote and support the effective management of post-consumer food waste and packaging waste, ensuring environmentally sound and responsible end-of-life treatment.

### Waste Management and Circular Economy Framework

#### Recycling

Turning waste into value



#### Product Design

Select sustainable packaging design and material



#### Distribution

Enhance transportation management efficiency and reduce food waste generation



#### Manufacturing

Reduce waste generated from production processes and utilize it for beneficial use instead of disposal

### Water Stewardship

The Company recognizes that effective water resource management is fundamental to safeguarding food security and enhancing resilience to climate change. Accordingly, the Company is committed to water stewardship through the implementation of a holistic and participatory water management strategy (Holistic Approach and Collective Effort). This approach encompasses the Company's operations and those of its supply chain partners, surrounding communities, and ecologically significant areas, with the objective of strengthening water security across the entire value chain. The implementation framework for this strategy is illustrated in the accompanying figure.



### CPF Water Management Framework



#### Comprehensive Water Risk Assessment

The Company conducts comprehensive water risk assessments by evaluating water-related dependencies and impacts throughout its entire business value chain. Covers multiple dimensions, including water availability and quantity, water quality, impacts on surrounding communities, and exposure to emerging changes and risks.



#### Efficient Water Resource Management in Business Operations

The Company manages water resources efficiently across its operations by applying the 3Rs principles Reduce, Reuse, and Recycle throughout its production processes, while also promoting these practices among its business partners.



#### Participatory Community Water Management

in collaboration with government agencies, the private sector, and local communities.



#### Systematic Forest Conservation and Restoration

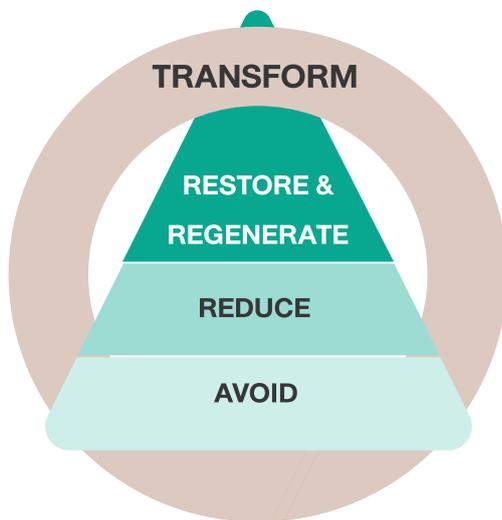
Restoring green areas in watershed and mangrove forests, as well as in the Company's farms and production facilities, with consideration of the ecological context.



## Biodiversity and Ecosystems

The Company seeks to strengthen food security while safeguarding natural capital and environmental resources. To support this goal, it has enhanced its management of nature-related risks by adopting the LEAP Approach from the Taskforce on Nature-related Financial Disclosures (TNFD). This framework enables the Company to systematically identify, assess, and manage its nature-related dependencies, impacts, risks, and opportunities across the organization. This approach serves as a key mechanism in advancing alignment with the Kunming–Montreal Global Biodiversity Framework (KM-GBF), the global framework for biodiversity conservation and restoration. In formulating its action plans, the Company also applies the mitigation hierarchy approach known as AR3T Avoid, Reduce, Restore, and Transform developed by the Science Based Targets Network. This structured approach supports the effective mitigation of biodiversity impacts and drives meaningful progress toward nature-positive outcomes.

### Biodiversity Impact Mitigation Hierarchy



#### Restore and Regenerate:

Implement conservation and restoration programs in terrestrial and coastal forest ecosystems, while strengthening farmers' capabilities in responsible agricultural practices.

#### Reduce:

Set targets and carry out initiatives to reduce impacts from greenhouse gas emissions, waste generation, and water withdrawals.

#### Avoid:

Source key raw materials such as feed corn, soy, palm oil, and cassava from deforestation-free sources.

## Social Sustainability Management

### Social Policy and Practices

The Company is committed to operating responsibly across its entire value chain. It places strong emphasis on respecting human rights and ensuring fair treatment for all stakeholders, including employees, communities, consumers, business partners, and other rights holders. The Company focuses on building employee capabilities to help its workforce remain adaptable and responsive in a rapidly changing environment. It also works to improve community well-being, provide consumers with high-quality and safe products and services, and ensure marketing practices are responsible and transparent. In addition, the Company supports business partners in operating ethically and growing sustainably together, with the aim of creating long-term shared value for all stakeholders. Key management approaches in this area include:



## 1 People Empowerment

The Company implements a proactive strategy covering the establishment of an organizational structure and work processes that enhance resilience, workforce planning aligned with future business needs, and the development of skills that support business growth and employee career advancement at all levels. The Company also fosters a safe and inclusive working environment that encourages constructive participation and respects human rights, enabling employees to grow sustainably alongside the organization. These efforts support the Company's aspiration to become a "Bionic Organization," where the capabilities of people, technology, and data are seamlessly integrated in a balanced manner.

## 2 Community Livelihood and Health

Communities and society are priority stakeholders for the Company. The Company has established channels to listen to community needs and expectations and uses this input to design and support initiatives that address social, environmental, and economic issues in a comprehensive way. The overall goal is to improve quality of life and environmental conditions by creating shared value together with communities. This commitment is delivered through the operational strategy "4Cs to Sustainability: Competency + Creation + Collaboration + (Connection)." Implementation is led by corporate social responsibility (CSR) teams in each business unit, working with employee volunteers under the oversight of business line executives. The approach supports the Company's strategy to strengthen food security through sustainable innovation across economic, social, and environmental dimensions, with initiatives focused on six areas: food access, education, livelihoods and well-being, climate and resource circularity, water, and biodiversity.

## 3 Food Quality and Safety

The Company places the highest priority on food quality and safety across the entire value chain, from animal feed ingredients to the hands of consumers. The Company continuously develops innovations and adopts technologies that strengthen food security throughout the value chain to ensure the consistent delivery of high-quality, safe, and nutritious products to people around the world. This enables the Company to provide sufficient and reliable food for people at all levels, even during times of crisis, while safeguarding natural capital, which forms the foundation of a stable and sustainable food supply.



We carefully source high-quality raw materials from responsible origins.



Our packaging is safe, preserves nutritional value, and helps reduce environmental impact.



Our production is strictly controlled in accordance with international standards throughout the entire process.



We deliver products efficiently to preserve quality and freshness while minimizing food loss and waste.



We create products that meet both global and niche market demands.



Our diverse distribution channels ensure broad accessibility.



## 4 Sustainable Supply Chain

To ensure that goods and services provided by its business partners meet not only quality requirements but also strong environmental and social sustainability standards, the Company has established a structured Sustainable Supply Chain Management framework. The Company has also set sustainability audit targets and responsible sourcing objectives for key agricultural raw materials to promote alignment with environmental and social expectations. Through this systematic approach, the Company and its partners can grow together while jointly supporting the development of a more sustainable food system for the future.

### CPF Supply Chain ESG Management Approach



Sustainable Sourcing  
Policy and Supplier  
Guiding Principle



ESG Management  
of Suppliers



Transparency  
Throughout the  
Supply Chain



Partnerships and  
Collaborations



# Management and Corporate Governance

## Overview of Corporate Governance

The Company places significant importance on good corporate governance as a fundamental foundation for sustainable business operations. The principles of transparency, accountability, fairness, and auditability guide the Company in setting strategic direction and overseeing its operations, alongside effective risk management and comprehensive consideration of economic, social, and environmental impacts. The Company is committed to fostering an organizational culture grounded in ethics and legal compliance to build confidence among shareholders, investors, and all stakeholders, and to support sustainable long-term growth.

## Corporate Governance and Sustainable Development Policy

The Company's Corporate Governance and Sustainable Development Policy is established based on the Philosophy of Sufficiency Economy under the royal initiative of His Majesty King Bhumibol Adulyadej The Great (Rama IX), together with the "Three Benefits toward Sustainability" philosophy of the Charoen Pokphand Group, which aims to create benefits for the country, the people, and the Company. These two guiding principles serve as key drivers in advancing the Company's sustainable growth. The Company has integrated the United Nations Sustainable Development Goals (UN SDGs), all 17 goals, into its strategies and operational processes throughout the food value chain. Emphasis is placed on material sustainability issues, including food safety, efficient resource utilization, environmental impact reduction, and the improvement of quality of life for farmers and communities. The Company has also studied and adopted relevant frameworks and operational guidelines derived from applicable rules, principles, regulations, laws, and best practices at both national and international levels.

The Company's Corporate Governance and Sustainable Development Policy is in accordance with the OECD Principles of Corporate Governance (OECD Principles)



The Corporate Governance and Sustainable Development Policy, together with other related policies, is published on the Company's website (<https://www.cpfworldwide.com/content/en/governance/CG&SDPolicy.pdf>) and made available through the Company's internal Intranet to serve as a framework for directors, executives, and employees in the performance of their duties. The Company regularly monitors and evaluates compliance with the Policy and related regulations and reports the results to the Board of Directors at least once a year to ensure alignment with applicable regulatory requirements and evolving business, industry, and societal contexts. Adherence to the principles and practices set forth in this Policy is a shared responsibility of the Board of Directors, management, and employees, ensuring consistent implementation throughout the organization.



Further information on the Company's corporate governance and code of conduct can be found at

[56-1 One Report 2025 \(Annual Report 2025\)](#)

## Board of Directors

### Policies, Practices, and Relating Implementation

The Board of Directors, as representatives of the shareholders, is responsible for overseeing and monitoring management to ensure that operations are conducted in the best interests of the Company and all stakeholders. This is in accordance with the principles of good corporate governance and in compliance with applicable laws, rules, regulations, the Company's objectives and Articles of Association, as well as resolutions of shareholders' meetings. The Board also oversees management's implementation of the approved corporate strategy, business plans, and annual targets to ensure effective execution and performance alignment. In addition, the Board places significant emphasis on sustainability oversight and enterprise risk management. It monitors management's performance to ensure alignment with ESG (Environmental, Social, and Governance) principles, with the objective of promoting responsible organizational growth and minimizing long-term environmental and social impacts.

### Roles of Board of Directors



Set goals



Govern business operations



Evaluate, monitor & disclose

In addition, the Board of Directors has considered and established a **governance structure based on systematic management and oversight mechanisms, including enterprise risk management (ERM), comprehensive internal control, regulatory compliance monitoring, cybersecurity management, and internal audit functions.** These mechanisms are designed to ensure appropriate checks and balances in operations and to support the Company in achieving its business objectives. The Board regularly monitors the performance of such functions in accordance with the approved annual plans and targets. It also reviews the appropriateness of the Company's financial structure to ensure alignment with the corporate strategy and associated risks.

## Chief Executive Officer and Senior Management

### Policies, Practices, and Relating Implementation

The Executive Committee is responsible for reviewing and screening the nomination, removal, performance evaluation, and succession planning of the Chief Executive Officer (CEO) prior to proposing such matters to the Board of Directors for consideration and approval. The Board of Directors evaluates the CEO's performance as a basis for determining remuneration and key performance indicators (KPIs), which comprise two categories: (1) financial performance indicators and (2) sustainability performance indicators. In addition, the Executive Committee is responsible for approving the appointment of directors and the President of subsidiaries. The Executive Committee has established a nomination and selection process to ensure that qualified individuals with the requisite knowledge and expertise, appropriate to each subsidiary's business, are appointed. At least one director of each subsidiary must possess knowledge or expertise in accounting or finance.

The Company places significant importance on systematic succession planning to mitigate the risk of leadership gaps in key positions. The succession plan covers both internal and external candidates and is reviewed annually in conjunction with Individual Development Plans (IDPs) to reduce the risk of shortages in critical leadership roles.

The Company is committed to the continuous development of its executives through both internal and external training programs. In 2025, the Company organized a "Boardroom Stewardship" training program to enhance knowledge on climate governance, climate resilience, emerging risks, stakeholder expectations, as well as climate-related governance and disclosure frameworks for directors of the Company and its subsidiaries in Thailand, and senior management.



## Key Changes and Developments in Corporate Governance and Sustainable Development in 2025



The Company recognizes evolving social dynamics and the expectations of stakeholders across all sectors. Accordingly, the Board of Directors places importance on regularly reviewing the Company's policies, practices, systems, and implementation relating to corporate governance and sustainable development. During 2025, the Company undertook the following key actions:

- The Remuneration and Nomination Committee approved the criteria for the nomination of individuals to be proposed for appointment as directors of the Company, as well as the Board Skills Matrix, to ensure alignment with the Company's business strategy and objectives.
- A training program was organized entitled "Boardroom Stewardship: Governing for Sustainability and Climate Resilience," delivered by speakers from the Thai Institute of Directors Association (IOD), to enhance readiness in overseeing climate-related matters, emerging risks, stakeholder expectations, and relevant climate governance and disclosure frameworks. Directors and executives of CPF, as well as directors of subsidiaries in Thailand, participated in the program.
- The Company developed online learning modules on corporate governance and sustainable development for executives and employees at all levels, both domestically and internationally. Post-training assessments were conducted to promote awareness and encourage the practical application of knowledge in their respective roles. Training topics included the Code of Conduct, fraud prevention, anti-corruption, Cybersecurity and ESG Fundamental.
- Continuous communicate knowledge relating to corporate governance, risk management, and compliance through internal electronic communication channels.
- A 2025 employee perception survey was conducted covering corporate governance, the Code of Conduct, risk management, and compliance, with the objective of identifying areas for improvement and enhancing operational effectiveness.
- An employee engagement survey was conducted to establish guidelines for improving and strengthening employee engagement, recognizing that employees are a key driving force in advancing the organization toward sustainability.
- Newly enacted and amended laws and regulations was communicated to executives and employees, both domestically and internationally.
- The sustainability and corporate governance principles and frameworks issued by international sustainability assessment organizations was reviewed to support the Company's ongoing organizational development.
- Training sessions were organized to refresh knowledge on human rights and human rights practices, including reviews of regulations and operating procedures relating to migrant workers, as well as education on labor rights and labor standards applicable to migrant workers.
- Human rights risk assessment was conducted covering stakeholders throughout the value chain, including domestic and international operations and joint ventures in 17 countries. The Company also verified human rights impacts among 202 business partners.
- The Company updated its migrant worker employment policy in Thailand to ensure alignment with the current environment and circumstances.

## Whistleblowing

The Company has established the whistleblowing policy <https://www.cpfworldwide.com/content/en/governance/whistleblowingpolicy.pdf> and implemented whistleblowing and complaint-handling procedures to provide clear guidance for the submission and management of reports and complaints. Such procedures are designed to ensure that complaints are handled with clarity, integrity, transparency, and in accordance with international standards. The Company has also implemented measures to protect whistleblowers, complainants, and reporting persons. The Policy provides employees, stakeholders, and external parties with channels to report concerns or complaints relating to unlawful acts, violations of the Code of Conduct, fraud and corruption, or human rights violations through the designated channels established by the Company.

### Audit and Risk Management Committee

1, 1/1 Srapsamut Building 2, 4<sup>th</sup> Floor,  
Soi Yen Chit 2, Intersection 1, Yen Chit Road,  
Thung Wat Don, Sathon, Bangkok 10120

 Tel : 02-780-8779 and 097-190-5848

 Fax : 02-780-8787

 Email : [iaoffice@cpf.co.th](mailto:iaoffice@cpf.co.th)

 Line ID : CPFIA

 Website :  
[www.cpfworldwide.com/en/contact/form](https://www.cpfworldwide.com/en/contact/form)

Whistleblowers, both employees or third parties, commercial or business allies will receive appropriate protection from the Company, including protection from harassment whereas information about complaints will be kept confidential and not disclosed to unrelated persons unless it is necessary to be revealed according to legal provision. The Company shall not terminate, suspend, transfer, or subject to disciplinary action any employee who reports concerns in good faith. The Company also ensures fairness and protection for employees who refuse to engage in acts that may constitute corruption or bribery.



Whistleblowing Policy

### The Whistleblowing Process

- 1  Internal or external stakeholders lodge complaints
- 2  24 hours contact channels
- 3  Audit and Risk Management Committee, and Internal Audit Office acknowledge the complaints
- 4  Screening and investigation process
- 5  Appropriate action
- 6  Report to Audit and Risk Management Committee, and Board of Directors





# Risk Management

The current business environment is increasingly challenging and subject to uncertainties arising from both external and internal factors. These circumstances necessitate the continuous enhancement of the Company's risk management framework to ensure effective risk identification, proactive response to change, and protection of core business operations. Such efforts support sustainable growth while enabling the Company to appropriately capture opportunities and generate long-term returns.

## Risk Management Culture

The Company is committed to fostering a strong risk management culture across the entire organization through the following initiatives:



### Environment

- Integrating risk management into the formulation of the Company's strategies, business plans, and budgeting process.
- Communicating the risk management policy, including clearly defined roles and responsibilities of personnel across the organization.
- Integrating risk management principles into the Company's policies, rules, and operational procedures.

### Awareness Building

- Communicating risk events together with preventive and mitigation measures, as well as risk management principles, through various communication channels such as posters and short videos, including knowledge-based games to enhance understanding and practical application.
- Enhancing risk management knowledge of directors, executives, and employees through structured training programs.

### Implementation

- Assessing business risks and opportunities, establishing risk mitigation approaches, defining Key Risk Indicators (KRIs), and monitoring the progress of risk management activities.
- Assessing risks associated with various activities, including climate change, flooding, drought, human rights, mergers and acquisitions, investments in large-scale projects, occupational health and safety, and new product development.
- Applying risk assessment outcomes to continuously improve operational processes.
- Reporting risk incidents through the prescribed reporting channels.
- Promoting the inclusion of risk-related agenda items in business unit meetings and encouraging the sharing of risk management experiences across business units.

### Financial Incentives

- Considering the remuneration of executives and employees based on defined performance indicators, such as occupational health and safety risk management, environmental and energy management, and regulatory compliance, among others.



## Key Risk Factors

The Company considers risk factors with reference to the principles of sustainable business operations, encompassing Environmental, Social, and Governance (ESG) aspects, and has established the following risk management approaches:

| Risk topics  | Environment | Social | Governance |
|--|-------------|--------|------------|
| <b>Emerging Risks</b>  |             |        |            |
| 1. Geopolitical Confrontation  |             | ●      |            |
| 2. Biodiversity Loss Affecting Sustainability in the Value Chain             | ●           | ●      | ●          |
| 3. Increase in Sustainability Laws and Regulations                           | ●           | ●      | ●          |
| 4. Change in Global Trade Policy and Tariff                                  |             |        | ●          |
| 5. Risk Related to Artificial Intelligence                                   |             | ●      | ●          |
| <b>Risk Factors on Business Operations</b>                                   |             |        |            |
| <b>Strategic Risks</b>   |             |        |            |
| 1. Climate Change  | ●           | ●      |            |
| 2. Changes in Consumer Behavior  |             | ●      |            |
| 3. Investment and Operational Performance                                    |             | ●      | ●          |
| 4. Market Competition  | ●           | ●      |            |
| <b>Operational Risks</b>   |             |        |            |
| 1. Product Quality and Safety  |             | ●      | ●          |
| 2. Animal Epidemics and Zoonotic Diseases                                    |             |        |            |
| 3. Commodity Price Volatility  | ●           | ●      | ●          |
| 4. Cyber Risk  |             | ●      | ●          |
| 5. Occupational Health and Safety Risk                                       |             | ●      | ●          |
| 6. Human Resources Management to Support Future Business Growth              |             | ●      |            |
| <b>Financial Risks</b>   |             |        |            |
| 1. Financial Market Volatility   |             |        |            |
| 2. High-level Debt from Operations and Acquisitions                          |             |        | ●          |
| 3. Debt Repayment Capability Risk  |             |        | ●          |
| 4. Risk Related to Maintaining Financial Ratios                              |             |        | ●          |
| <b>Governance Risks</b>  |             |        |            |
| 1. Legal and Regulatory Risk   |             |        | ●          |
| 2. Human Rights in the Supply Chain  |             | ●      | ●          |
| <b>Corporate Image and Reputational Risk</b>                                 |             |        |            |
|  |             | ●      | ●          |
| <b>Investment Risks Imposed on the Securities Holders</b>                    |             |        |            |
| 1. Risks from a Major Shareholder Holding More Than 25% of the Issued Shares |             |        | ●          |
| 2. Investment Risk to Securities Holders                                     |             |        |            |



# Capital and Shareholder Structure

As of 13 March 2026



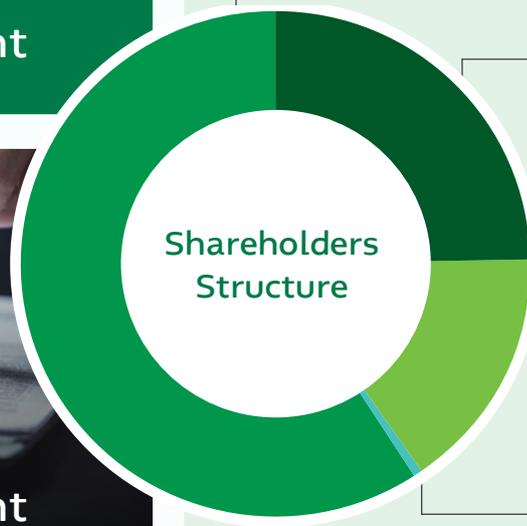
Registered Capital

9,087,250,518 Baht



Paid-up Capital

8,406,962,585 Baht



58.62%

Thai Institutions

23.85%

Foreign  
Institutions

17.49%

Thai Individuals

0.04%

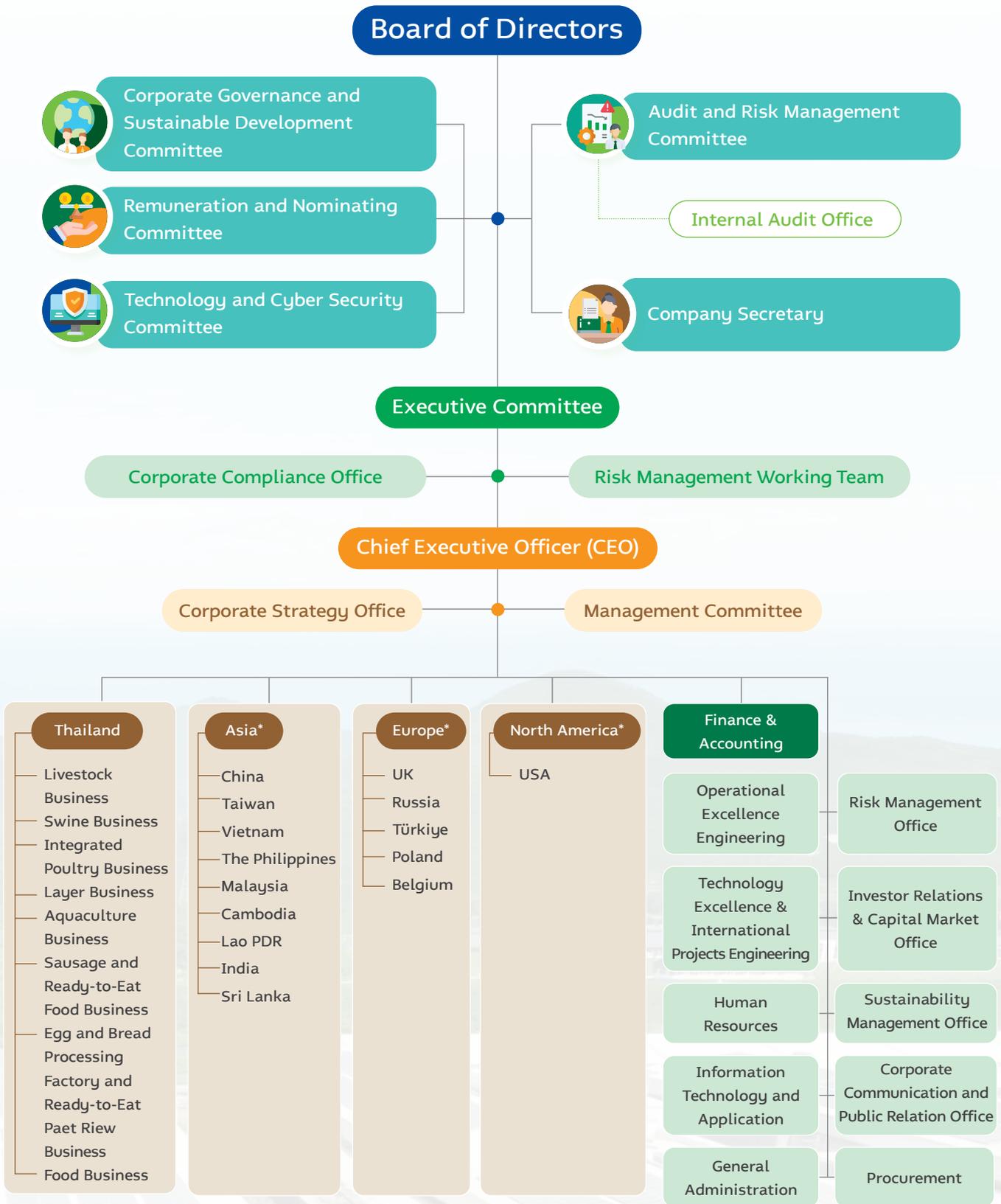
Foreign  
Individuals

## Top 10 Major Shareholders

| Name  | No. of Shares | Percentage<br>(before deduction of treasury shares of financial management) |
|---|---------------|---|
| 1. CPG Group <sup>(1)</sup>                       | 4,162,127,539 | 49.51%  |
| 2. Thai NVDR Co., Ltd.                            | 890,039,071   | 10.59%  |
| 3. Social Security Office                         | 240,760,900   | 2.86%   |
| 4. Vayupak Fund                                   | 185,738,500   | 2.21%   |
| 5. STATE STREET EUROPE LIMITED                    | 175,114,821   | 2.08%   |
| 6. CHAROEN POKPHAND ENTERPRISE (TAIWAN) CO., LTD. | 124,962,900   | 1.49%   |
| 7. UBS AG HONG KONG BRANCH-FOR CLIENTS' ACCOUNTS  | 123,855,600   | 1.47%   |
| 8. Mr. Prinya Tieworn                             | 123,500,000   | 1.47%   |
| 9. SOUTH EAST ASIA UK (TYPE C) NOMINEES LIMITED   | 122,140,522   | 1.45%   |
| 10. QS Software Systems Co., Ltd.                 | 60,500,000    | 0.72%   |

Note: <sup>(1)</sup> CPG Group is reporting group to be in compliance with Section 246 and Section 247 of the Securities and Exchange Act of 1992 (as amended)

# Management Structure



Note : \* Country in which the Company has operating subsidiary



# Board of Directors

As of 1 March 2026 The Board of Directors consist of 14 directors of the following:



Mr. Soopakij Chearavanont  
Chairman <sup>(1)</sup>



Mr. Phongthep Chiaravanont  
Vice Chairman <sup>(1)</sup>



Mr. Suphachai Chearavanont  
Vice Chairman <sup>(1)</sup>



Mr. Adirek Sripratak  
Vice Chairman <sup>(1)</sup>



Mr. Krisada Chinavicharana  
Director <sup>(2) (3)</sup>



Professor Dr. Kittipong  
Kittayarak  
Director <sup>(2) (4) (5)</sup>



Mrs. Vatchari Vimooktayon  
Director <sup>(2)</sup>



Mr. Vinai Vittavasgarvej  
Director <sup>(2) (6)</sup>



Mr. Sek Wannamethee  
Director <sup>(2)</sup>



Mrs. Arunee Watcharananan  
Director <sup>(1)</sup>



Mr. Prasit Boondounprasert  
Director <sup>(1)</sup>



Dr. Sujint Thammasart, D.V.M.  
Director <sup>(1)</sup>



Mr. Paisan Chirakitchareern  
Director <sup>(1)</sup>



Mr. Montri Suwanposri  
Director <sup>(1)</sup>

## Note :

- <sup>(1)</sup> Authorized directors whereby any two of the authorized directors shall sign on behalf of the Company with the Company's seal affixed
- <sup>(2)</sup> Independent director
- <sup>(3)</sup> Chairman of the Audit and Risk Management Committee
- <sup>(4)</sup> Chairman of Corporate Governance and Sustainable Development Committee
- <sup>(5)</sup> Lead Independent director
- <sup>(6)</sup> Chairman of Remuneration and Nominating Committee

# Executives

## The management in Thailand consists of:

As of 1 March 2026



Name

Position

|  |   |
|--|---|
| 1. Mr. Prasit Boondoungprasert <sup>(1)</sup>      | Chief Executive Officer (CEO)   |
| 2. Dr. Sujint Thammasart, D.V.M. <sup>(1)</sup>    | Chief Operating Officer - Aquaculture Business  |
| 3. Mr. Paisan Chirakitcharern <sup>(1)</sup>       | Chief Financial Officer   |
| 4. Ms. Pimonrat Reephattanavijitkul <sup>(1)</sup> | Chief People Officer  |
| 5. Mr. Sunsern Samaisut <sup>(1)</sup>             | Chief Information Officer   |
| 6. Mr. Rewat Hathaisattayapong                     | Head of Livestock Feed Business   |
| 7. Mr. Somporn Jermpong                            | Head of Swine Business  |
| 8. Mr. Panuwat Niamprem                            | Head of Integrated Poultry Business   |
| 9. Mr. Somkid Wannalukkhee                         | Head of Layer Business  |
| 10. Mr. Pairoj Apiruknusat                         | Head of Aquaculture Integrated Business (Thailand)  |
| 11. Mr. Sujarit Mayalarp                           | Senior President - CPF Global Food Solution Public Company Limited<br>Acting President of Domestic Trade Business |
| 12. Mr. Narek Mangkeo                              | President - Ready-to-Eat Food Business  |
| 13. Mr. Ekpiya Ua-wutthikrerak                     | President - International Trade Business  |
| 14. Mr. Sunthorn Jaksukan                          | President - Five Star and Restaurant Business   |
| 15. Ms. Lalana Boonngamsri                         | President - Chester's Business  |
| 16. Mr. Kitisak Limamphai                          | President - Pet Snack Business  |
| 17. Mr. Thiti Lujintanon                           | Chief Executive Officer - Feed Ingredients Trading Business Group   |
| 18. Mr. Robins Pharr Mcintosh Jr.                  | Head of Marine Shrimp Broodstock  |
| 19. Mr. Suphol Phantumaophas                       | Head of Aquatic Feed Research and Development   |
| 20. Mrs. Wilailuck Klodpeng                        | Head of Corporate Food Quality Assurance  |
| 21. Mr. Pramuk Treephopnart                        | Head of Operational Excellence Engineering  |
| 22. Mr. Sahat Chaiyo                               | Head of Technology Excellence &<br>International Projects Engineering   |
| 23. Mr. Premsak Wanuchsoontorn                     | Head of Aquaculture Research and Development  |
| 24. Mrs. Nalinee Robinson                          | Head of Research and Development  |
| 25. Ms. Anakawee Chooratn                          | Head of Marketing   |
| 26. Mrs. Wanthanee Chamnanshettakarn               | Head of Egg Processing, Bread and Ready-to-Eat Paet Riew Business   |
| 27. Mr. Voravit Janthanakul                        | Executive Vice President General Administration Unit  |
| 28. Mrs. Kobboon Srichai                           | Company Secretary & Head of Corporate Affairs and Investor Relations  |

Note :

<sup>(1)</sup> In accordance with the definition stipulated in Notification of the Securities and Exchange Commission No. Kor Chor. 17/2551 Re: Definition under Notifications relating to Issuance and Offering of Securities



## Executives of International Operations

| Name                          | Country  |
|-------------------------------|--|
| 1. Mr. Pawalit Ua-amornwanit  |  Vietnam                              |
| 2. Mr. Bai Shanlin            |  China                                |
| 3. Mr. Thong Chotirat         |  Republic of China (Taiwan)           |
| 4. Mr. Thomas Norgaard        |  Russia - Swine Business              |
| 5. Mr. Buree Sina             |  Russia - Integrated Poultry Business |
| 6. Mr. Anat Julintron         |  The United States                    |
| 7. Mr. Sakol Cheewakoset      |  The Philippines                      |
| 8. Mr. Wittaya Kreangkriwit   |  Cambodia                             |
| 9. Mr. Timothy Browne         |  United Kingdom                       |
| 10. Mr. Graham Hillier        |  United Kingdom                       |
| 11. Mr. Montree Srihamontree  |  Malaysia - Livestock Business        |
| 12. Mr. Wirat Phothipphan     |  Malaysia - Aquaculture Business     |
| 13. Mr. Mehmet Ali Tekin      |  Türkiye                            |
| 14. Mr. Sittiphorn Phrommajun |  India - Livestock Business         |
| 15. Mr. Chakgrit Veeranakin   |  India - Aquaculture Business       |
| 16. Mr. Thamnong Pholthongmak |  Laos                               |
| 17. Mr. Michael Tops          |  Belgium                            |
| 18. Ms. Ameena Ziauddin       |  Sri Lanka                          |

## Employees



As of 31 December 2025,  
the Company had a total of

**133,409**  
employees and workers.\*



\* Workers mean monthly workers, daily workers, and part-time workers

# Contact Us



## Head Office

313 C.P. Tower, Silom Road, Silom,  
Bang Rak, Bangkok 10500, Thailand

 Tel : 02-766-8000

 Fax : 02-638-2139

 Website :  
[www.cpfworldwide.com](http://www.cpfworldwide.com)

## Investor Relations and Capital Market Office

313 C.P. Tower, 15<sup>th</sup> Floor, Silom Road, Silom,  
Bang Rak, Bangkok 10500, Thailand

 Tel : 02-766-8322 and 02-766-8323

 Email : [iroffice@cpf.co.th](mailto:iroffice@cpf.co.th)

## Corporate Secretary Office

313 C.P. Tower, 15<sup>th</sup> Floor, Silom Road, Silom,  
Bang Rak, Bangkok 10500, Thailand

 Tel : 02-766-8352 and 02-766-8354

 Fax : 02-638-2139

 Email : [csoffice@cpf.co.th](mailto:csoffice@cpf.co.th)

## Recruitment and Selection Office

313 C.P. Tower, 21<sup>st</sup> Floor, Silom Road, Silom,  
Bang Rak, Bangkok 10500, Thailand

 Tel : 02-766-8702-5

 Email : [careers@cp-hrex.com](mailto:careers@cp-hrex.com)

## Whistleblowing

1, 1/1 Srapasamut Building 2, 4<sup>th</sup> Floor, Soi Yen Chit 2  
subsoi 1, Yen Chit Road, Thung Wat Don, Sathon,  
Bangkok 10120, Thailand

 Tel : 02-780-8779 and 097-190-5848

 Fax : 02-780-8787

 Email : [iaoffice@cpf.co.th](mailto:iaoffice@cpf.co.th)

 Website :  
[www.cpfworldwide.com/en/contact/form](http://www.cpfworldwide.com/en/contact/form)

## Consumer Call Center

 Tel : 02-800-8000

 Email : [consumercenter@cpf.co.th](mailto:consumercenter@cpf.co.th)





แม่และลูกทำอาหารด้วยกัน

อร่อยและปลอดภัย

**CP**  
ไก่อบรสชาต  
รสเค็ม

**BENJA**  
ไก่อบรสชาต  
รสเค็ม

**CHEEVA**  
หมูชิ้น 3

ไข่





**Charoen Pokphand Foods Public Company Limited**

313 C.P. Tower, Silom Road, Silom,  
Bang Rak, Bangkok 10500, Thailand  
Tel : 02-766-8000  
Fax : 02-638-2139

[www.cpfworldwide.com](http://www.cpfworldwide.com)

