



# Q1/2025 Results Briefing

**Investor Presentation  
May 15, 2025**



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# Why Invest in CPF

“CPF is one of the world's leaders in the agro-industrial and food business, dedicated to generating sustainable returns for shareholders while benefiting all stakeholders. Through our commitment to **“Sustainovation”**, CPF leverages technology, science, and innovation to improve efficiency and minimize the environmental impact of our operations”

## One of the world's Leaders

- ✓ World leader in Animal feed manufacturing and swine production
- ✓ Leading player in livestock business in many countries
- ✓ Distribute to more than 50 countries, reaching over 4 billion people



## Diversified Portfolio

- ✓ Multi-species animal proteins mainly swine, poultry, shrimp
  - ✓ Geographically operate and invest in 17 countries

## We are recognized as

- ✓ SET 50 in Stock Exchange of Thailand Agro & Food Industry Sector
- ✓ Member of Dow Jones Sustainability Indices (Emerging Markets)

- ✓ Member of FTSE4Good Index Series
- ✓ Ranked "Excellent" for CGR Scoring by Thai Institute of Directors (IOD)
- ✓ ASEAN Asset Class PLCs from ASEAN Corporate Governance Scorecard (ACGS)

# Sustainable Kitchen of the World



Philosophy of Sufficient Economy

Three-Benefits Principle



## Protecting our Climate

“Take action towards positive environmental impact throughout our value chain ”

## Improving Quality Living of People

“Create positive social impact in the lives of employees and individuals throughout our value chain”

## Creating Prosperity Food

“Establish food security with products that promote health and well-being for consumers”

## Recognized by



FTSE4Good



# Company Highlight

**Market Cap THB 221 billion**

(or ~USD 6.6 billion) as of May 14, 2024

- **8,407 million shares**  
(paid-up) with par THB 1.00 per share
- **Book Value THB 30.25\***  
per share (as of Mar 31, 2025)
- **Major Shareholder**  
**Charoen Pokphand Group Ltd.**  
with 49.47%\*\* of paid-up capital  
as of March 13, 2025

*Note: USD1 = THB 33.42 (as of May 14, 2025)*

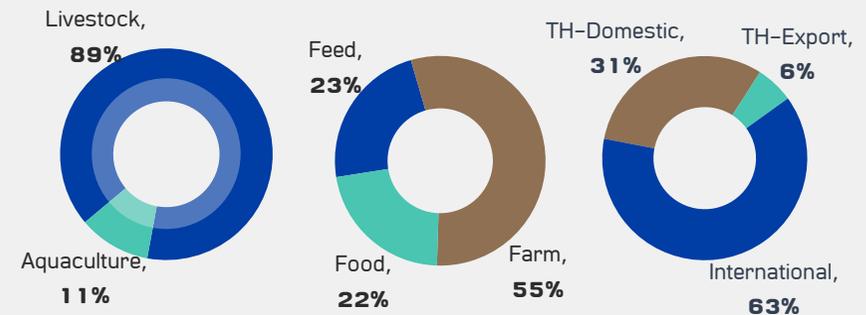
*(\*) Exclude Non-Controlling Interests (NCI) and Subordinated Perpetual Debentures*

*(\*\*) CPG Group is a reporting group to be in compliance with Section 246 and Section 247 of the Securities and Exchange Act of 2535 (as amended)*

**Sales in FY2024 THB 581 billion**

(or ~USD 17.2 billion)

## Sales Breakdown

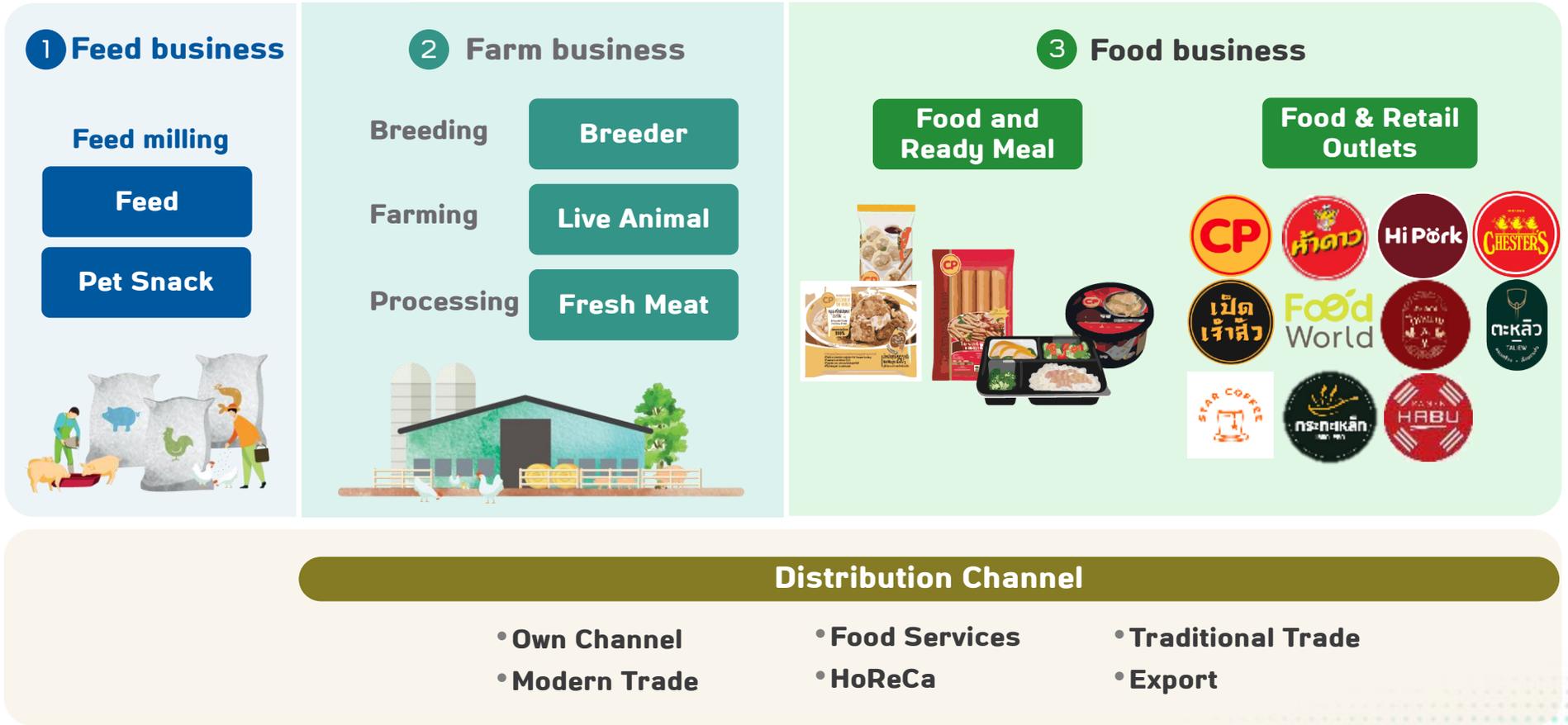


- **4 listed investments onboard**  
(HKSE:3839, TWSE:1215, SET:CPALL, SET:CPAXT)
- **28 series of debentures**  
listed on Thai Bond Market Association
- **Credit Rating "A"** with "Stable" Outlook by TRIS Rating  
as of Apr 18, 2025

# Vertically Integrated Business Model



Our integrated food process is designed to deliver top-quality products in nutrition, taste, food safety, and traceability with **"Sustainovation"** concept, leveraging technology and innovation to improve efficiency and minimize the environmental impact of our operations.



# CPF Geographical Footprints



## Operations and investment in

**17**

countries

## Catered to

## Distribute to

**> 4 Billion**  
people

**> 50**  
countries



### USA

- Ready to eat foods
- Shrimp Farm



### Canada

Swine integrated business



### Brazil

Shrimp farming & primary processing



### India

- Chicken integrated business
- Aquatic feed, Shrimp Hatchery & Processing



### Sri Lanka

Ready to eat foods



### ROC (Taiwan)

Livestock integrated business



### Malaysia

Livestock and aquaculture integrated business



### Philippines

Livestock integrated business and aquaculture feed and farming



### Laos

Livestock integrated business



### Cambodia

Livestock integrated business



### Russia

- Livestock feed
- Swine farming
- Chicken integrated business



### UK

Food & Trading business



### Belgium

Ready to eat foods



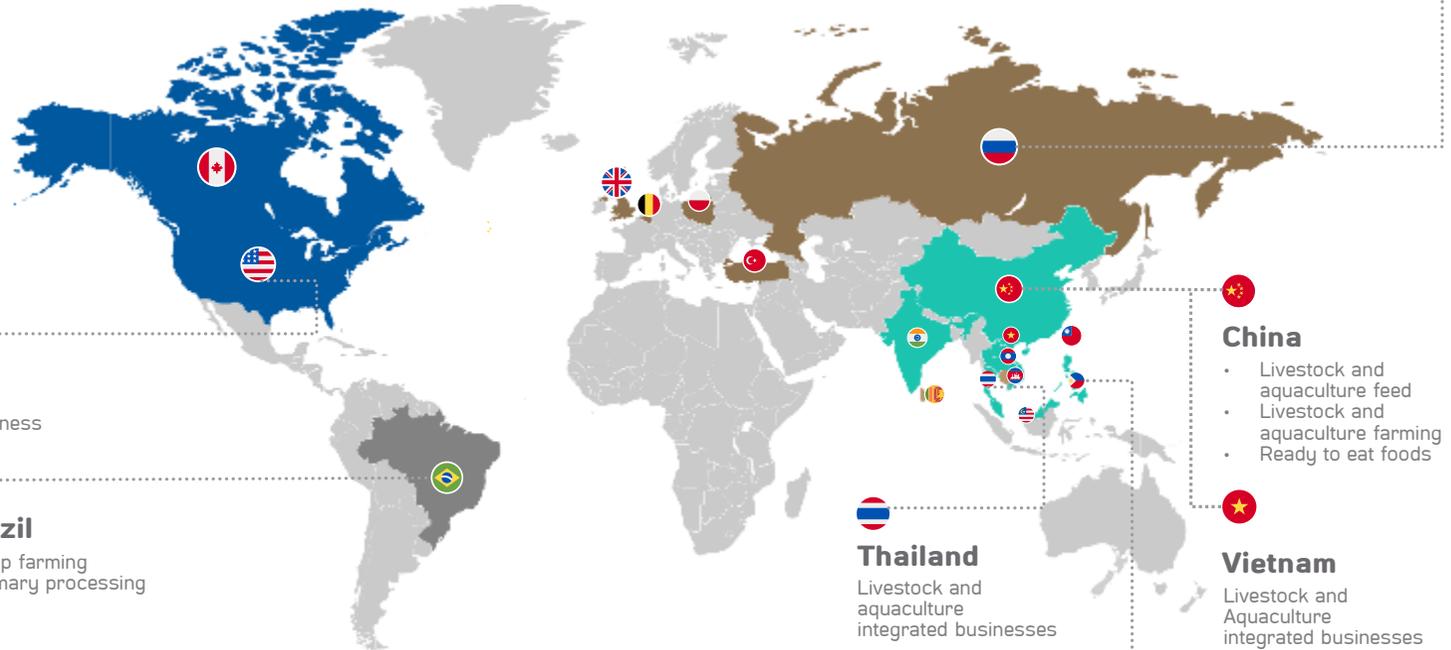
### Türkiye

Livestock feed business



### Poland

- Broiler farm & Hatchery
- Food processing plants
- Seafood business
- Plant-based meat



# Our Strategy for Growth



## Globalization

expand market in 17 existing countries by establishing a proper business model suitable for each strategic market



## Digital Transformation

utilize digital tools to improve operation efficiency and to better serve needs of customer.

- Agri-Tech
- Smart Farm
- Smart Factory
- Robot Accountant



## Fully integrated business model

from upstream midstream to downstream



## Value-added business

expand portfolio towards innovative products and services to serve rising demands



## Sustainability

ensure sustainable growth by creating shared value for society, environment and well as economic value.

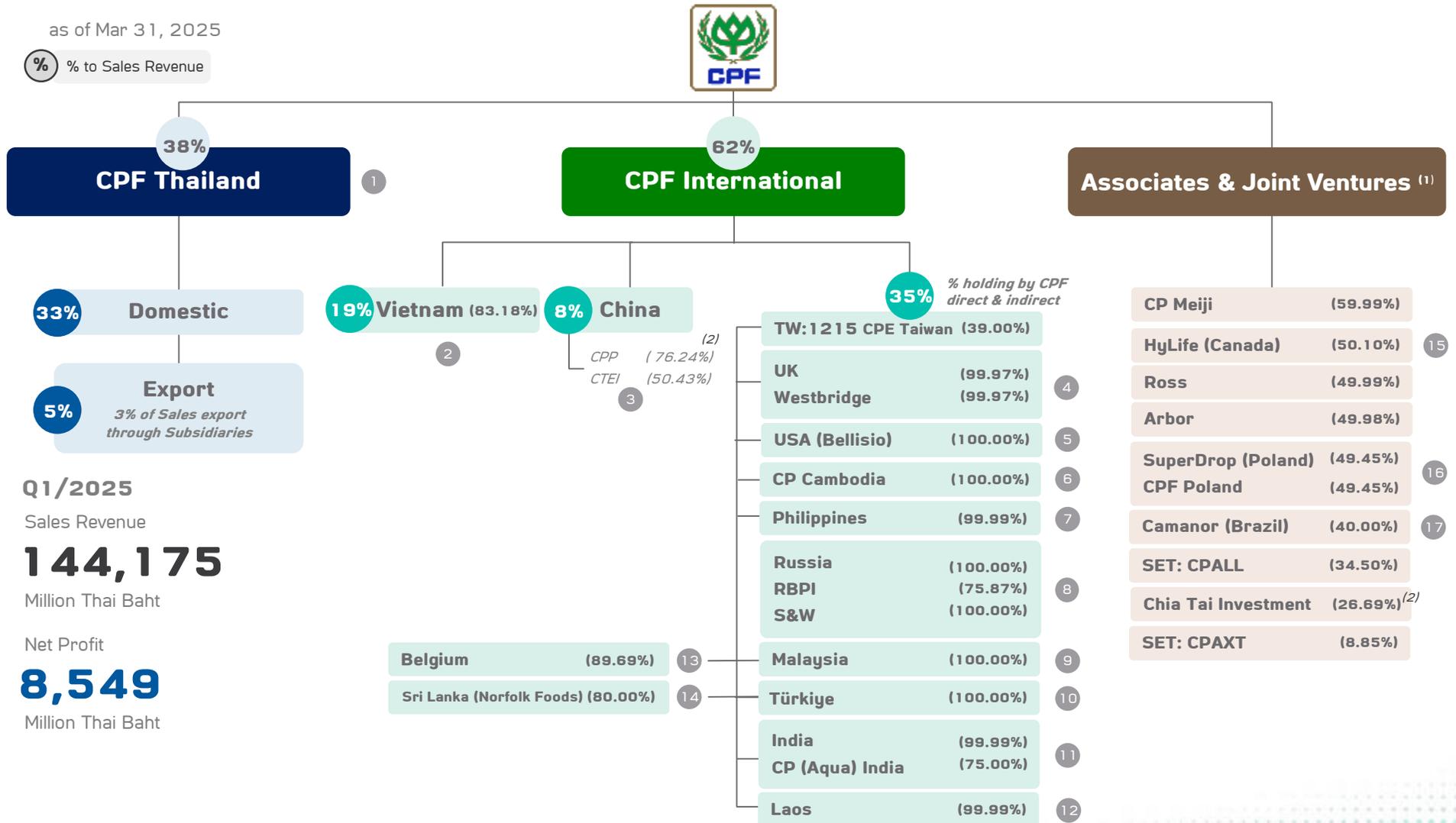


# CPF Operation Structure



as of Mar 31, 2025

**%** % to Sales Revenue



Q1/2025

Sales Revenue

**144,175**

Million Thai Baht

Net Profit

**8,549**

Million Thai Baht

Note : (1) Major associates and joint ventures. See Appendix C for full list of associates & joint ventures

(2) Acquired 23.8% in CPP from ITOCHU resulting in shareholding of CPP of 100% and Chia Tai Investment of 35% since April 2025



# Performance Summary



Unit: THB, m	YoY		
	Q1/2024	Q1/2025	%Change
Sales Revenue	140,037	<b>144,175</b>	3%
Gross Profit Margin	12.0%	<b>18.5%</b>	
Selling and administrative expenses	12,019	<b>12,147</b>	1%
EBIT	5,601	<b>15,341</b>	174%
EBIT Margin	4.0%	<b>10.6%</b>	
EBITDA	13,858	<b>23,547</b>	70%
EBITDA Margin	9.9%	<b>16.3%</b>	
G/L on FV of Biological Assets	464	<b>38</b>	<b>-92%</b>
Financial Costs	(6,182)	<b>(6,092)</b>	<b>-1%</b>
Income Taxes Expense	(550)	<b>(3,255)</b>	492%
Share in Profit of Associates & Joint Ventures	1,792	<b>3,443</b>	92%
<b>Net Profit</b>	<b>1,152</b>	<b>8,549</b>	<b>642%</b>
Net Profit Margin	0.8%	<b>5.9%</b>	
<b>EPS (THB)</b>	0.11	1.07	

**Q1/2025  
Vs  
Q1/2024**

- **Sales revenue increased 3% YoY, despite FX impact**
  - Higher meat price especially swine price in Cambodia, Philippines and Thailand
- **Gross profit margin increased to 18.5%**
  - Lower cost of farm production from efficiency improvement and better raw material supply chain management
  - Improving swine price in the many countries specially in Vietnam, Cambodia, Philippines and Thailand
- **Financial cost decreased 1% from lower IBD and interest rate**
- **Share in profit of associates improves especially in China, CPALL, and Canada**
- **Net Profit of 8,549 up 642%**

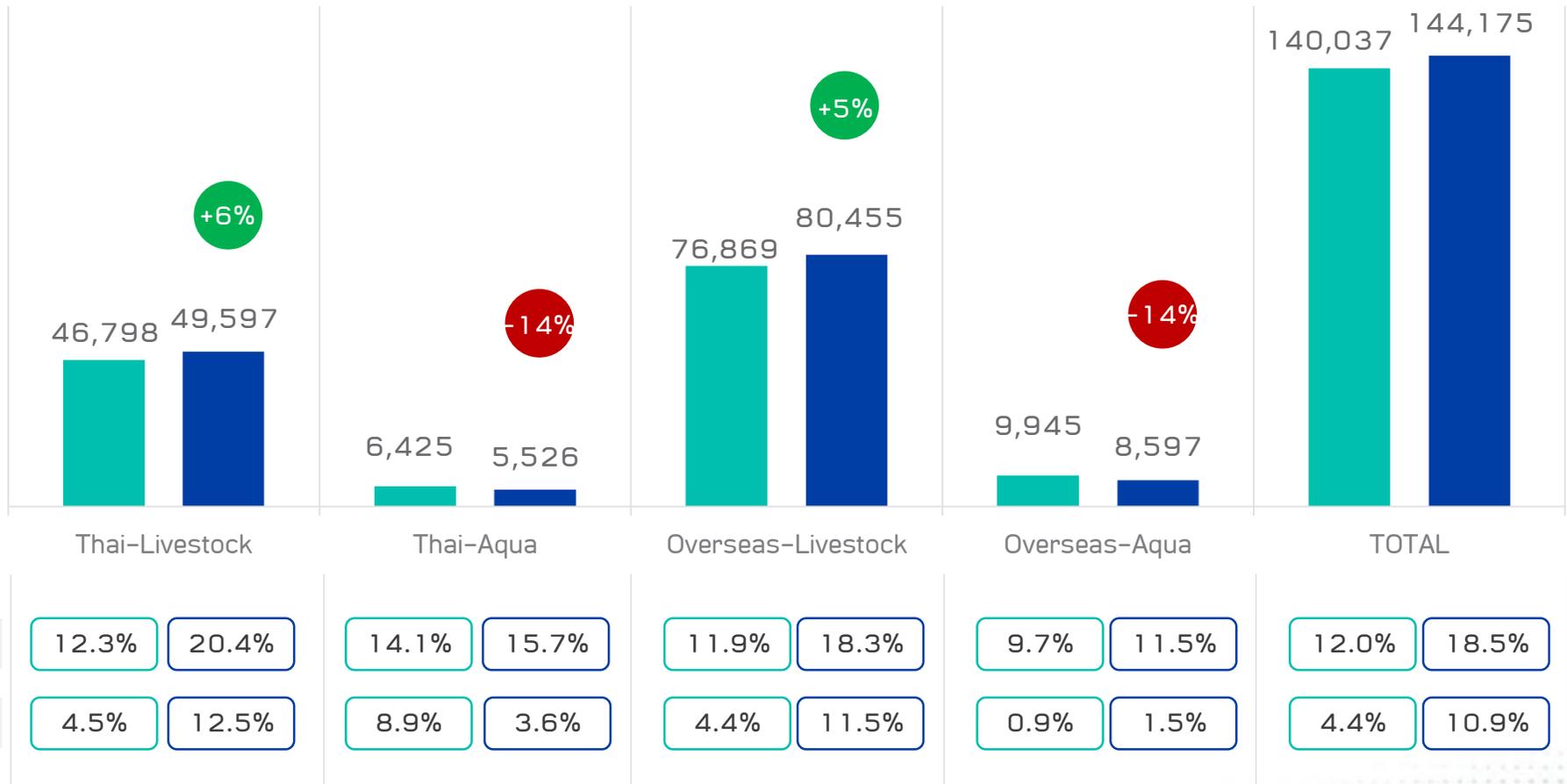


# Q1/2025: Sales & Profit Margin by Business



In THB, m

■ Q1/2024 ■ Q1/2025



\*\* Exclude gain/loss from fair value adjustment of biological assets



# Q1/2025: Sales Structure by Business



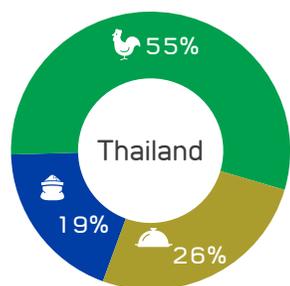
	Sales Breakdown								
	Livestock			Aquaculture			TOTAL		
	Q1'24	Q1'25	%Change	Q1'24	Q1'25	%Change	Q1'24	Q1'25	%Change
Thailand	46,798	<b>49,597</b>	6%	6,425	<b>5,526</b>	-14%	53,223	<b>55,123</b>	4%
<i>Domestic</i>	39,218	<b>42,618</b>	9%	5,343	<b>4,710</b>	-12%	44,561	<b>47,328</b>	6%
<i>Export</i>	7,580	<b>6,979</b>	-8%	1,082	<b>816</b>	-25%	8,662	<b>7,795</b>	-10%
Vietnam	26,315	<b>24,833</b>	-6%	4,069	<b>2,791</b>	-31%	30,384	<b>27,624</b>	-9%
China	7,787	<b>11,366</b>	46%	76	<b>164</b>	116%	7,863	<b>11,530</b>	47%
Others	42,767	<b>44,256</b>	3%	5,800	<b>5,642</b>	-3%	48,567	<b>49,898</b>	3%
<b>TOTAL</b>	<b>123,667</b>	<b>130,052</b>	<b>5%</b>	<b>16,370</b>	<b>14,123</b>	<b>-14%</b>	<b>140,037</b>	<b>144,175</b>	<b>3%</b>
<b>% of Total Sales</b>	<b>88%</b>	<b>90%</b>		<b>12%</b>	<b>10%</b>		<b>100%</b>	<b>100%</b>	



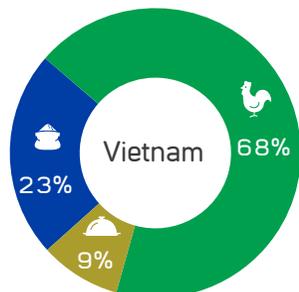
# Q1/2025: Sales Structure by Products



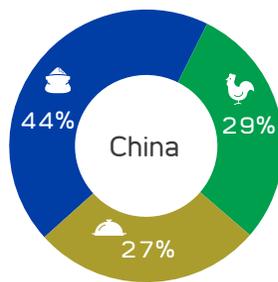
- Feed
- Farm
- Food



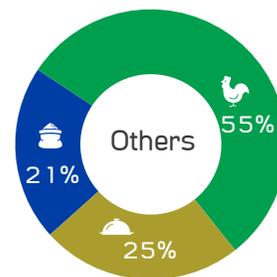
**THB 55,123 m**  
% to sales **38%**



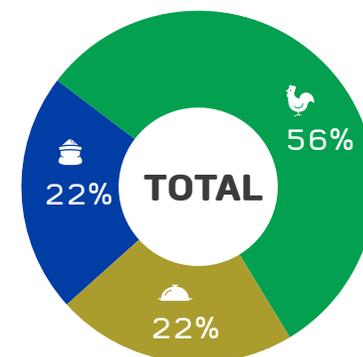
**THB 27,624 m**  
% to sales **19%**



**THB 11,530 m**  
% to sales **8%**



**THB 49,898 m**  
% to sales **35%**



**THB 144,175 m**  
% to sales **100%**

## Sales Breakdown by Products

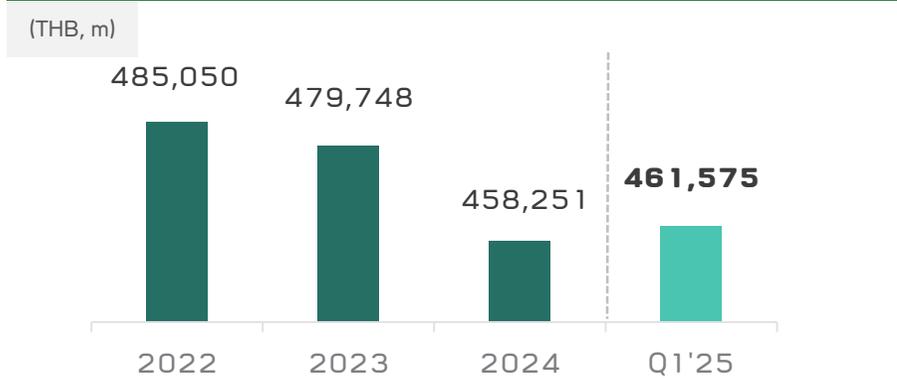
	Feed			Farm			Food			TOTAL		
	Q1'24	Q1'25	%Change	Q1'24	Q1'25	%Change	Q1'24	Q1'25	%Change	Q1'24	Q1'25	%Change
	Thailand	11,717	<b>10,485</b>	-11%	27,305	<b>30,325</b>	11%	14,201	<b>14,313</b>	1%	53,223	<b>55,123</b>
Domestic	11,702	<b>10,467</b>	-11%	25,262	<b>28,662</b>	13%	7,597	<b>8,199</b>	8%	44,561	<b>47,328</b>	<b>6%</b>
Export	15	<b>18</b>	20%	2,043	<b>1,663</b>	-19%	6,604	<b>6,114</b>	-7%	8,662	<b>7,795</b>	<b>-10%</b>
Vietnam	7,844	<b>6,347</b>	-19%	20,368	<b>18,900</b>	-7%	2,172	<b>2,377</b>	9%	30,384	<b>27,624</b>	<b>-9%</b>
China	1,749	<b>5,029</b>	188%	3,778	<b>3,362</b>	-11%	2,336	<b>3,139</b>	34%	7,863	<b>11,530</b>	<b>47%</b>
Others	10,428	<b>10,357</b>	-1%	25,944	<b>27,546</b>	6%	12,195	<b>11,995</b>	-2%	48,567	<b>49,898</b>	<b>3%</b>
<b>Total</b>	<b>31,738</b>	<b>32,218</b>	<b>2%</b>	<b>77,395</b>	<b>80,133</b>	<b>4%</b>	<b>30,904</b>	<b>31,824</b>	<b>3%</b>	<b>140,037</b>	<b>144,175</b>	<b>3%</b>



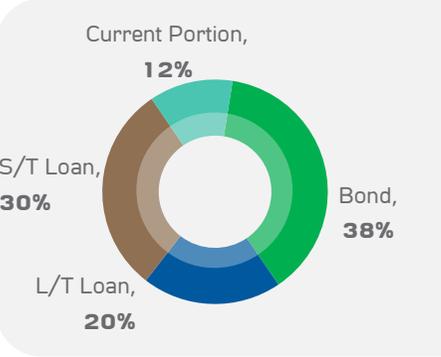
# Financial Status (As of Mar 31, 2025)



## Interest Bearing Debt: THB 461,575 m\*



## Cash and Cash Equivalent

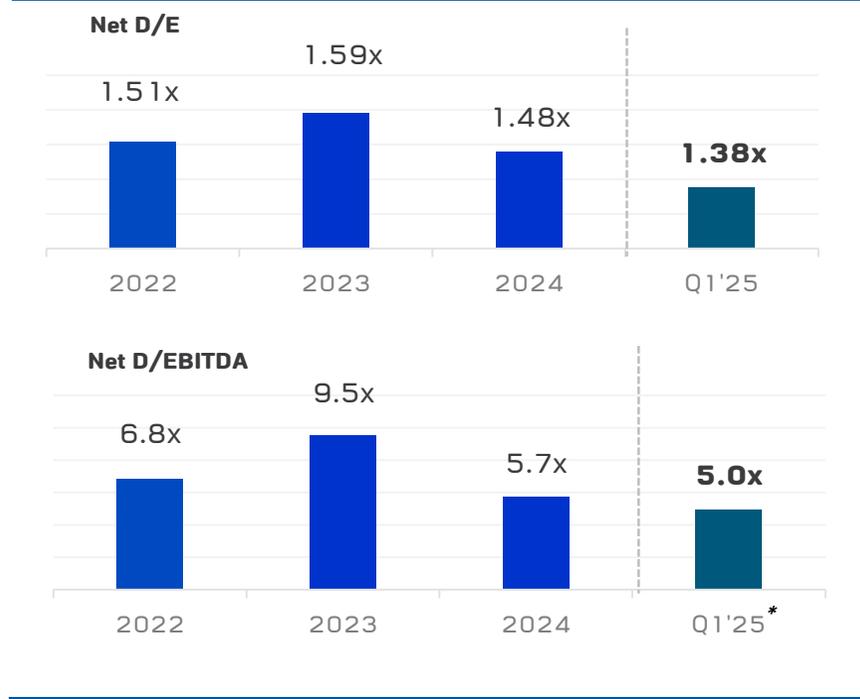


## Cost of Debts

Y2022	Y2023	Y2024	Q1'25
4.36%	4.34%	4.30%	<b>4.33%</b>

\*Remark: Adjusted to exclude lease liabilities according to TFRS 16 for comparison purpose

## Net Debt to Equity & Net Debt to EBITDA



## Bond Rating "A" with "Stable" Outlook by Tris Rating Co., Ltd

Remark : Net Debt = Interest Bearing Debt\*\* - Cash and Cash Equivalents

EBITDA = Revenue from Sales of Goods - Cost of Sales of Goods + Other Income - Selling Expense - Administrative Expense - Other Expense + Gain (Loss) from Foreign Exchange + Gain (Loss) on sales of property, plant & equipment+ Depreciation & Amortization + Depreciation of biological asset + Dividend income from associates & joint venture

\* LTM basis



# FY2025 Investment and Financing Activities



**January**

**Thai Baht Debenture**

THB 16,500 m by CPF  
Tenor 5, 10 yrs.  
(Weighted Avg. 3.5%)

**February**

**Thai Baht Debenture**

THB 11,500 m by CPF TH  
Tenor 4, 7, 10 yrs.  
(Weighted Avg. 3.4%)

**April**

**Acquisition of stake in  
C.P. Pokphand Co., Ltd.**

23.8%  
(USD 1.1 billion)

**April**

**The cancellation of repurchased  
shares by reducing the paid-up capital**  
cancellation of 6,606,000 repurchased  
shares, representing 0.08% of total issued  
and paid-up shares



# CPF's Investment in Listed Companies



As of Mar 31, 2025	Stock Price (Local Curr.)		Market Cap. (THB mm)	CPF Holding (%)	Holding Value (THB mm)
<b>CPALL</b> (SET:CPALL)	<i>THB</i>	49.50	444,663	34.50%	<b>153,409</b>
<b>CP AXTRA</b> (SET:CPAXT)	<i>THB</i>	26.00	275,088	8.85%	<b>24,345</b>
<b>TRUE</b> (SET:TRUE)	<i>THB</i>	11.70	404,260	1.28%	<b>5,175</b>
<b>CPE</b> (TWSE:1215)	<i>TWD</i>	98.50	26,925	39.00%	<b>10,501</b>
<b>CTEI</b> (HKSE:3839)	<i>HKD</i>	1.62	1,700	50.43%	<b>857</b>
				<b>Total</b>	<b>194,287</b>



# FY2025 Outlook

## GROWTH TARGETS

- Expand distribution channels
- Strategically increase production capacity
- Foster innovation in products and processes
- Strengthen market presence

## DRIVERS & FOCUS

- Continue to improve operation efficiency
- Expand market presence, include international trading
- Utilize Agri-Tech to enhance efficiency

## KEY CHALLENGES

- Economic and consumption trends
- Impact of President Trump's Tariffs on global economy
- Global animal disease outbreaks
- Supply and demand dynamics in the meat industry
- Interest rate fluctuations
- Foreign exchange volatility



## Appendix A

**Highlights : 3Yr Historical Results**

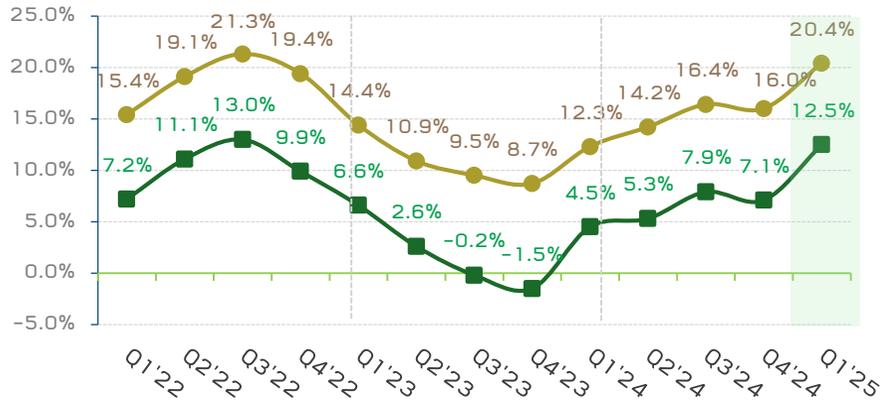


Let's  
**Innovate**  
the FUTURE

# Gross Profit Margin & Operating Profit Margin

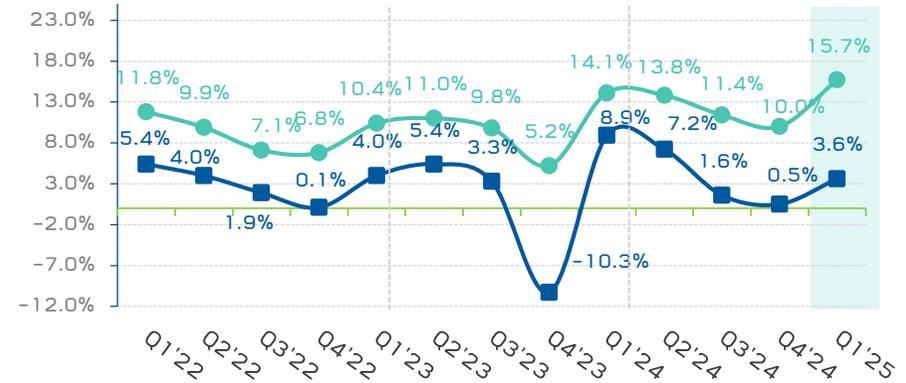
### Thai-Livestock

● GPM  
■ OPM\*\*



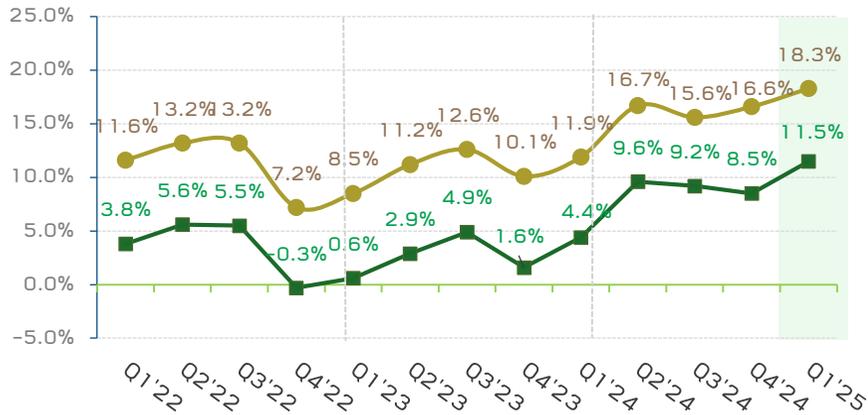
### Thai-Aqua

● GPM  
■ OPM\*\*



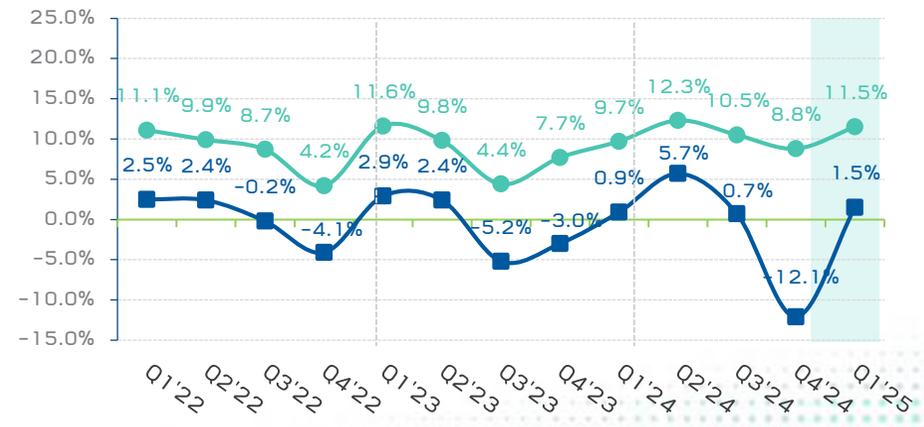
### Oversea-Livestock

● GPM  
■ OPM\*\*



### Oversea-Aqua

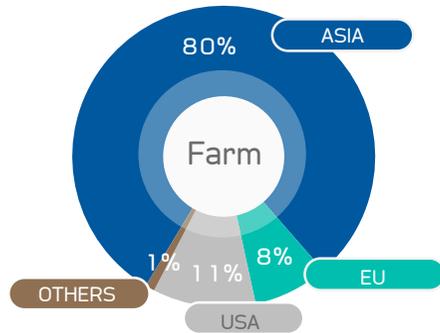
● GPM  
■ OPM\*\*



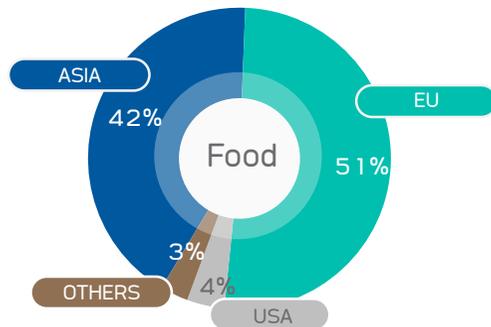
\*\* Exclude gain/loss from fair value adjustment of biological assets

# Thailand Operations - Export Destination

FY2023

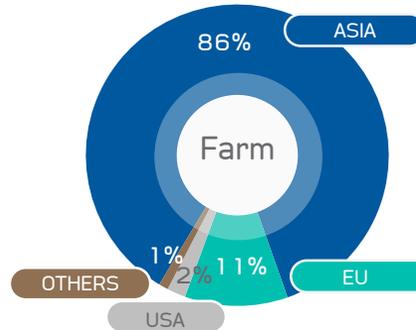


THB 8,568 million ▼ -9%

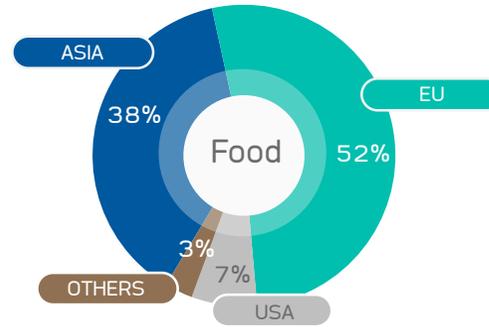


THB 26,201 million ▲ +10%

FY2024

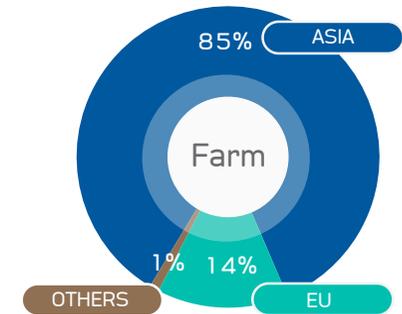


THB 7,886 million ▼ -8%

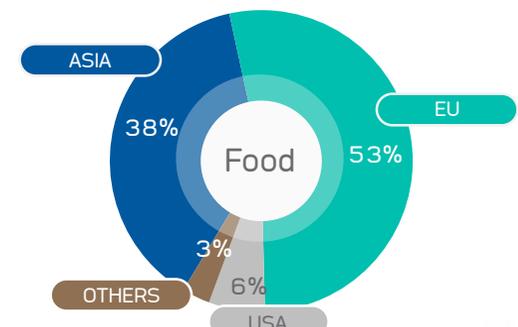


THB 26,126 million ▼ -0%

Q1/2025



THB 1,663 million ▼ -19%



THB 6,114 million ▼ -7%

# Consolidated Income Statement Highlight

	Full Year				
	FY2022	FY2023	% Change	FY2024	% Change
Net sales	614,197	585,844	-5%	<b>580,747</b>	<b>-1%</b>
Gross Profit Margin (%)	13.3%	9.7%		<b>14.6%</b>	
Selling and Administrative Expenses	54,879	50,866	-7%	<b>50,239</b>	<b>-1%</b>
Gain / (Loss) from FX	93	1,023	1000%	<b>547</b>	<b>-47%</b>
EBIT	30,778	10,069	-67%	<b>37,948</b>	<b>277%</b>
EBITDA	66,043	47,578	-28%	<b>76,264</b>	<b>60%</b>
G/L on FV of Biological Assets	1,411	724	-49%	<b>2,362</b>	<b>226%</b>
Financial Costs	(20,358)	(25,506)	25%	<b>(24,575)</b>	<b>-4%</b>
Income Taxes Expense	(6,003)	(600)	-90%	<b>(5,673)</b>	<b>846%</b>
Share in Profit of Associates & Joint Ventures	3,745	4,590	23%	<b>12,699</b>	<b>177%</b>
NET PROFIT	13,970	(5,207)	-137%	<b>19,558</b>	<b>476%</b>
EPS (THB)	1.69	(0.75)		<b>2.39</b>	
# of capital shares*	7,936	7,819		<b>7,744</b>	
Paid-Up Capital	8,611	8,414		<b>8,414</b>	
Dividend (THB/Share)	0.75	0.00		<b>1.00</b>	

\* Note: # of capital shares = No. of the weighted-avg. shares

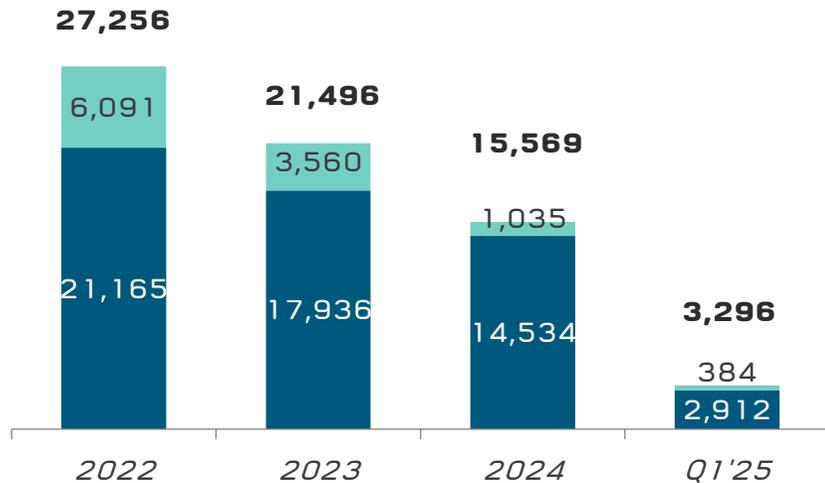
# CAPEX & EBITDA



## CAPEX

Unit: THB, m

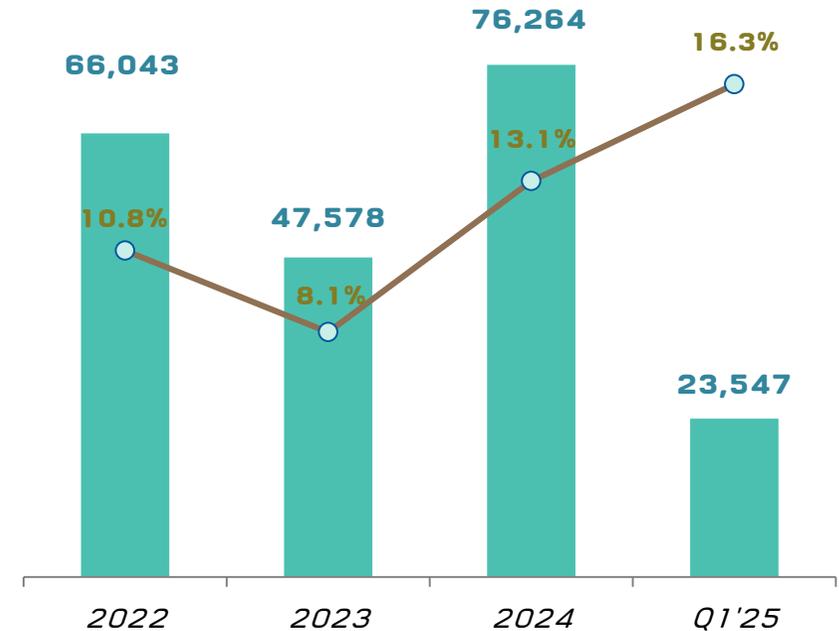
■ CPP ■ CPF



## EBITDA

Unit: THB, m

—●— EBITDA Margin%



*EBITDA = Revenue from Sales of Goods - Cost of Sales of Goods + Other Income - Selling Expense - Administrative Expense - Other Expense + Gain (Loss) from Foreign Exchange + Gain (Loss) on sales of property, plant & equipment + Depreciation & Amortization + Depreciation of biological asset + Dividend income from associates & joint venture*

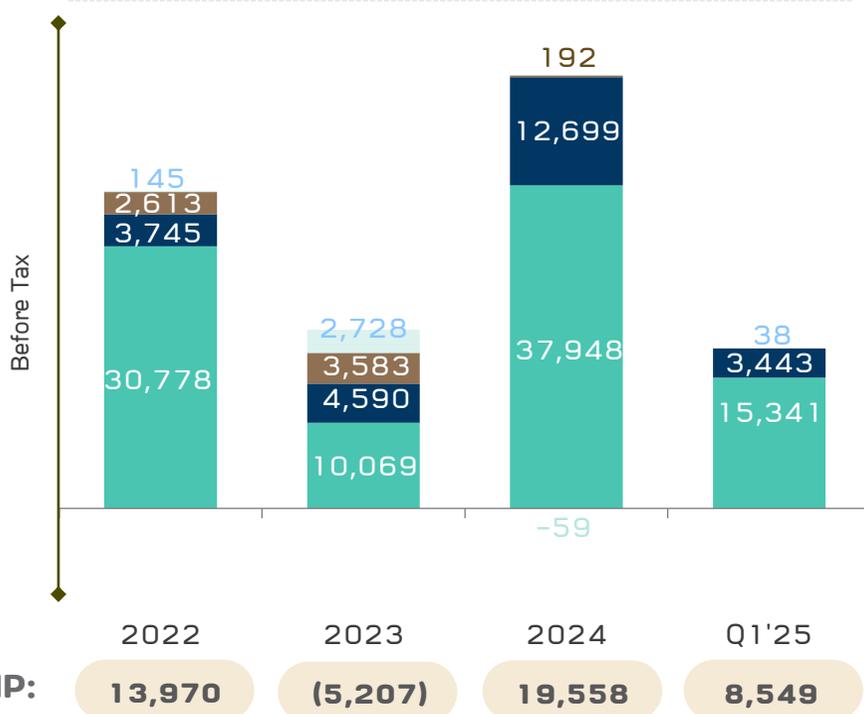


# Consolidated Net Profit, ROA and ROE

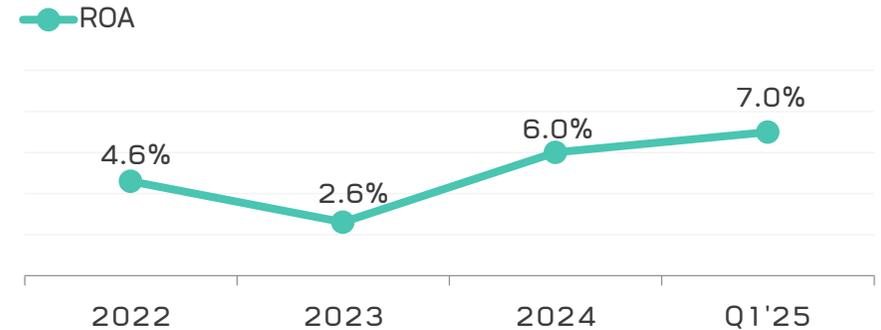
## Net Profit

Unit: THB, m

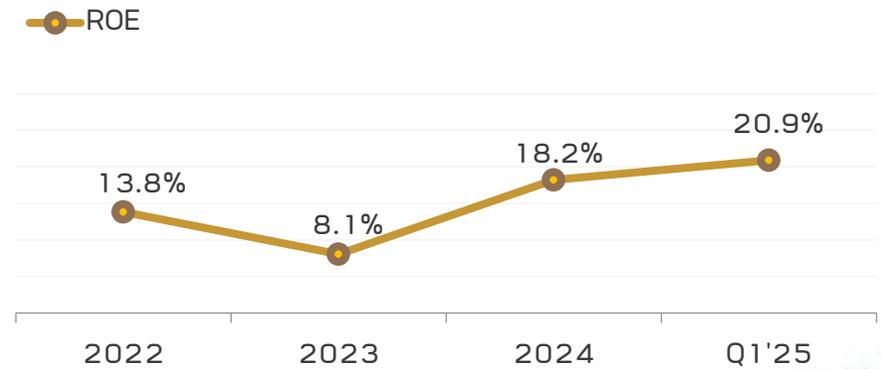
- Gain on one time transaction
- Divestment and Dividend
- Equity (Share in Profit of Associates)
- EBIT



## ROA & ROE



ROA = Total Profit before Income tax and Financial costs/Average Total Asset

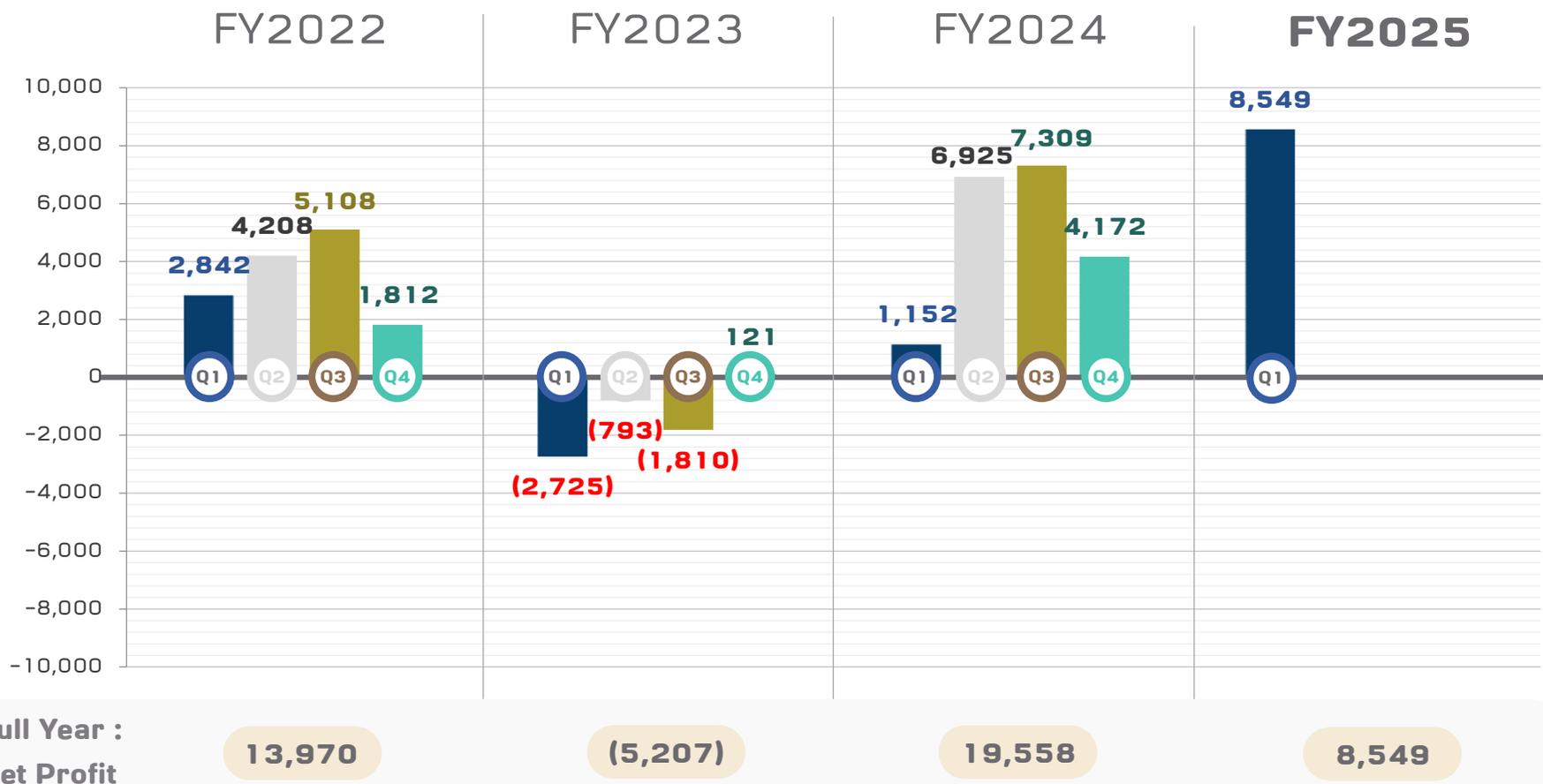


ROE = Total Profit before Income tax and Financial costs/Average Total Equity

\* Annualized basis

# Consolidated Net Profit- Quarterly

Unit : THB, m    ■ Q1   ■ Q2   ■ Q3   ■ Q4

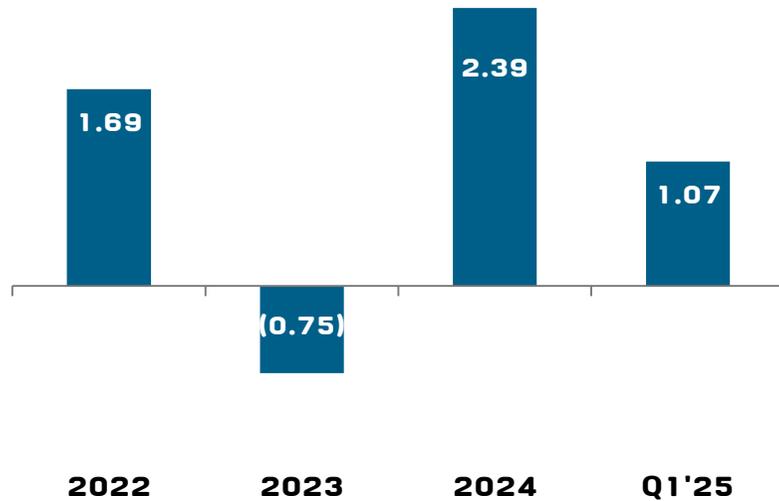


\* Note: Including one time gain from divestment of CPP 's broiler integrated company in an amount of THB 2,675 million. in Q4/23

# EPS & Dividends per Share

## Earnings Per Share

Unit : THB Per Share



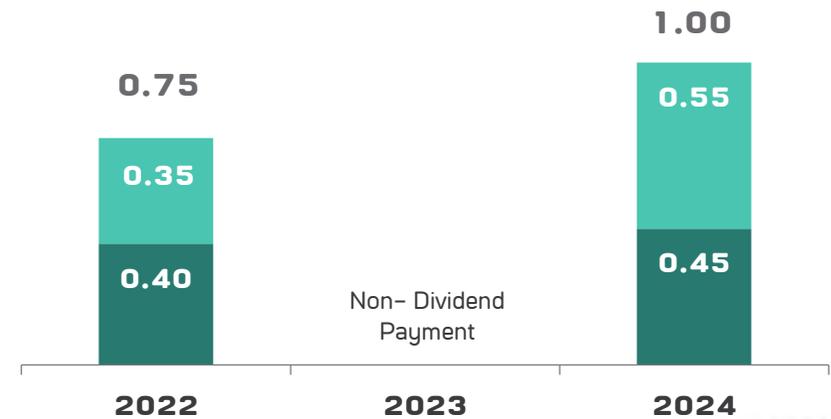
## Dividends

Unit : THB Per Share

■ Final Dividend  
■ Interim Dividend

### Dividend Policy

Semi-annually, **not less than 30%** of consolidated annual net profit





## Appendix B

### Products & Raw Materials Price Trend



Let's  
**Innovate**  
the FUTURE

# Average Farm Prices - Thailand



## Thailand's Broiler price (THB/kg)



### Average Price

Y23	Y24	Y25
39.4	41.5	40.3
% Chg	+5%	-3%



## Thailand's Pork price (THB/kg)

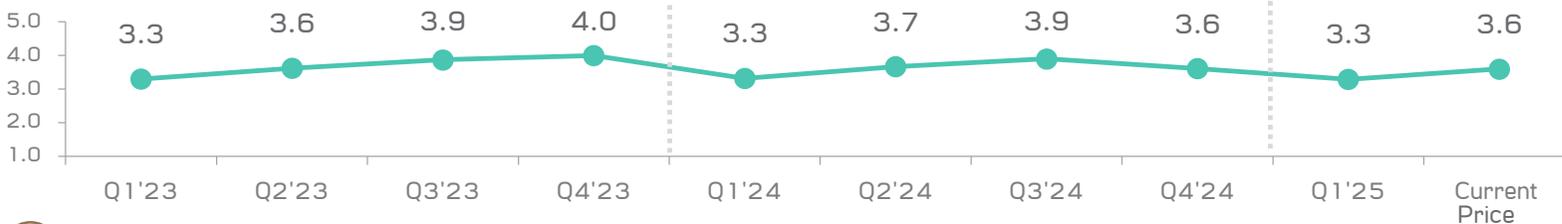


### Average Price

Y23	Y24	Y25
101.5	70.5	68.0
% Chg	-31%	-4%



## Thailand's Fresh Egg price (THB/piece)



### Average Price

Y23	Y24	Y25
3.2	3.6	3.6
% Chg	+13%	-1%



## Thailand's White Shrimp price (THB/Kg)



### Average Price

Y23	Y24	Y25
154	137	151
% Chg	-11%	+10%

Size 70 pieces/kg

Source: CPF



# Average Raw material Prices – Thailand



## Thailand's **Corn** price (THB/kg)



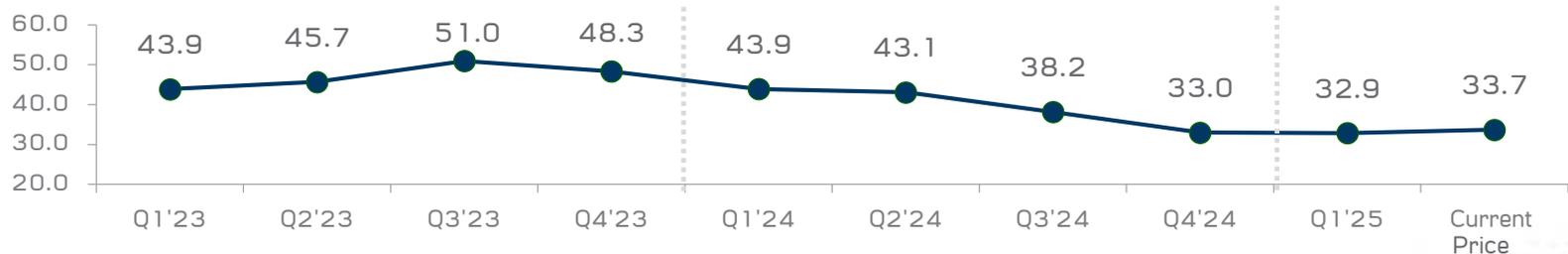
Average Price		
Y23	Y24	Y25
12.1	10.8	10.8
% Chg	-10%	-1%

## Thailand's **Soybean Meal** price (THB/kg)



Average Price		
Y23	Y24	Y25
22.7	20.9	17.1
% Chg	-8%	-18%

## Thailand's **Fishmeal** price (THB/kg)



Average Price		
Y23	Y24	Y25
47.2	39.5	32.9
% Chg	-16%	-17%

Source: CPF



# Vietnam: Average Market Price and Major Feed Raw Materials



**Swine**  
(VND/kg)

**Broiler**  
(VND/kg)

**Corn**  
(VND/kg)

**Soybean Meal**  
(VND/kg)



# India: Average Market Price and Major Feed Raw Materials



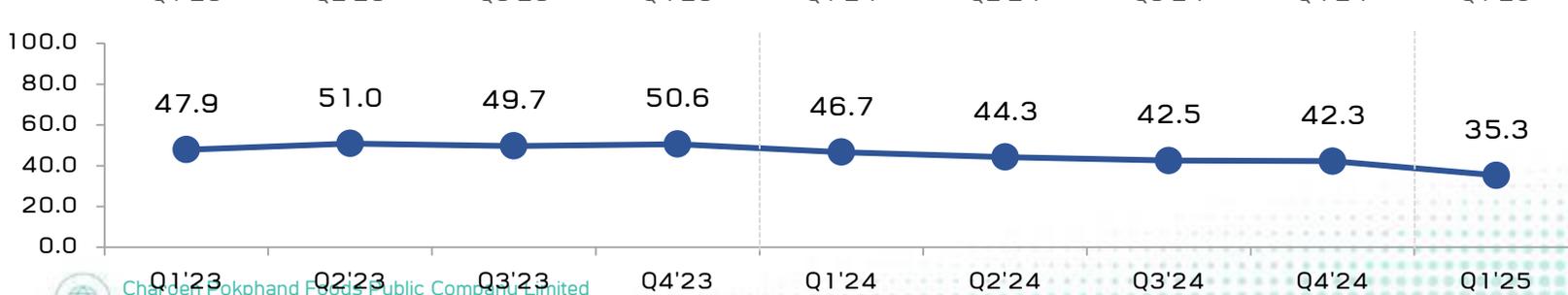
**Broiler**  
(INR/kg)



**Shrimp  
(60 pieces)**  
(INR/kg)



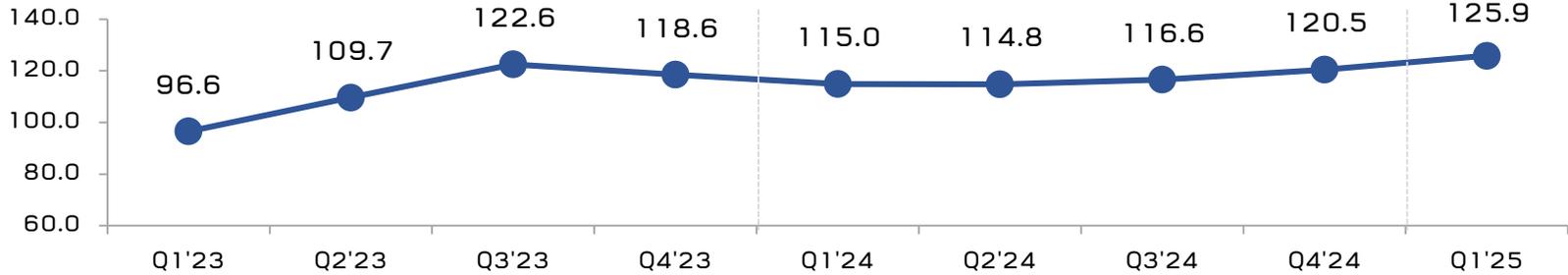
**Corn**  
(INR/kg)



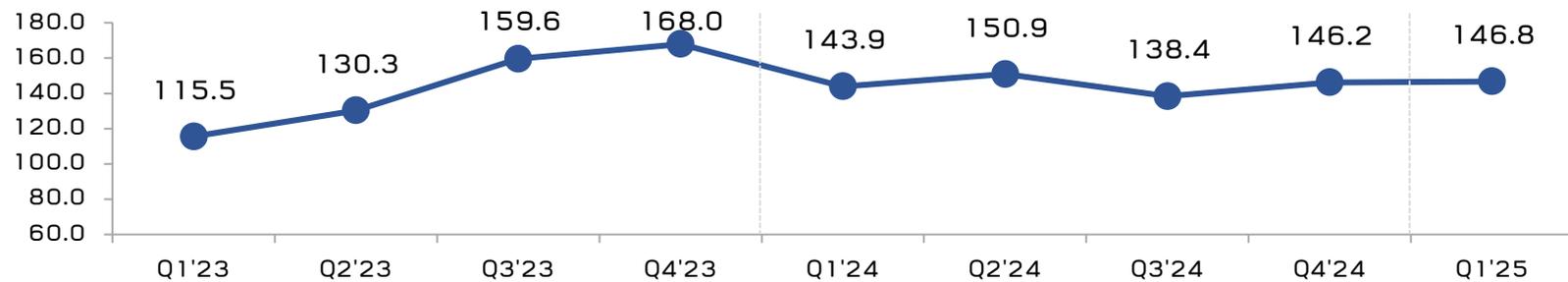
**Soybean Meal**  
(INR/kg)



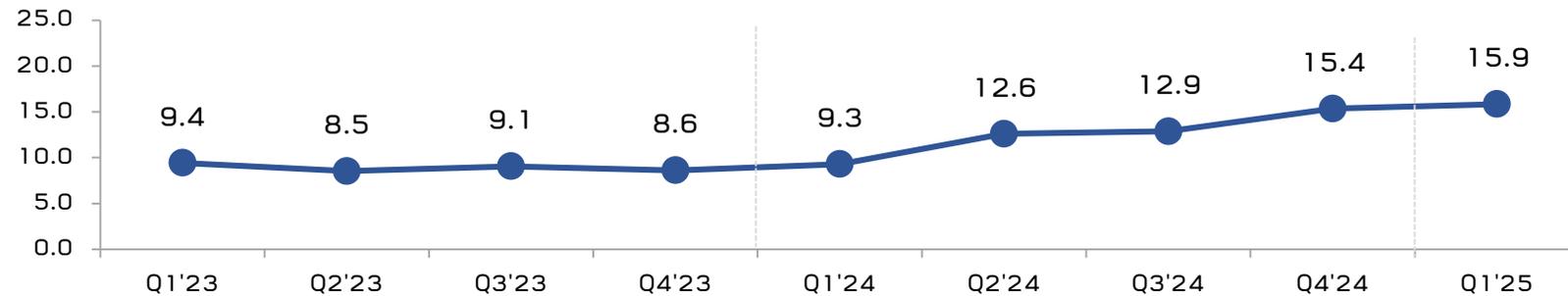
# Russia: Average Market Price and Major Feed Raw Materials



**Swine**  
(RUB/kg)



**Broiler**  
(RUB/kg)



**Wheat**  
(RUB/kg)



**Soybean Meal**  
(RUB/kg)



# Cambodia: Average Market Price and Major Feed Raw Materials



**Swine**  
(KHR/kg)



**Corn**  
(KHR/kg)



**Soybean Meal**  
(KHR/kg)



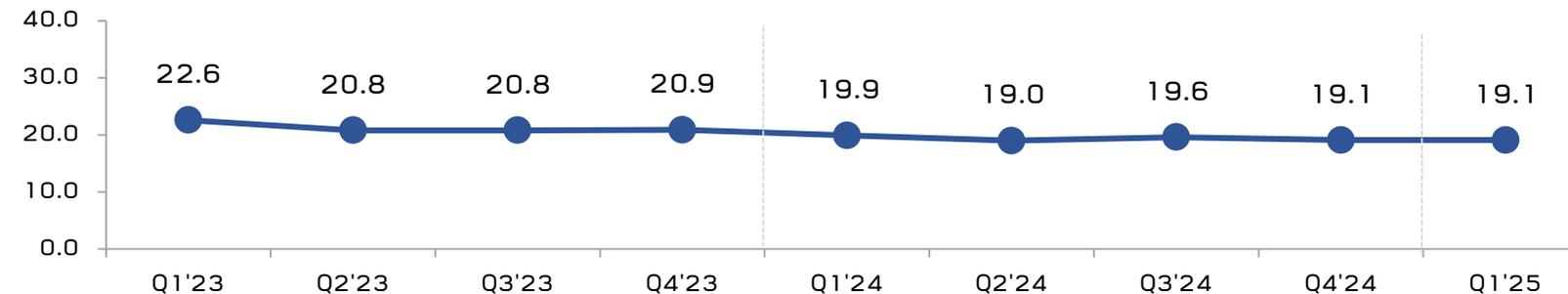
# Philippines: Average Market Price and Major Feed Raw Materials



**Swine**  
(RUB/kg)



**Broiler**  
(RUB/kg)



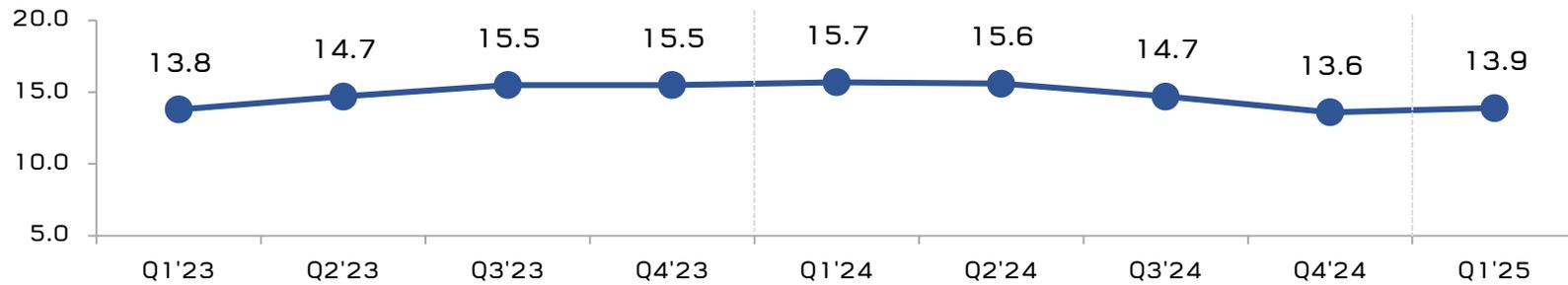
**Corn**  
(RUB/kg)



**Soybean Meal**  
(RUB/kg)



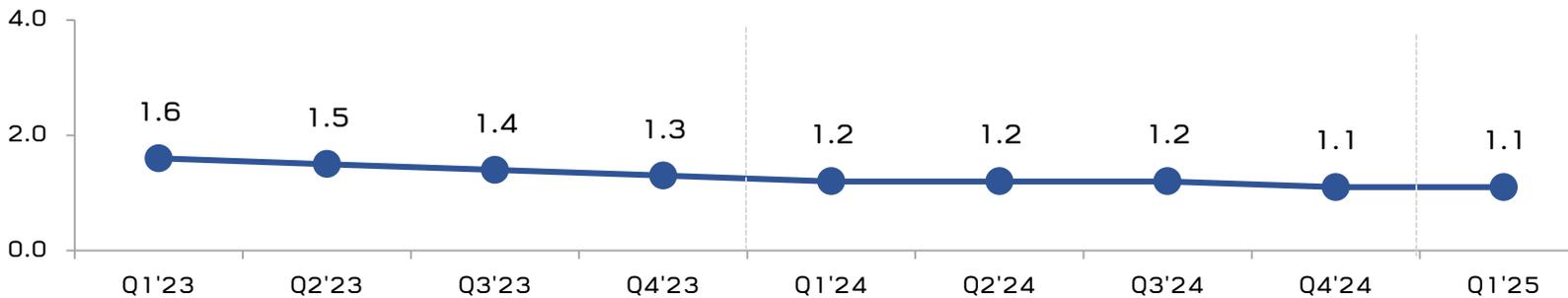
# Malaysia: Average Market Price and Major Feed Raw Materials



**Swine**  
(RUB/kg)



**Broiler**  
(RUB/kg)



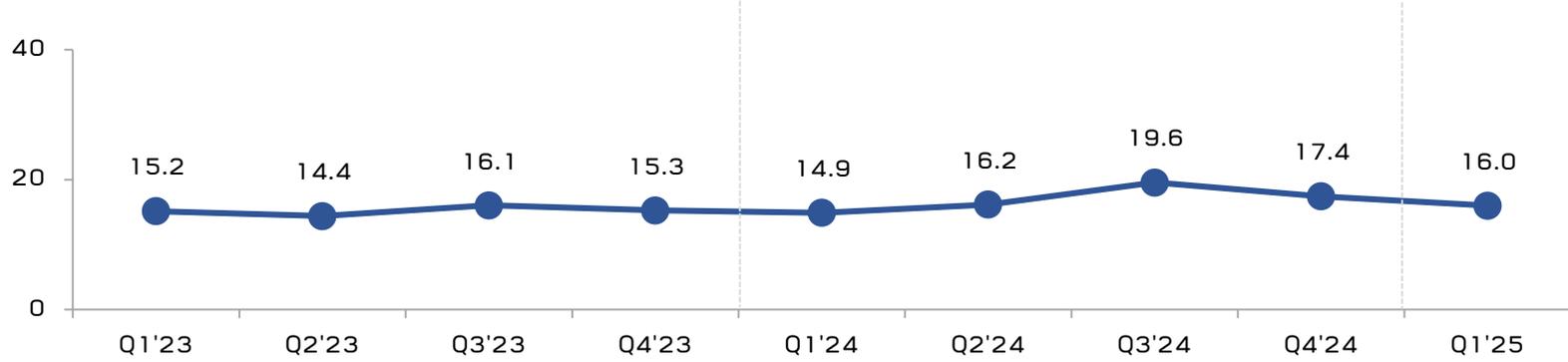
**Corn**  
(RUB/kg)



**Soybean Meal**  
(RUB/kg)



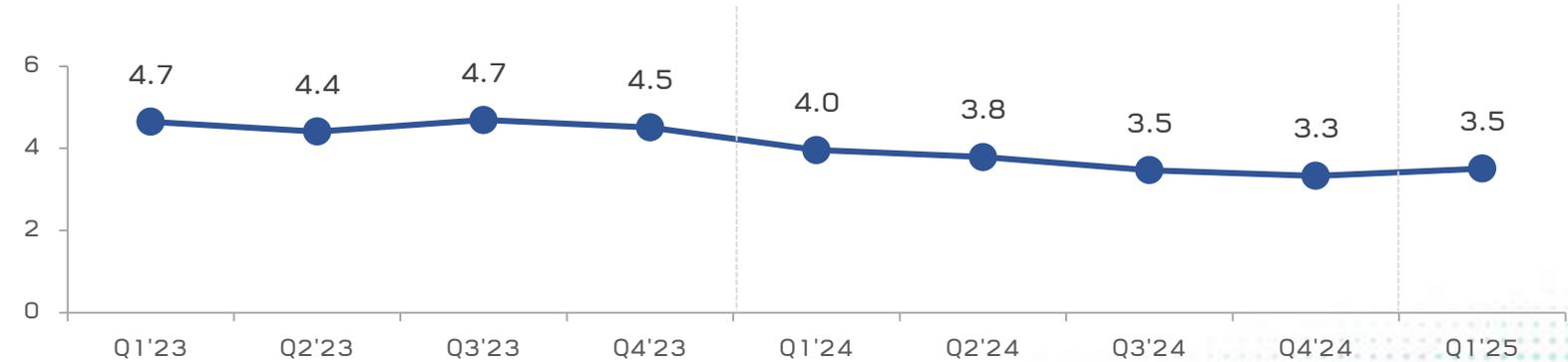
# China: Average Market Price and Major Feed Raw Materials



**Swine**  
(RMB/kg)



**Corn**  
(RMB/kg)



**Soybean Meal**  
(RMB/kg)





# Appendix C

## Group of Associate Companies & Joint Ventures



# Group of Associate Companies & Joint Ventures



Associates	Type of Business	CPF's Direct and Indirect Interest (%)
Arbor Acres Thailand Company Limited	Broiler Breeder business	49.98
Ross Breeders Siam Company Limited	Broiler Breeder business	49.99
CP All Public Company Limited	Convenience store business	34.50
CP Aextra Public Company Limited	Wholesale business	8.85
Nava 84 Company Limited	Investment	25.00
Siam Rivea Company Limited	Restaurant	29.99
A.P.P.Enterprise INC.	Renting and leasing of real property	39.60
Sao Ta Foods Joint Stock Company	Seafood product preparation and packaging business	20.71
Sterling Park Corporation	Computer systems design and related services	14.27
Kamereo International Pte. Ltd.	Food Supplier	9.39
BaltFood LLC	Slaughter house	30.35
Norfolk Property Development (Private) Limited	Property development	39.20
Chia Tai Investment Co., Ltd. (Group)	Animal feed and swine business	26.69
Chia Tai Conti (Cixi) Investment Management Company Limited	Provision of Consulting service on economic and trade	38.12
Conti Chia Tai International Limited	Production and sale of animal feed	38.12
Cixi Zhuda Investment Center (Limited Partnership)	Investment	34.69
Zhaniang Deni Vehicle parts Co.,Ltd.	Manufactures and distributes carburetor products	14.12

Joint Ventures	Type of Business	CPF's Direct and Indirect Interest (%)
CP-Meiji Company Limited	Production of dairy products	59.99
Superdrob S.A.	Livestock business	49.45
CPF Poland S.A.	Agro-Industrial and Food businesses	49.45
Westbridge Foods Holding B.V.	Food trading business	49.99
Camamor Produtos Marinhos Ltda.	Shrimp business	40.00
Andhra Pradesh Broodstock Multiplicationcentre Private	Aquaculture business	74.99
Hylife Group Holding Ltd.	Swine business	50.10
Feng Sheng Livestock Co.,Ltd.	Livestock business	19.51
ECI Metro Investment Company Limited	Sales distributor of industrial machinery products	25.21
ECI Metro Enterprises (Hong Kong) Co., Ltd.	Sales distributor of industrial machinery products	25.21





# Appendix D

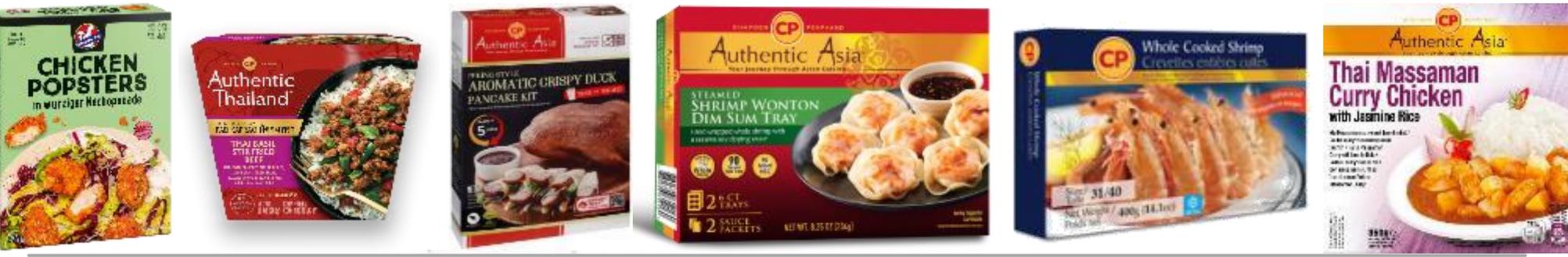
## Product Samples & Retail Outlet Formats



# Food Retail Products



# Food Retail Products



# Food Service : Five Stars Chain



Vietnam

India

Cambodia

Laos

Philippines



# Food Service : Chester's



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**Annual Report & Annual Review:**

<https://www.cpfworldwide.com/en/investors/annual>

**Sustainability Report:**

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

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For Further Information

