



**FY2025**

# Results Briefing

Investor Presentation, March 2, 2026





# Table of Content



**Business Overview**

**03 - 10**

**FY2025 Financial Results**

**11 - 17**

**FY2026 Outlook**

**18**

**Appendix**

**A:** 3Yr Historical Results

**B:** Products & Raw Materials Price Trend

**C:** Highlights Q4/2025 Results

**D:** Group of Associate Companies & Joint Ventures

**E:** Product Sample & Retail Outlet Format



# Business Overview

“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.”





# 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's 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



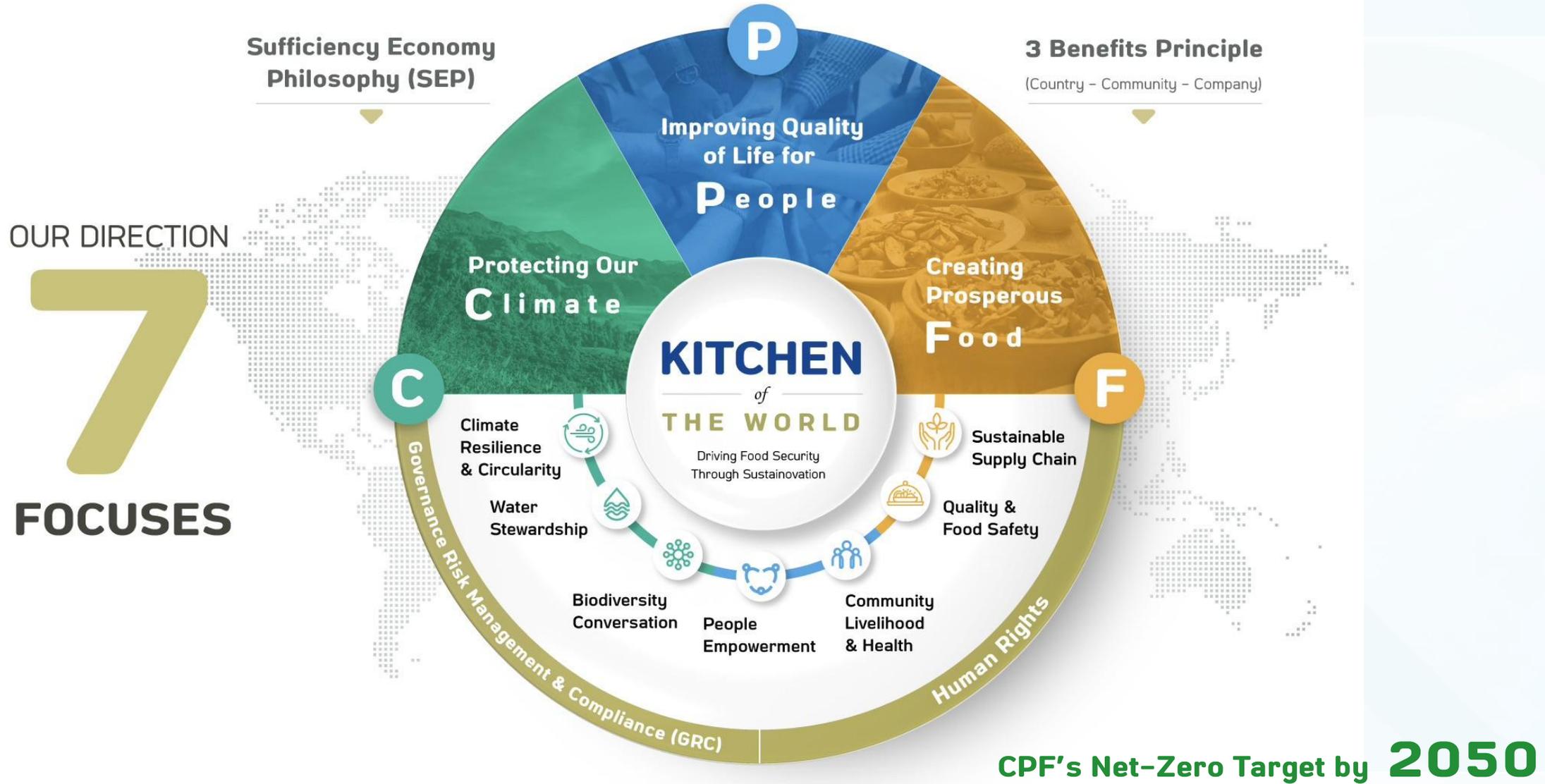
## Recognized Excellence

- SET 50 index on Stock Exchange of Thailand Agro & Food Industry Sector
- Member of the 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



Member of  
**Dow Jones Sustainability Indices**  
Powered by the S&P Global CSA



FTSE4Good





# Company Highlight

## At a Glance

### Market Cap

**THB 182 billion**

(or ~USD 5.9 billion)  
as of Feb 26, 2026

### Book Value

**THB 26.91\***

per share as of Dec 31, 2025

### Major Shareholder

**Charoen Pokphand  
Group Ltd.**

**with 49.51%\*\***

of paid-up capital as of Sep 1, 2025

## Sales in FY2025

(or ~USD 18.4 billion)

THB

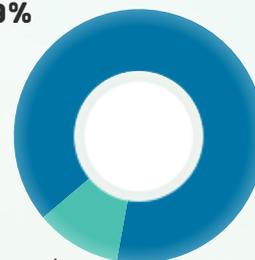
**571 billion**



## Sales Breakdown

Livestock

**89%**

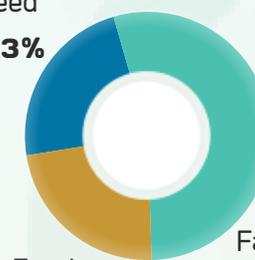


Aquaculture

**11%**

Feed

**23%**



Food

**23%**

Farm

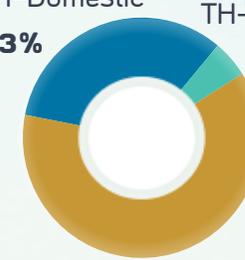
**54%**

TH-Domestic

**33%**

TH-Export

**5%**



International

**62%**

### 4 listed investments onboard

**HKSE:3839**

**TWSE:1215**

**SET:CPALL**

**SET:CPAXT**

### 30 series of debentures

listed on Thai Bond Market Association

## Credit Rating

**A**

**"Stable" Outlook  
by TRIS Rating  
As of Oct 6, 2025**

*Note: USD 1 = THB 31.08 (as of February 26, 2026)*

*(\*) 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)*



# 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.



## Feed business

- Feed milling Feed
- Pet Snack



## Farm business

- Breeding Breeder
- Farming Live Animal
- Processing Fresh Meat



## Food business

- Food and Ready Meal
- Food & Retail Outlets



## Distribution Channel

- Food Services
- HoReCa
- Own Channel
- Modern Trade
- Traditional Trade
- Export



# CPF Geographical Footprints

CPF has operations and investments in 17 countries, with distribution reaching over 50 countries and serving more than 4 billion people.

"CPF adopt a **localized production model** in other countries, producing and selling with in each market to ensure food security and meet local consumer needs."

Operations and investment in

**17**

countries



Catered to

**> 4 Billion**

people



Distribute to

**> 50**

countries

## CPF's manufacturing bases worldwide

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

Note : \* Business of associates and joint ventures



# Our Strategy for Growth



## Fully integrated Business Model

From upstream midstream to downstream



## Digital Transformation

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

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



## 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, as well as economic value.



## Globalization

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





# CPF Operation Structure

as of Dec 31, 2025

% % to Sales Revenue



**FY2025**

**Sales Revenue**  
**571,135** Million Thai Baht

---

**Net Profit**  
**25,197** 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



# FY2025 Financial Results





# Performance Summary

Unit: THB, m	YoY			QoQ		
	FY2024	FY2025	%Change (YoY)	Q4/2024	Q4/2025	%Change (QoQ)
Sales Revenue	580,747	<b>571,135</b>	-2%	148,509	<b>140,800</b>	-5%
<b>Gross Profit Margin</b>	14.6%	<b>16.9%</b>		15.7%	<b>12.9%</b>	
Selling & administrative expenses	50,239	<b>50,298</b>	0%	12,824	<b>13,490</b>	5%
EBIT	37,948	<b>49,267</b>	30%	10,939	<b>5,523</b>	-50%
<b>EBIT Margin</b>	6.5%	<b>8.6%</b>		7.4%	<b>3.9%</b>	
EBITDA	76,264	<b>89,195</b>	17%	19,390	<b>14,542</b>	-25%
<b>EBITDA Margin</b>	13.1%	<b>15.6%</b>		13.1%	<b>10.3%</b>	
G/L on FV of Biological Assets	2,362	<b>(865)</b>	-137%	(263)	<b>645</b>	345%
Financial Costs	(24,575)	<b>(24,089)</b>	-2%	(6,086)	<b>(5,875)</b>	-3%
Income Taxes Expense	(5,673)	<b>(8,635)</b>	52%	(2,018)	<b>(926)</b>	-54%
Share in Profit of Associates & JV	12,699	<b>11,121</b>	-12%	3,900	<b>1,628</b>	-58%
Net Profit	19,558	<b>25,197</b>	29%	4,172	<b>1,085</b>	-74%
<b>Net Profit Margin</b>	3.4%	<b>4.4%</b>		2.8%	<b>0.8%</b>	
EPS (THB)	2.39	<b>3.12</b>		0.50	<b>0.11</b>	
Dividend (THB/Share)	1.00	<b>1.25</b>				

## FY2024 vs FY2025

**Sales revenue decreased 2% due to FX translation**  
Sales revenue in local currency increased **3%**

**Gross profit margin increased to 16.9%**

- Enhanced operational efficiency and cost reduction
- Lower global soy bean meal price (raw material)
- Improved average selling meat price in the region

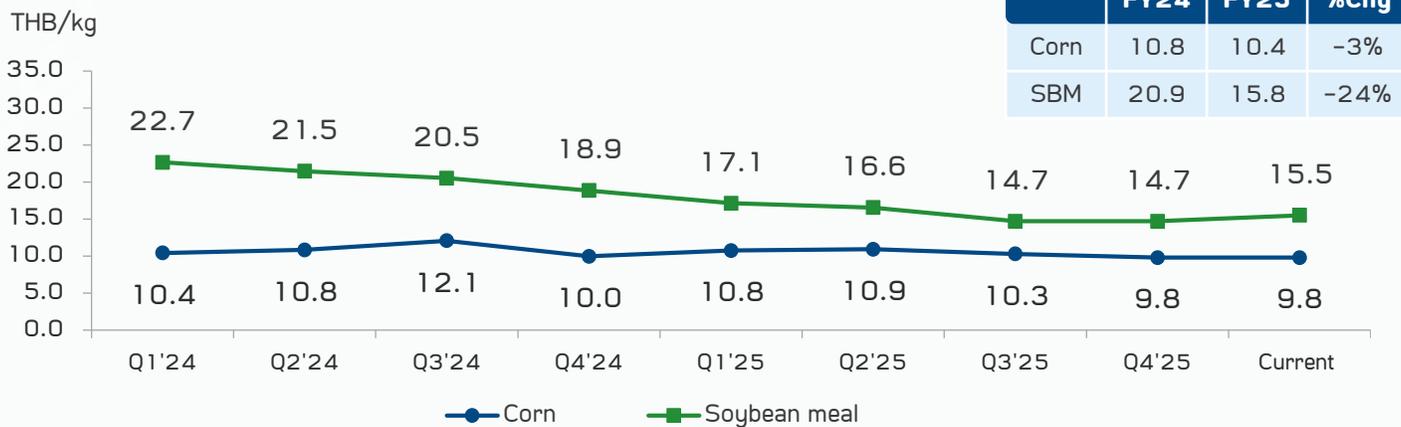
**Financial cost decreased 2%** from lower interest rate

**Share in profit of associates down 12%** mainly from China (CTI)

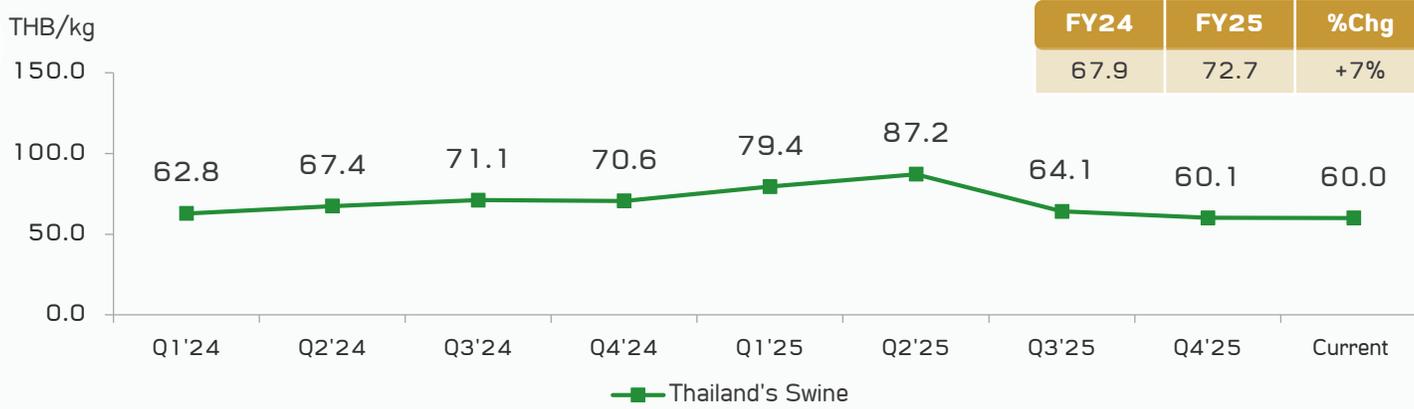
**Net Profit of 25,197 up 29%**



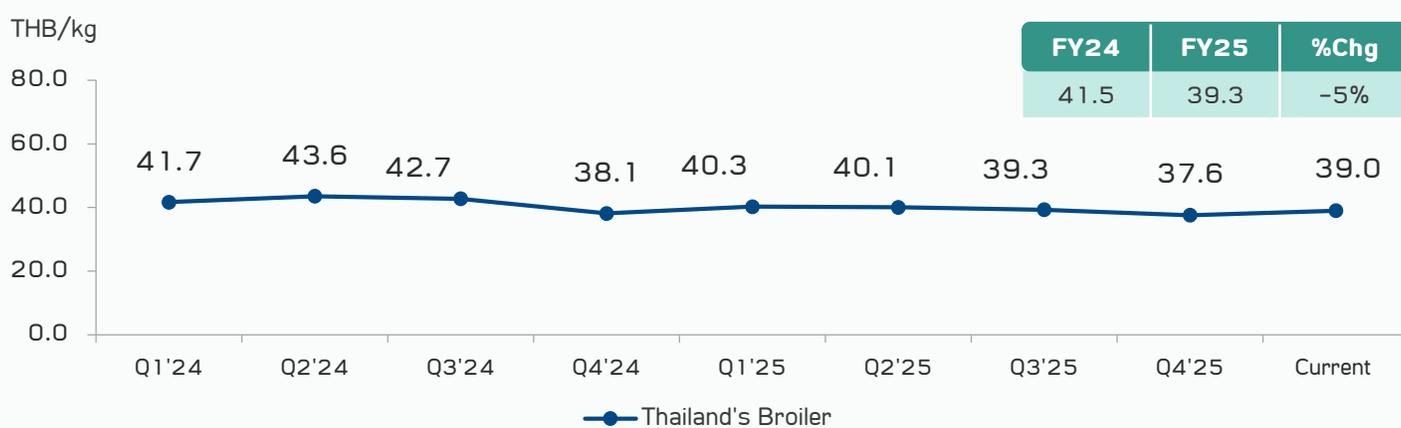
# Industry overview (Thailand)



- **Raw material costs in FY25 lower than FY24 due to high overall output**
- **Expected raw material costs in FY26 continue at average price in last year**



- **Average price in FY25 higher than FY24**
  - Due to the industry's adjustment from previous oversupply conditions
- **Price decrease in early Q4'25 due to seasonality**
  - Expected to recover in 2H'26 from higher demand and supply adjustment



- **Broiler prices in Thailand remain favorable, supported by stable domestic demand and market conditions.**



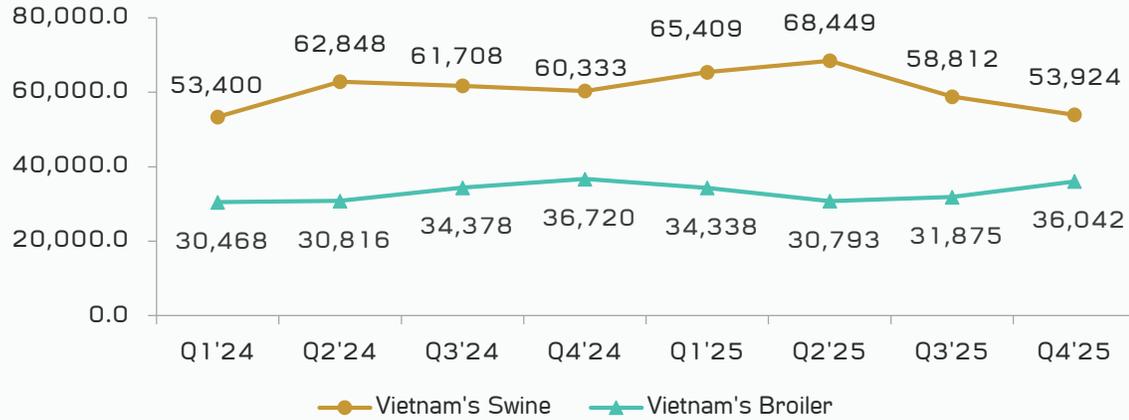
# Industry overview (Overseas)



## Vietnam

	FY24	FY25	%Chg
Swine	59,572	61,649	+3%
Broiler	33,059	33,262	+1%

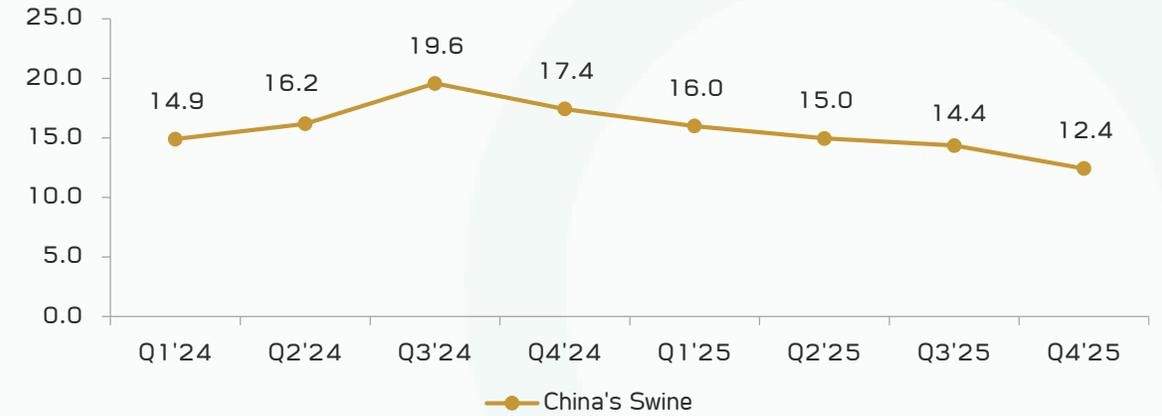
VND/kg



## China

	FY24	FY25	%Chg
Swine	17.0	14.4	-15%

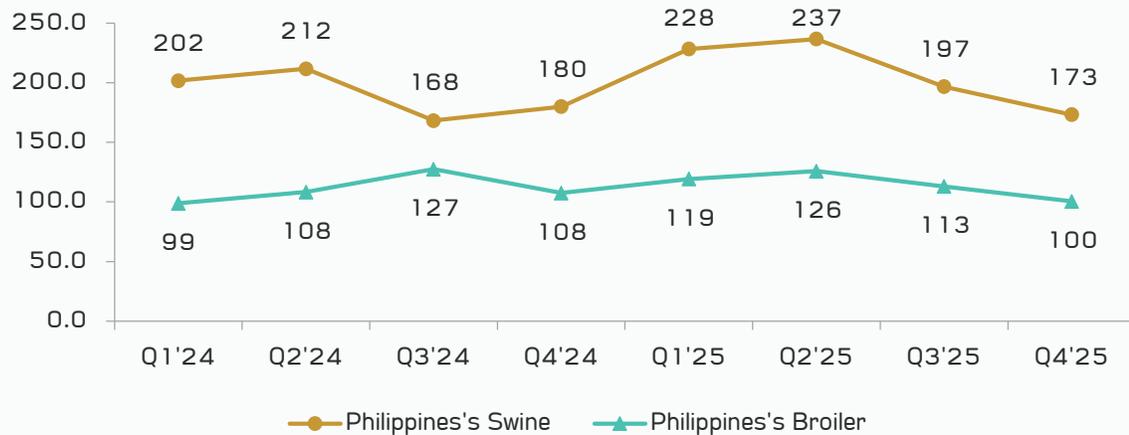
RMB/kg



## Philippines

	FY24	FY25	%Chg
Swine	190	209	+10%
Broiler	111	115	+4%

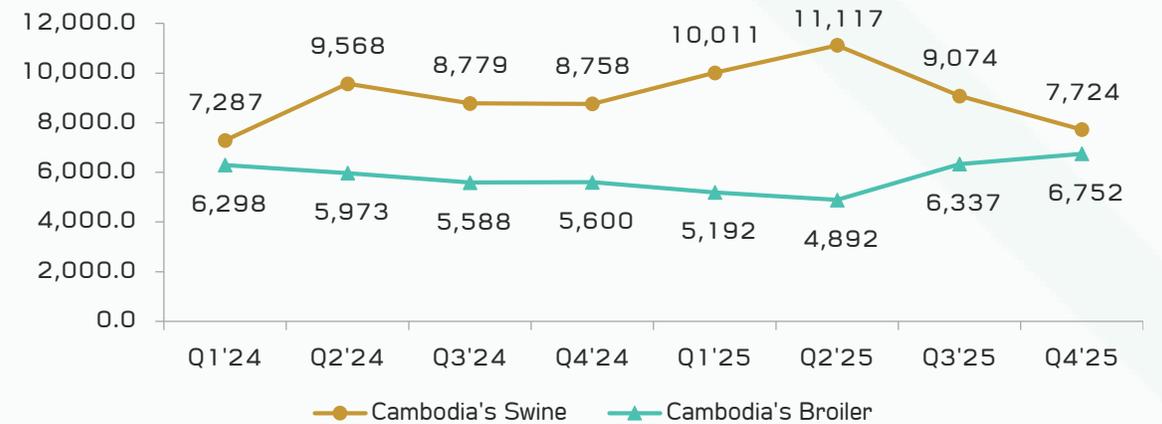
PHP/kg



## Cambodia

	FY24	FY25	%Chg
Swine	8,598	9,482	+10%
Broiler	5,865	5,793	-1%

PHP/kg

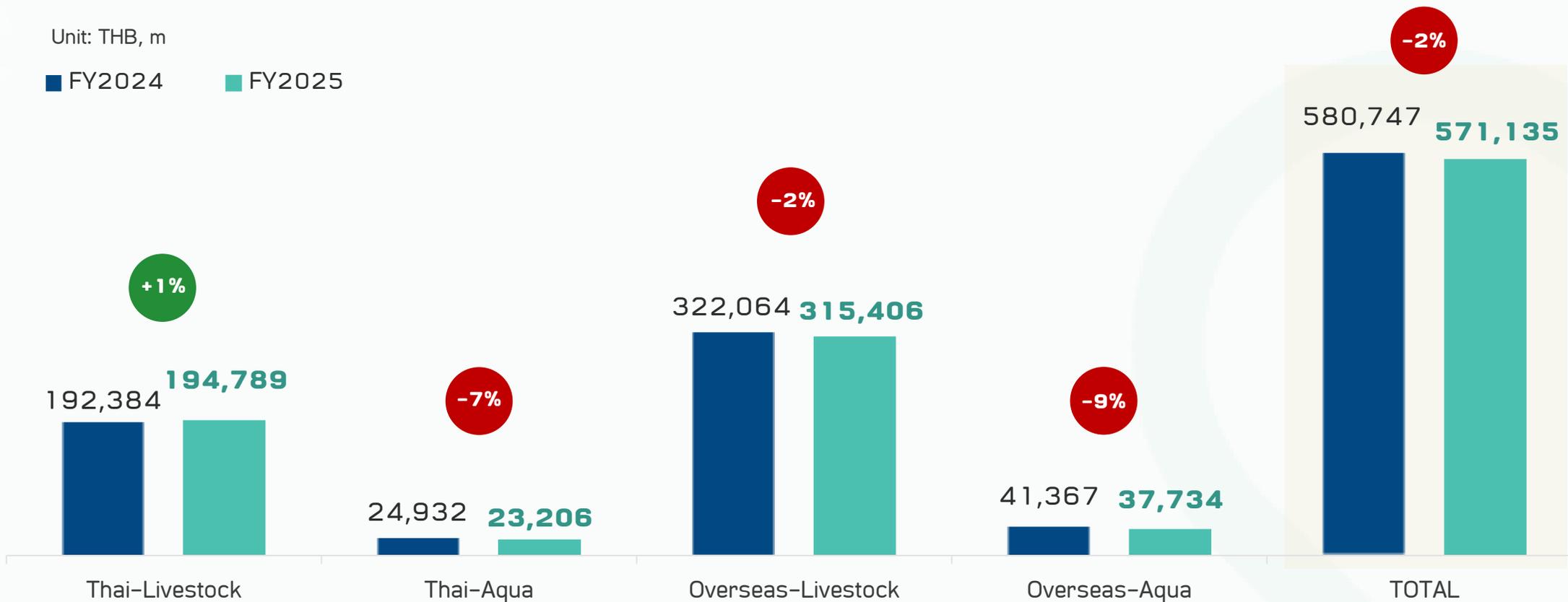




# FY2025: Sales & Profit Margin by Business

Unit: THB, m

■ FY2024 ■ FY2025



	Thai-Livestock	Thai-Aqua	Overseas-Livestock	Overseas-Aqua	TOTAL
<b>GMP</b>	14.8%	12.4%	15.3%	10.5%	14.6%
	19.3%	15.8%	16.5%	8.8%	16.9%
<b>OPM**</b>	6.2%	4.6%	8.0%	-0.4%	6.7%
	10.1%	8.3%	9.5%	1.7%	9.1%

## FY2025 Operating Profit Breakdown

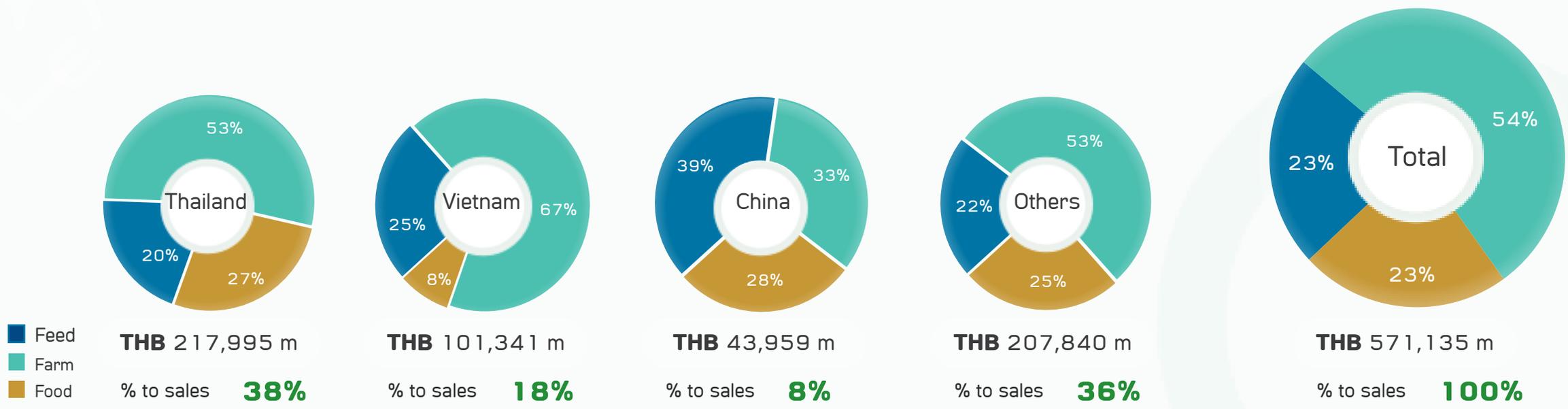
Thai : 43%

Oversea : 57%

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



# FY2025: Sales Structure by Products



Sales Breakdown by Products												
	Feed			Farm			Food			TOTAL		
	FY2024	FY2025	%Change									
Thailand	45,750	<b>43,441</b>	-5%	113,447	<b>115,708</b>	2%	58,119	<b>58,846</b>	1%	217,316	<b>217,995</b>	0%
Domestic	45,631	<b>43,305</b>	-5%	105,561	<b>109,112</b>	3%	31,993	<b>33,757</b>	6%	183,185	<b>186,174</b>	2%
Export	119	<b>136</b>	14%	7,886	<b>6,596</b>	-16%	26,126	<b>25,089</b>	-4%	34,131	<b>31,821</b>	-7%
Vietnam	30,187	<b>25,619</b>	-15%	83,379	<b>67,562</b>	-19%	8,467	<b>8,160</b>	-4%	122,033	<b>101,341</b>	-17%
China	9,706	<b>17,066</b>	76%	15,819	<b>14,400</b>	-9%	10,715	<b>12,493</b>	17%	36,240	<b>43,959</b>	21%
Others	45,721	<b>44,932</b>	-2%	107,595	<b>111,181</b>	3%	51,842	<b>51,727</b>	-0%	205,158	<b>207,840</b>	1%
<b>Total</b>	<b>131,364</b>	<b>131,058</b>	-0%	<b>320,240</b>	<b>308,851</b>	-4%	<b>129,143</b>	<b>131,226</b>	2%	<b>580,747</b>	<b>571,135</b>	-2%

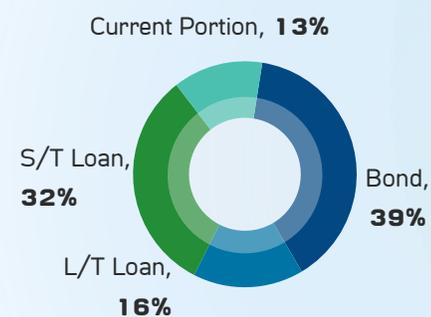


# Financial Status (As of Dec 31, 2025)

## Balance Sheet

unit: THB, m	FY2024	FY2025	%Change
<b>Total Assets</b>	876,724	<b>861,796</b>	<b>-2%</b>
<i>Cash &amp; Cash Equivalent</i>	24,944	<b>23,371</b>	<b>-6%</b>
<i>Property, Plant &amp; Equipment</i>	255,585	<b>251,750</b>	<b>-2%</b>
<b>Total Liabilities</b>	583,500	<b>609,937</b>	<b>5%</b>
<b>Total Equity</b>	293,224	<b>251,859</b>	<b>-14%</b>

## Interest Bearing Debt: THB 480,183 m\*

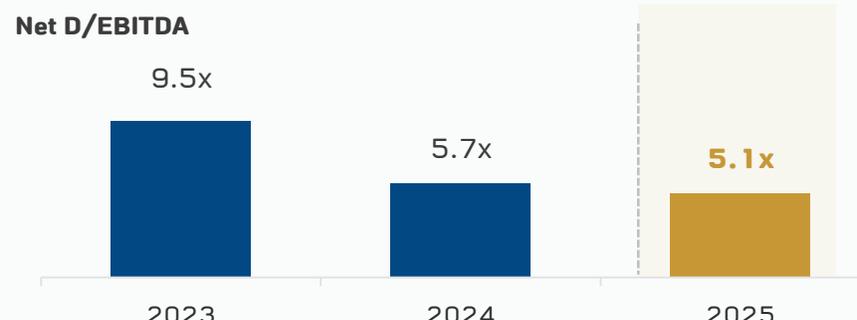
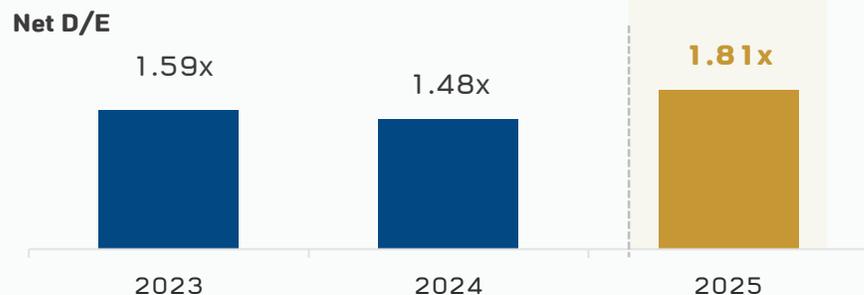


### Cost of Debts

Y2023	Y2024	Y2025
4.34%	4.30%	<b>3.90%</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



# Investment and Financing Activities

## 2025

### 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

### October

#### The acquisition of a new subsidiary in Malaysia

Pertanian Pertiwi Sdn. Bhd.  
Lessor of the land and buildings  
100% (THB 140 m)

#### Share Repurchase Program

THB 8,000 m or 350m shares  
From 8 Oct'25 to 7 Apr'26



### October

#### Thai Baht Debenture

THB 9,890 m by CPF  
Tenor 7,10 yrs.  
(Weighted Avg. 2.9%)

#### Thai Baht Debenture

THB 6,090 m by CPFTH  
Tenor 6,12 yrs.  
(Weighted Avg. 2.8%)

#### Joint Venture with NH Foods Ltd. of Japan

Production and distribution of processed foods  
CPFFB: 51%  
NH Foods Ltd.: 49%  
(THB 1,800 m)



## 2026

### January

#### Thai Baht Debenture

THB 13,070 m by CPF  
Tenor 4,6,8 yrs. (@ 2.6%)

### February

#### Participation as a Cornerstone Investor in the IPO of H-Shares of MUYUAN FOODS CO., LTD.

Approx. USD 200 m  
(0.70% of the issued share capital)





# CPF's Investment in Listed Companies

As of Dec 31, 2025	Stock Price (Local Curr.)	Market Cap. (THB mm)	CPF Holding (%)	Holding Value (THB mm)
<b>CPALL</b> (SET:CPALL)	<i>THB</i> 43.50	390,765	34.77%	<b>135,869</b>
<b>CP AXTRA</b> (SET:CPAXT)	<i>THB</i> 15.70	166,111	8.85%	<b>14,701</b>
<b>TRUE</b> (SET:TRUE)	<i>THB</i> 10.90	376,618	1.28%	<b>4,821</b>
<b>CPE</b> (TWSE:1215)	<i>TWD</i> 131.50	35,241	39.00%	<b>13,744</b>
<b>CTEI</b> (HKSE:3839)	<i>HKD</i> 7.25	7,051	50.43%	<b>3,556</b>
			<b>Total</b>	<b>172,690</b>



# FY2026 Outlook



# FY2026 Outlook



## Growth Target

- Target 5% increase in sales volume
- Value added innovation in the business
- Strengthen market presence
- Partnering to explore and expand



## Key Drivers & Focus

- Agri-Tech integration to optimize operational efficiency
- Strategic market penetration
- Localized business model focuses on producing and selling products within the local market



## Key Challenge

- Macroeconomic and consumption outlook
- Global animal disease outbreaks
- Meat supply and demand dynamics
- Geopolitical situation / US reciprocal tariff
- Currency and fiscal volatility



# Appendix A

Highlights : 3Yr Historical Results



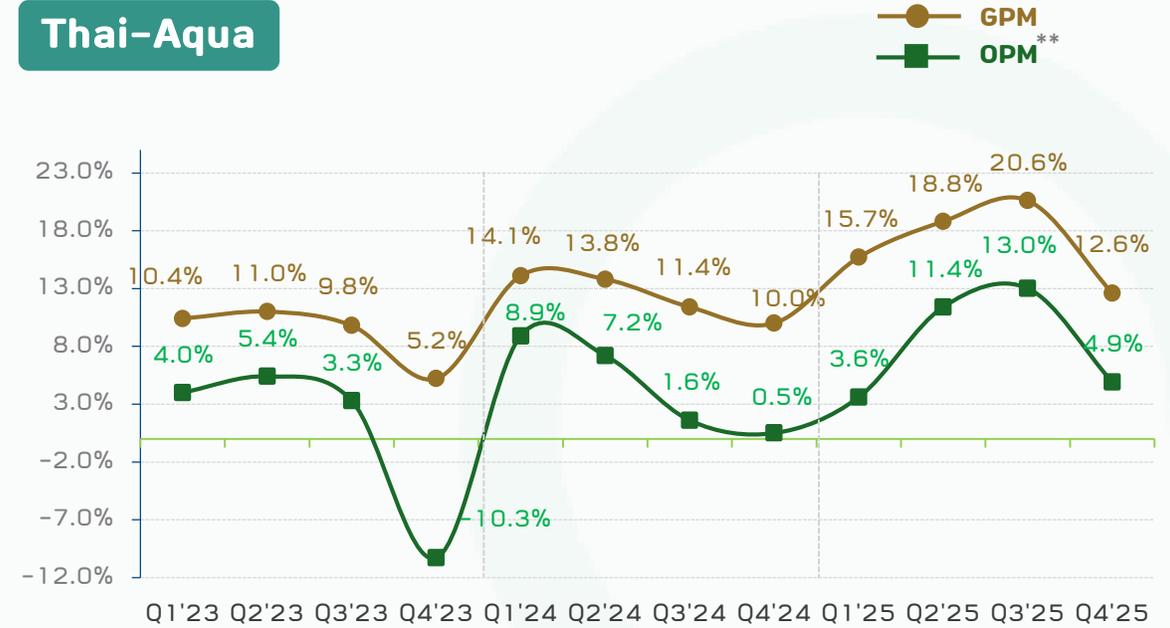


# Gross Profit Margin & Operating Profit Margin

## Thai-Livestock



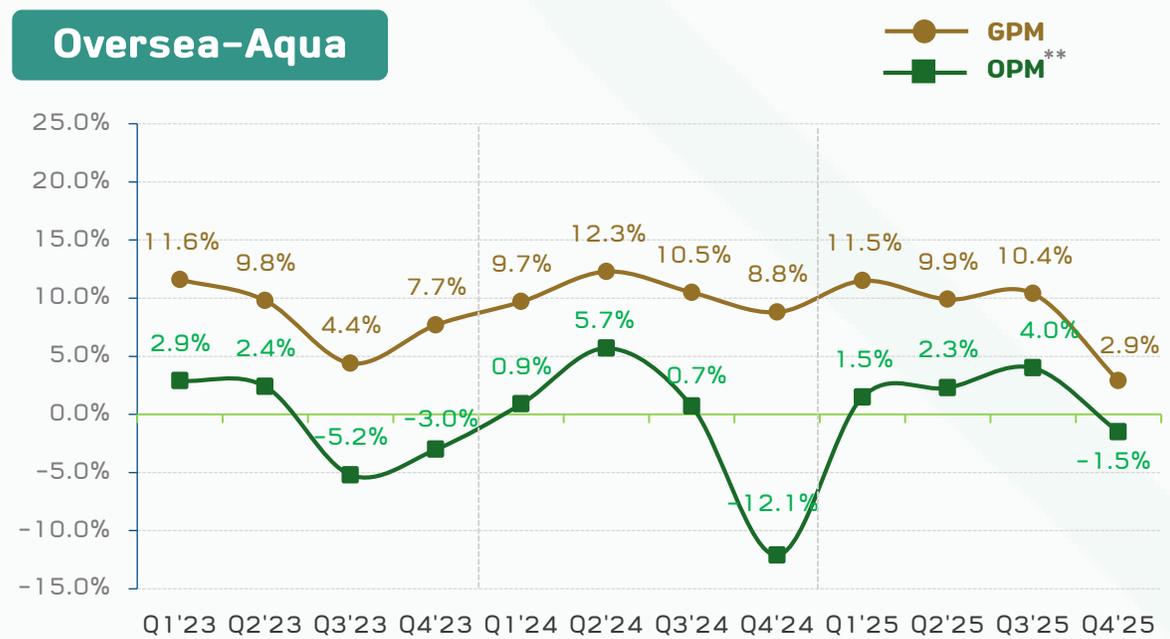
## Thai-Aqua



## Overseas-Livestock



## Overseas-Aqua

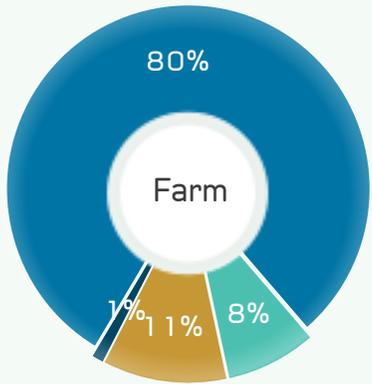


\*\* Exclude gain/loss from fair value adjustment of biological assets



# Thailand Operations – Export Destination

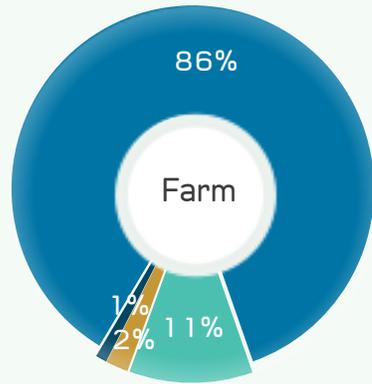
**FY2023**



THB 8,568 million  
↓ -9%

- Asia
- EU
- USA
- Others

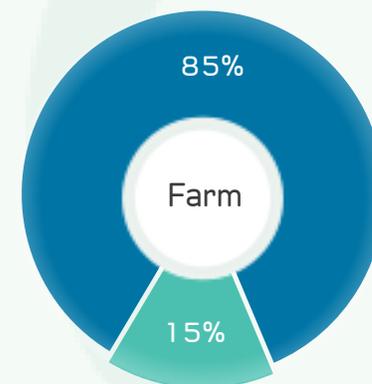
**FY2024**



THB 7,886 million  
↓ -8%

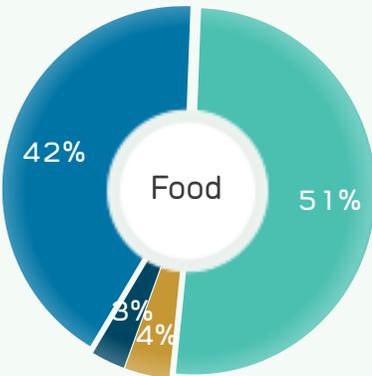
- Asia
- EU
- USA
- Others

**FY2025**



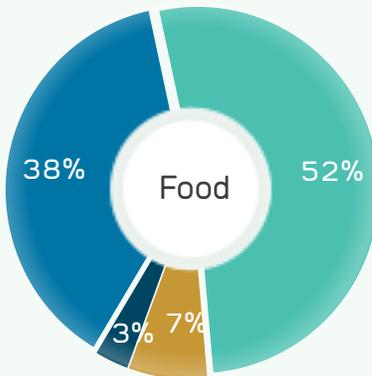
THB 6,596 million  
↓ -16%

- Asia
- EU
- USA
- Others



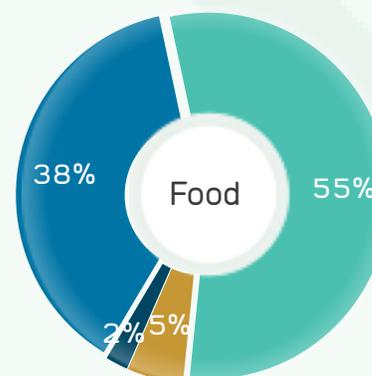
THB 26,201 million  
↑ +10%

- Asia
- EU
- USA
- Others



THB 26,126 million  
↓ -0%

- Asia
- EU
- USA
- Others



THB 25,089 million  
↓ -4%

- Asia
- EU
- USA
- Others



# Consolidated Income Statement Highlight

	Full Year				
	FY2023	FY2024	% Change	FY2025	% Change
Net sales	585,844	580,747	-1%	<b>571,135</b>	<b>-2%</b>
Gross Profit Margin (%)	9.7%	14.6%		<b>16.9%</b>	
Selling and Administrative Expenses	50,866	50,239	-1%	<b>50,298</b>	<b>0%</b>
Gain / (Loss) from FX	1,023	547	-47%	<b>247</b>	<b>-55%</b>
EBIT	10,069	37,948	277%	<b>49,267</b>	<b>30%</b>
EBITDA	47,578	76,264	60%	<b>89,195</b>	<b>17%</b>
G/L on FV of Biological Assets	724	2,362	226%	<b>(865)</b>	<b>-137%</b>
Financial Costs	(25,506)	(24,575)	-4%	<b>(24,089)</b>	<b>-2%</b>
Income Taxes Expense	(600)	(5,673)	846%	<b>(8,635)</b>	<b>52%</b>
Share in Profit of Associates & Joint Ventures	4,590	12,699	177%	<b>11,121</b>	<b>-12%</b>
NET PROFIT	(5,207)	19,558	476%	<b>25,197</b>	<b>29%</b>
EPS (THB)	(0.75)	2.39		<b>3.12</b>	
# of capital shares*	7,819	7,744		<b>7,720</b>	
Paid-Up Capital	8,414	8,414		<b>8,407</b>	
Dividend (THB/Share)	0.00	1.00		<b>1.25</b>	

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



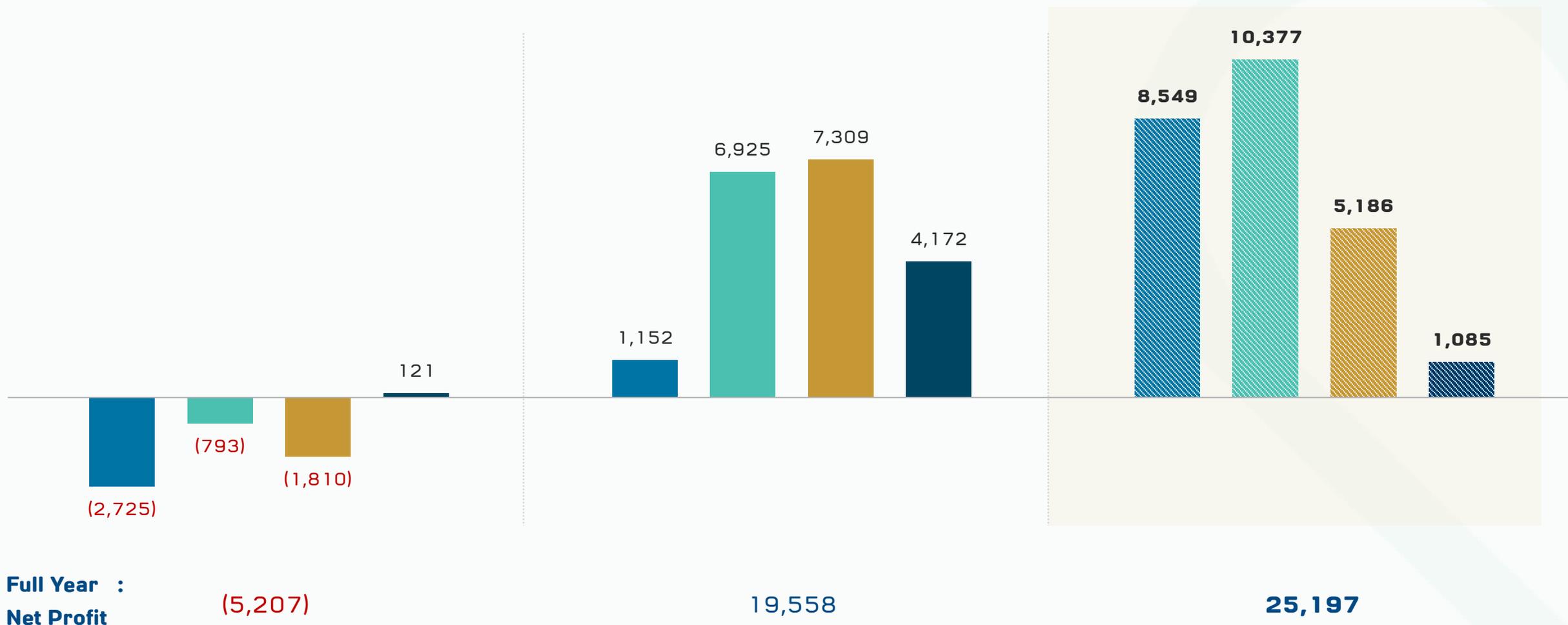
# Consolidated Net Profit- Quarterly

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

**FY2023**

**FY2024**

**FY2025**



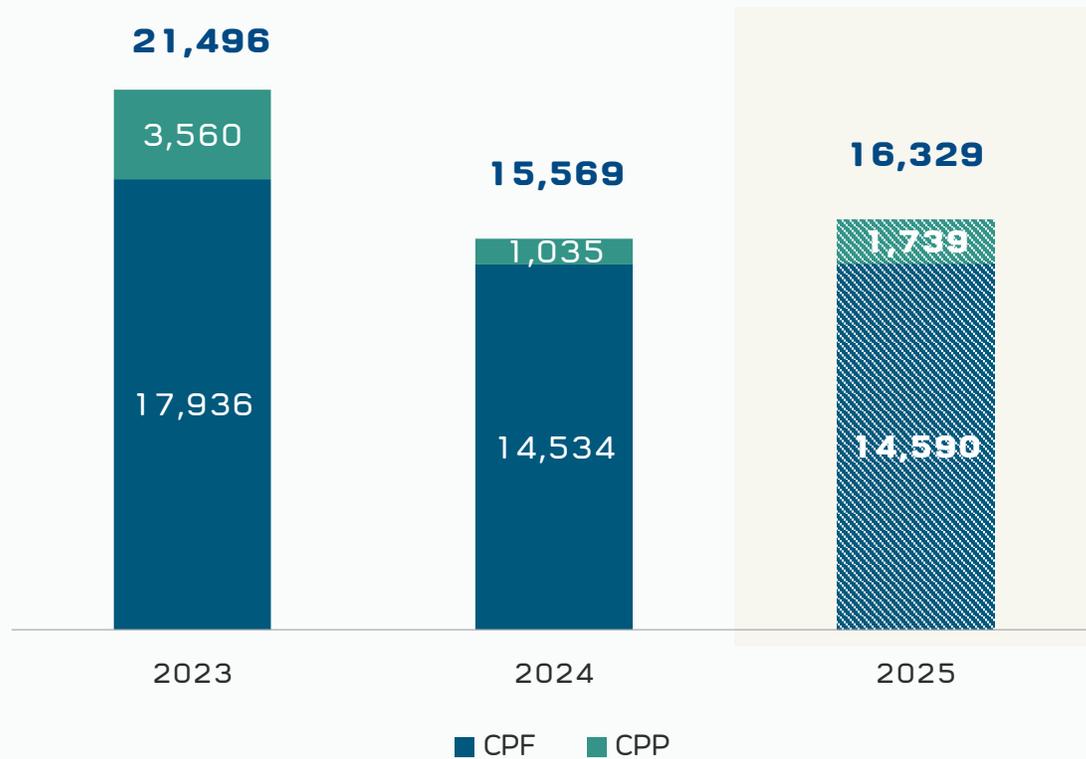
\* Note: Including one time gain from divestment of CPP 's broiler integrated company in an amount of THB 2,675 million. in Q4/23



# CAPEX & EBITDA

## CAPEX

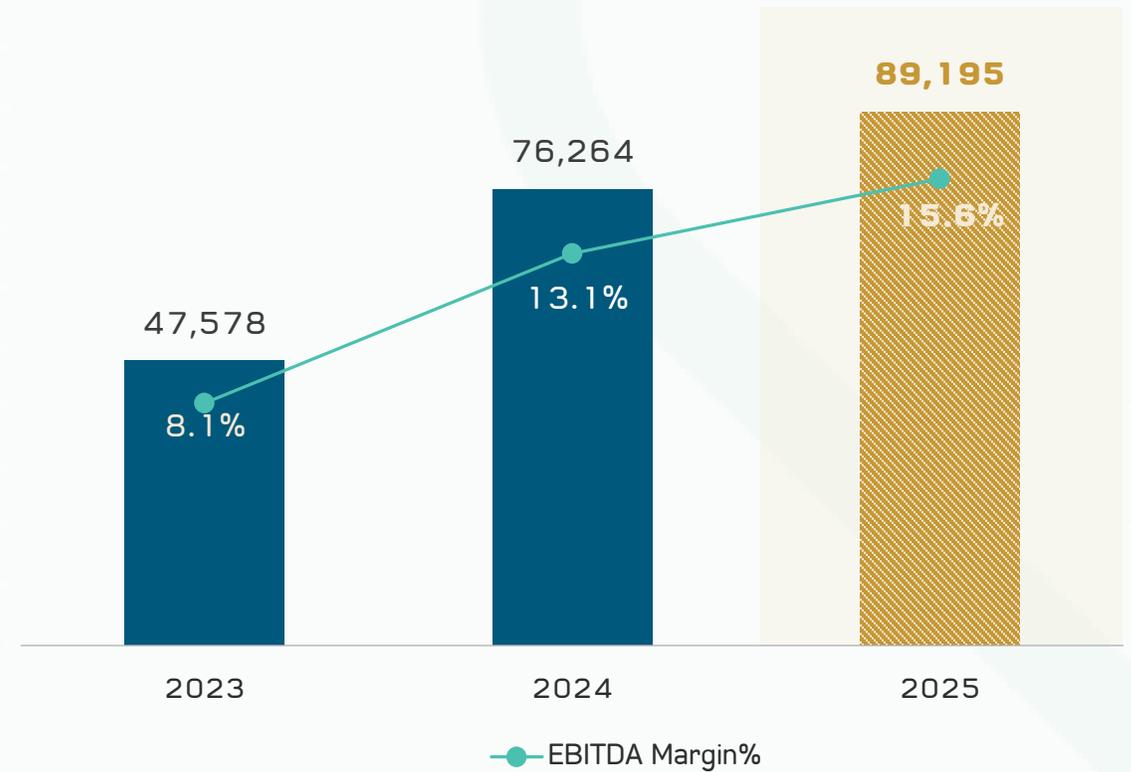
Unit: THB, m



## EBITDA

Unit: THB, m

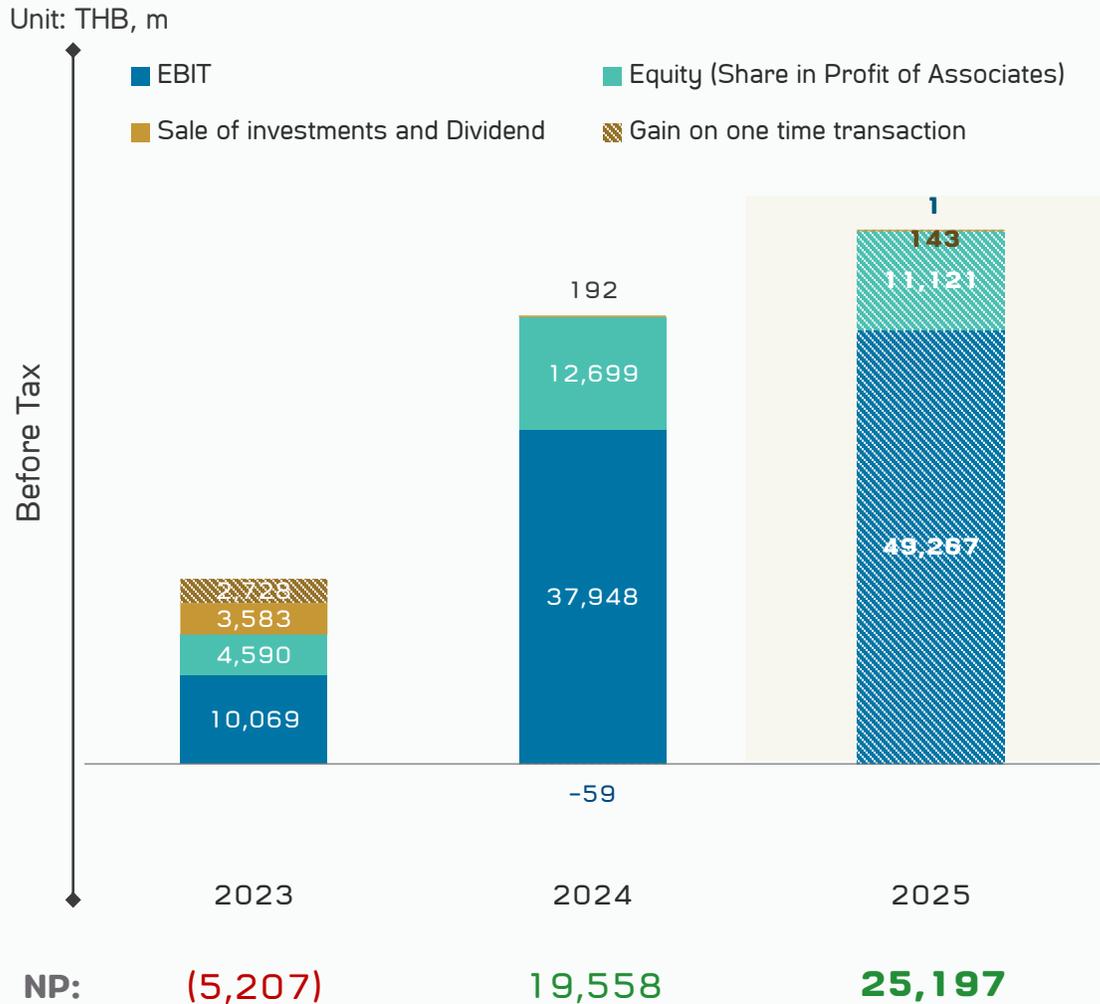
EBITDA = Revenue from Sales of Goods – Cost of Sales of Goods + Other Income – Selling Expense – Administrative Expense – Other Expense + Gain (Loss) from Foreign Exchange + Gain (Loss) on sales of property, plant & equipment+ Depreciation & Amortization + Depreciation of biological asset + Dividend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



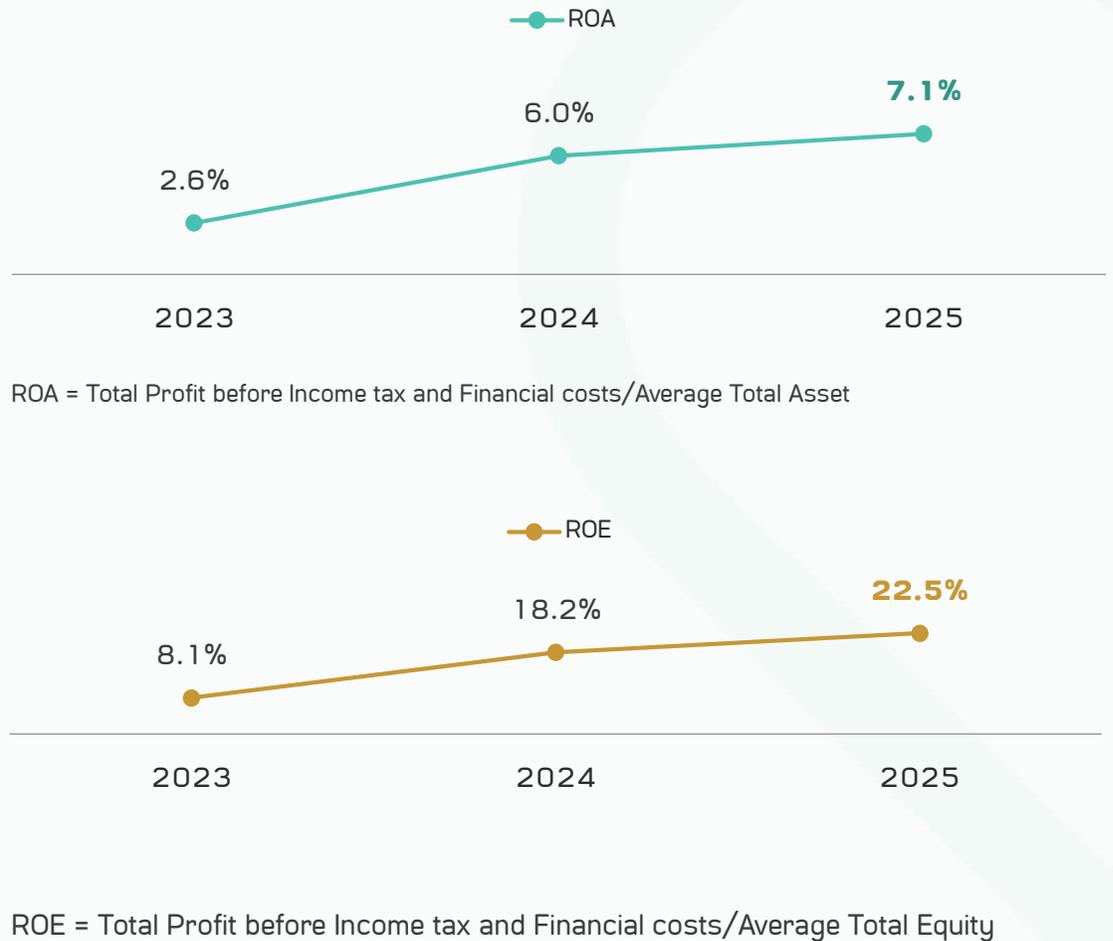


# Consolidated Net Profit, ROA and ROE

## Net Profit



## ROA & ROE

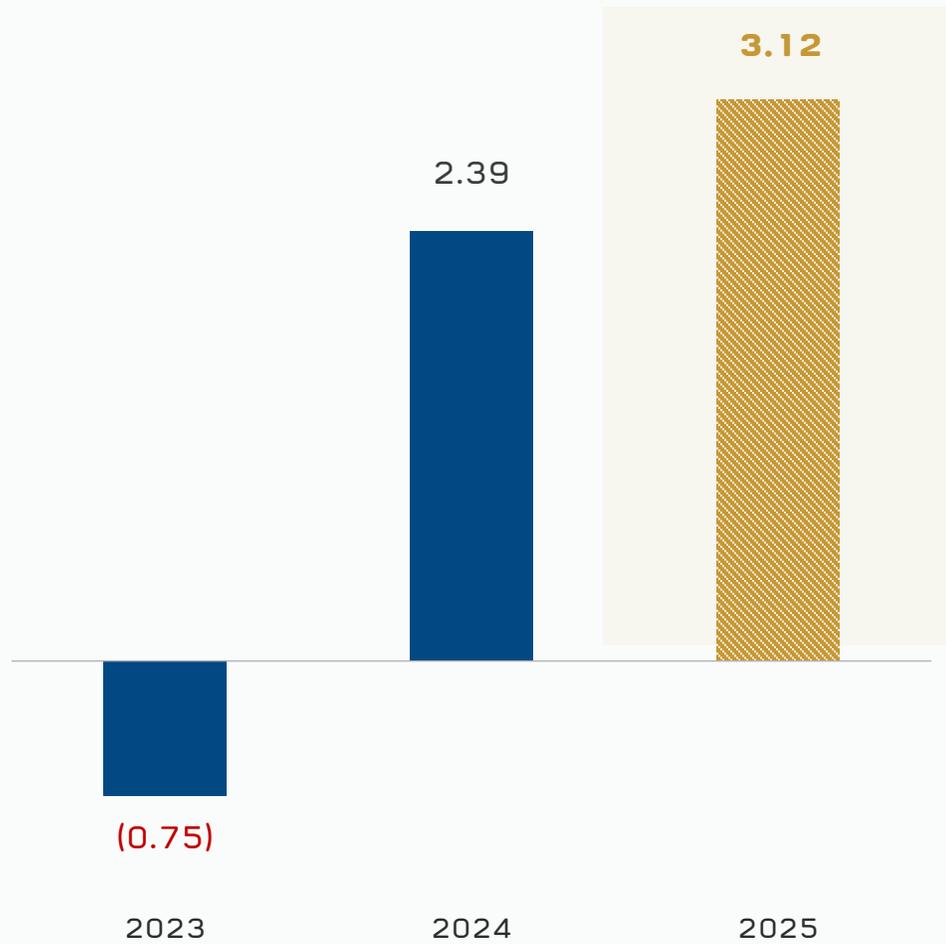




# EPS & Dividends per Share

## Earnings Per Share

Unit: THB Per Share



## Dividends

Unit: THB Per Share



### Dividend Policy

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



# Appendix B

Products & Raw Materials Price Trend





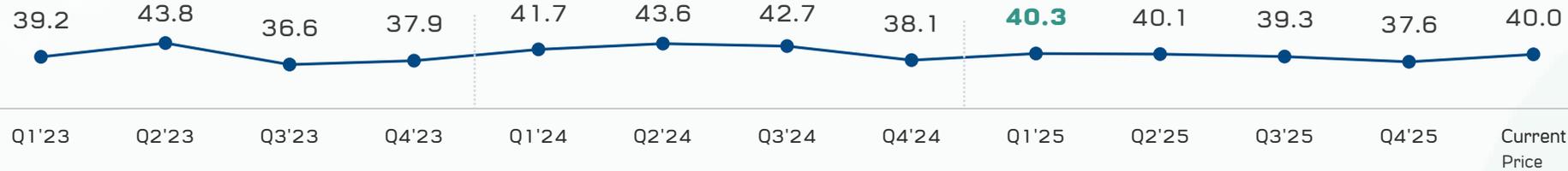
# Average Farm Prices - Thailand

Source: CPF



## Thailand's Broiler price

Unit: THB/kg



Average Price		
Y23	Y24	Y25
39.4	41.5	39.3
% Chg	+5%	-5%



## Thailand's Pork price

Unit: THB/kg



Average Price		
Y23	Y24	Y25
70.5	67.9	72.7
% Chg	-4%	+7%



## Thailand's Fresh Egg price

Unit: THB/kg



Average Price		
Y23	Y24	Y25
3.6	3.6	3.4
% Chg	-1%	-7%



## Thailand's White Shrimp price

Unit: THB/kg



Average Price		
Y23	Y24	Y25
137	151	157
% Chg	+10%	+4%

Size 70 pieces/kg



# Average Raw material Prices – Thailand

Source: CPF

## Thailand's Corn price

Unit: THB/kg

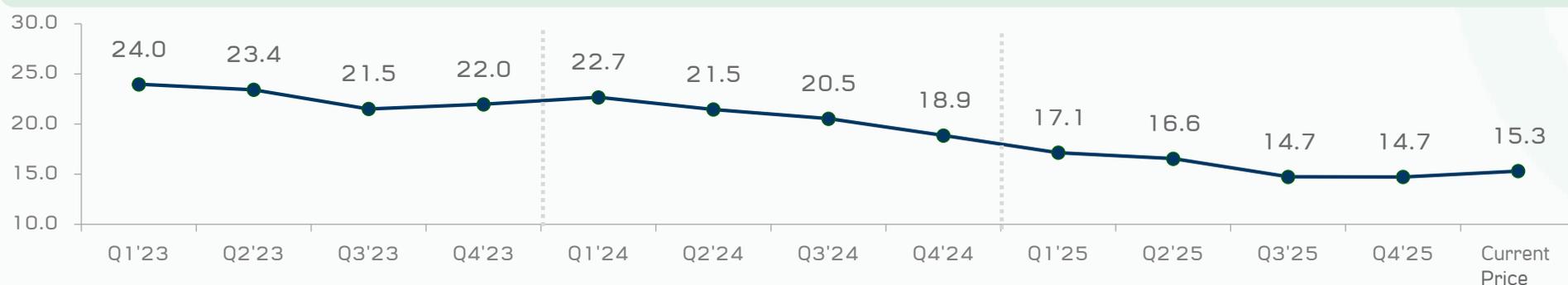


### Average Price

Y23	Y24	Y25
12.1	10.8	10.4
% Chg	-10%	-3%

## Thailand's Soybean Meal price

Unit: THB/kg

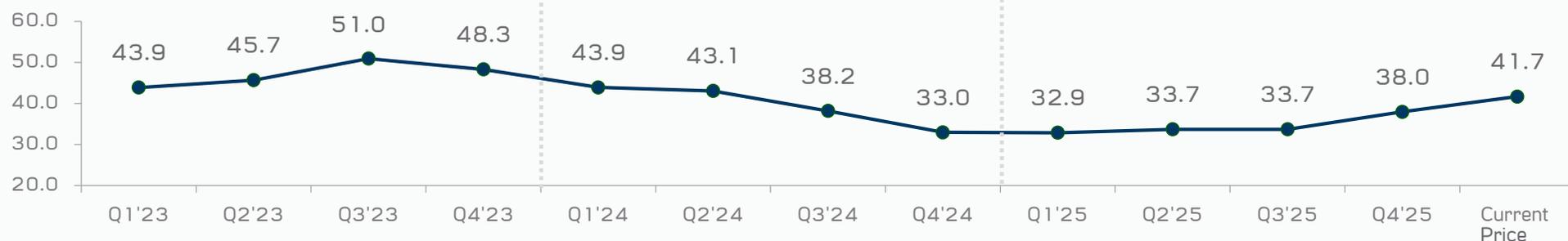


### Average Price

Y23	Y24	Y25
22.7	20.9	15.8
% Chg	-8%	-24%

## Thailand's Fishmeal price

Unit: THB/kg



### Average Price

Y23	Y24	Y25
47.2	39.5	34.6
% Chg	-16%	-13%

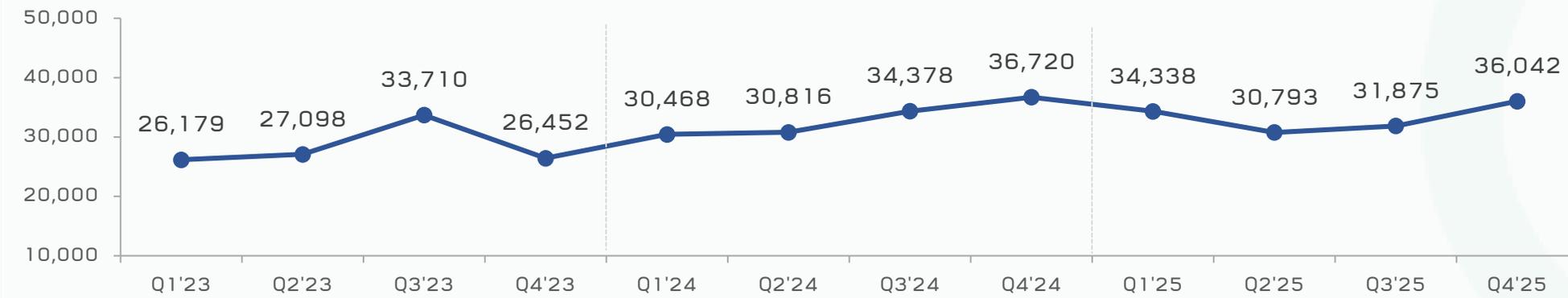


# Vietnam: Average Market Price and Major Feed Raw Materials

Source: CPF



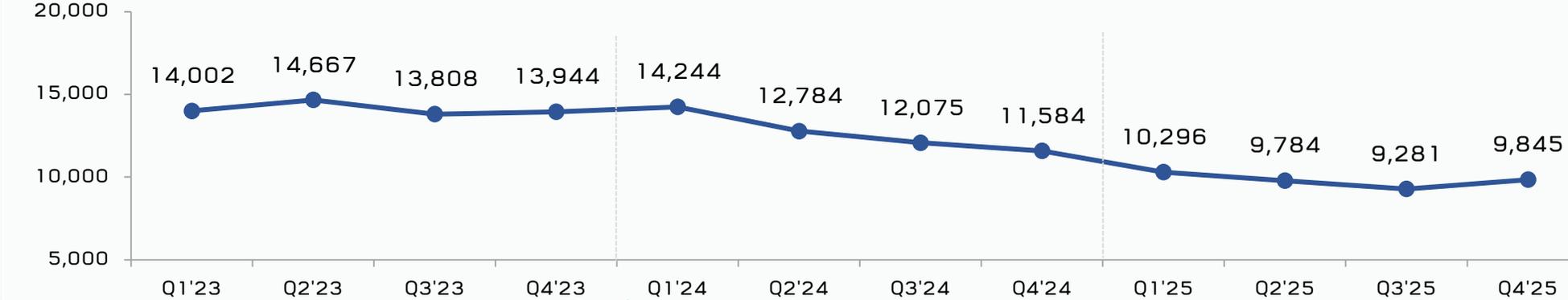
**Swine**  
(VND/kg)



**Broiler**  
(VND/kg)



**Corn**  
(VND/kg)

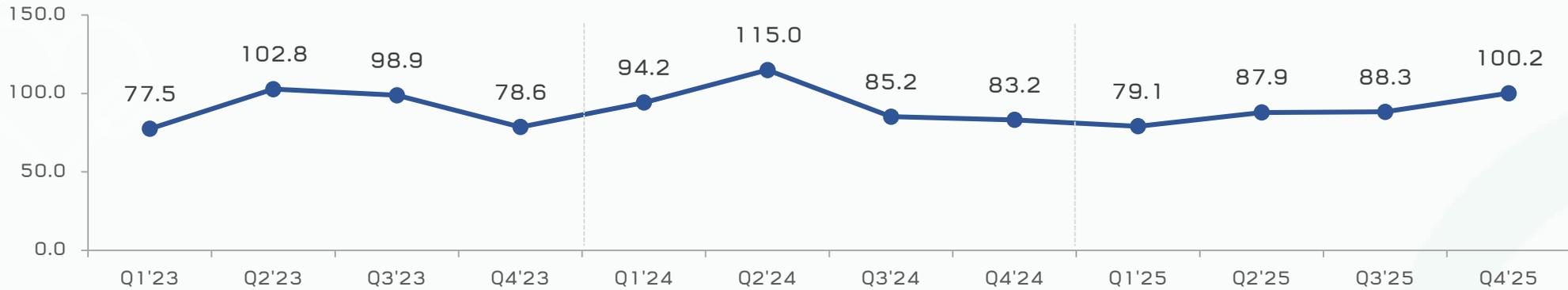


**Soybean Meal**  
(VND/kg)

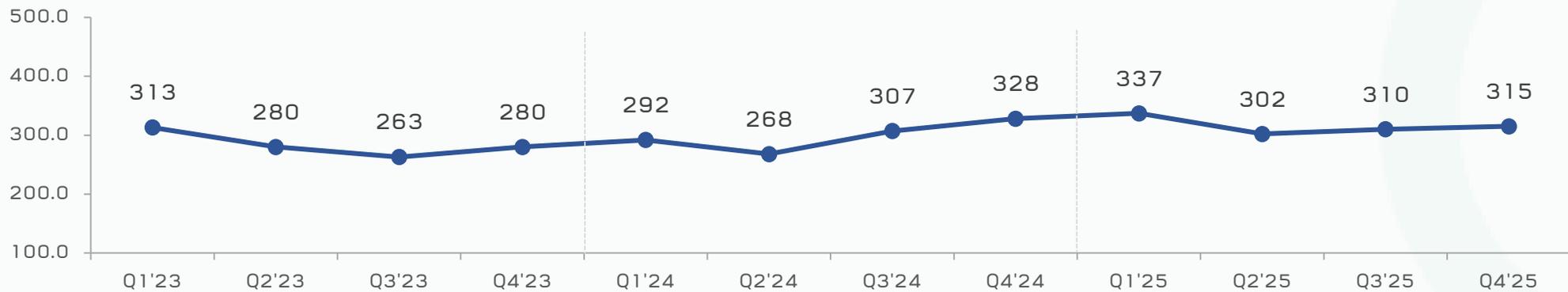


# India: Average Market Price and Major Feed Raw Materials

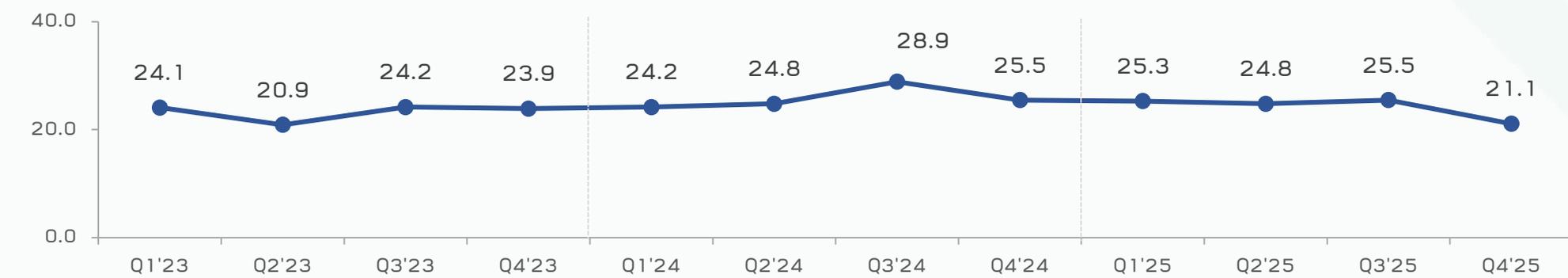
Source: CPF



**Broiler**  
(INR/kg)



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



**Corn**  
(INR/kg)



**Soybean Meal**  
(INR/kg)



# Russia: Average Market Price and Major Feed Raw Materials

Source: CPF



**Swine**  
(RUB/kg)



**Broiler**  
(RUB/kg)



**Wheat**  
(RUB/kg)

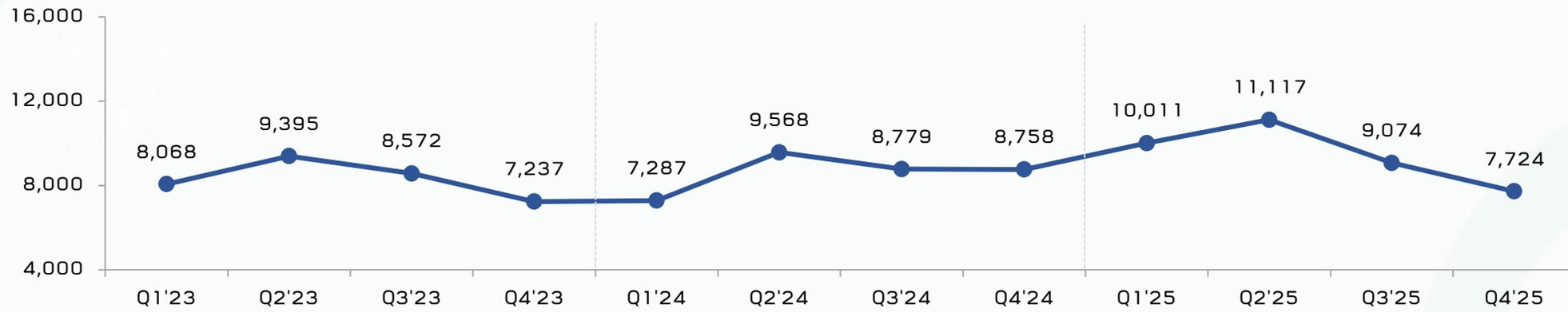


**Soybean Meal**  
(RUB/kg)



# Cambodia: Average Market Price and Major Feed Raw Materials

Source: CPF



**Swine**  
(KHR/kg)



**Corn**  
(KHR/kg)



**Soybean Meal**  
(KHR/kg)

KHR 1 = THB 0.0078

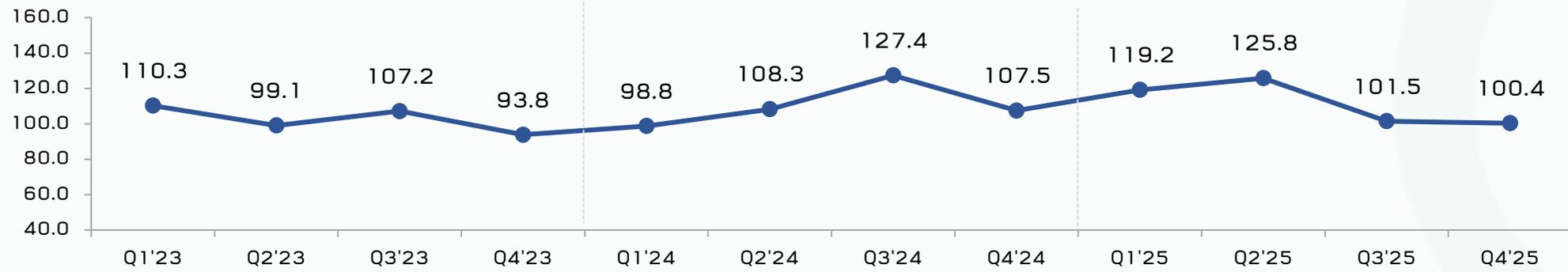


# Philippines: Average Market Price and Major Feed Raw Materials

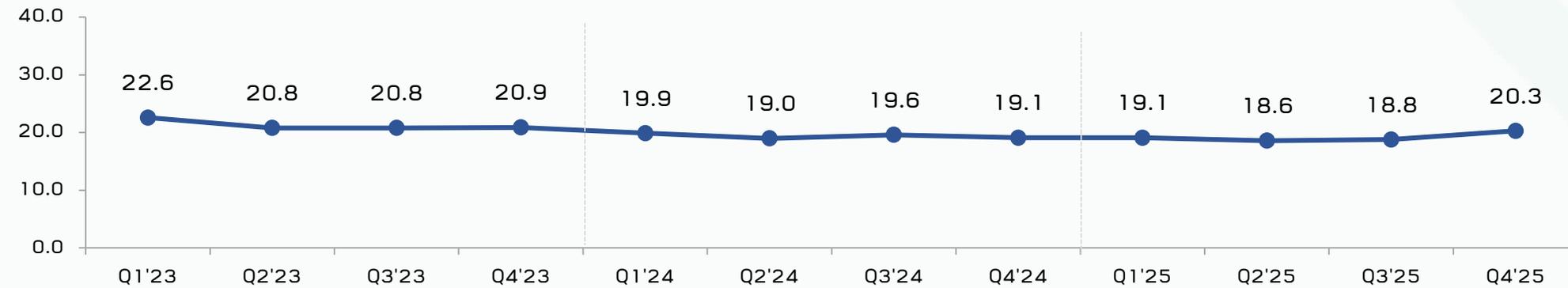
Source: CPF



**Swine**  
(PHP/kg)



**Broiler**  
(PHP/kg)



**Corn**  
(PHP/kg)

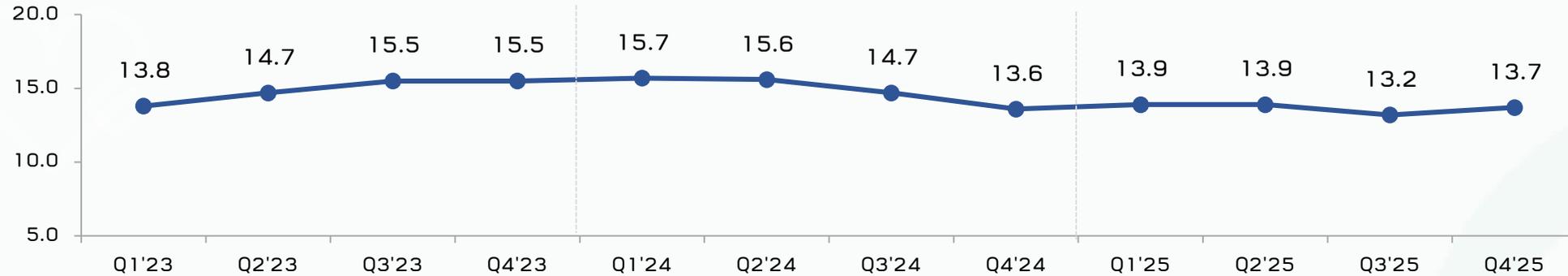


**Soybean Meal**  
(PHP/kg)

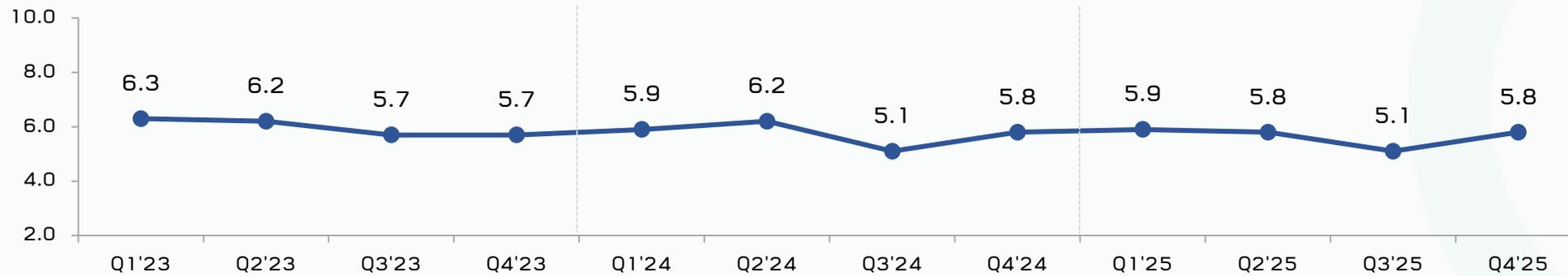


# Malaysia: Average Market Price and Major Feed Raw Materials

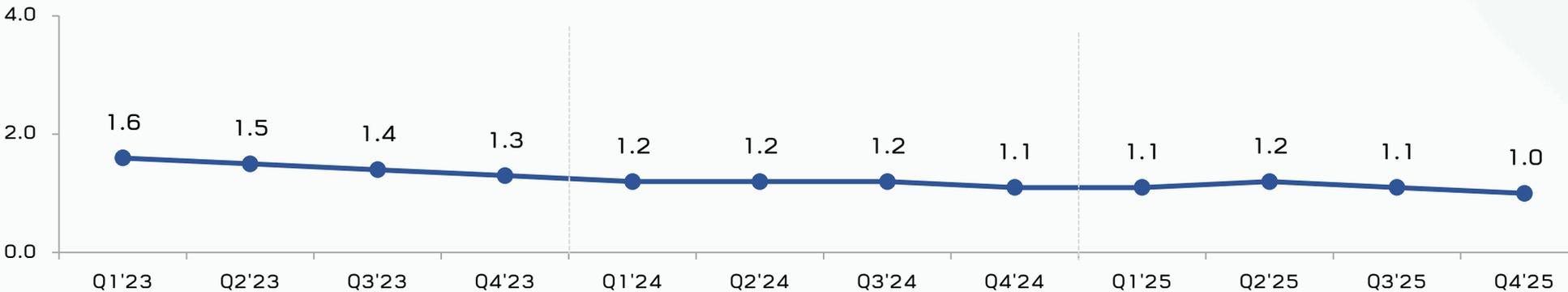
Source: CPF



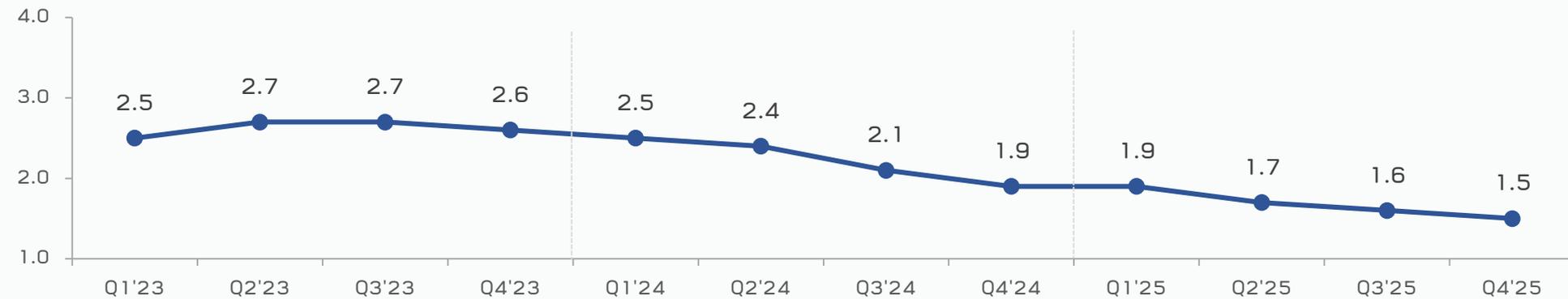
**Swine**  
(MYR/kg)



**Broiler**  
(MYR/kg)



**Corn**  
(MYR/kg)



**Soybean Meal**  
(MYR/kg)

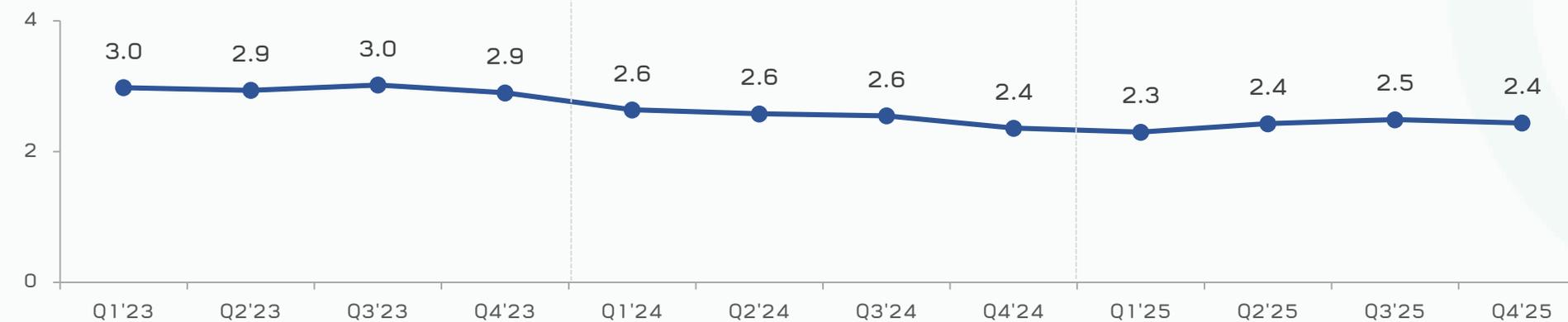


# China: Average Market Price and Major Feed Raw Materials

Source: The Ministry of Agriculture of PRC



**Swine**  
(RMB/kg)



**Corn**  
(RMB/kg)



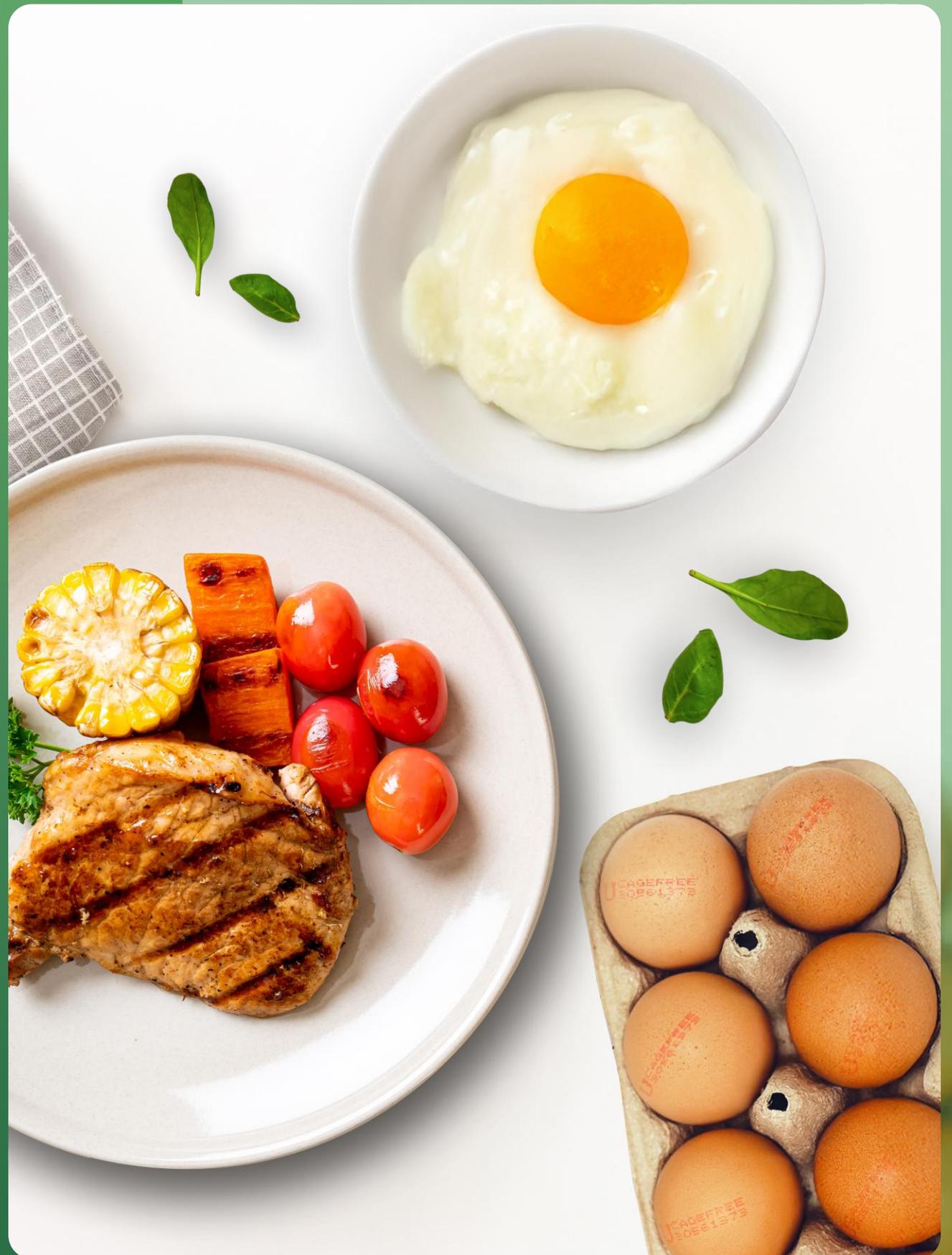
**Soybean Meal**  
(RMB/kg)

RMB 1 = THB 4.42



# Appendix C

Highlights : Q4/2025 Results

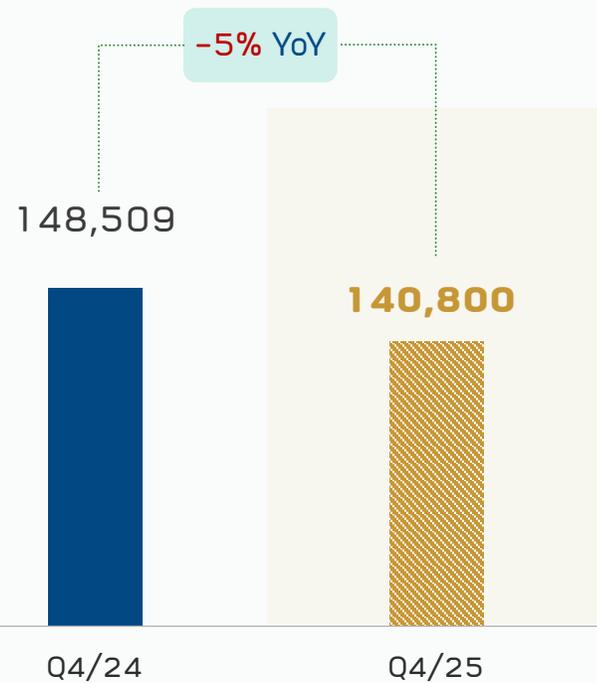




# Q4/2025 Results Highlights

## Consolidated Revenue

Unit: THB millions

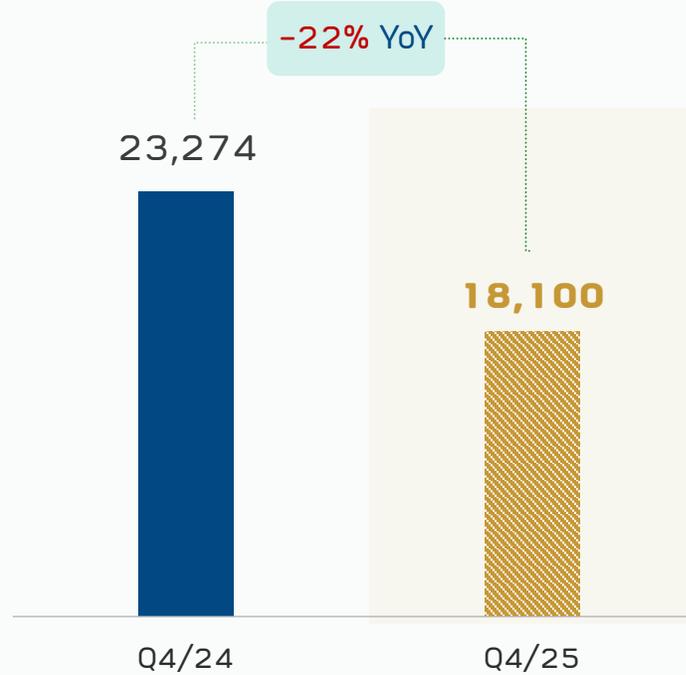


### Consolidated sales

↓ -5% Y-o-Y

## Gross Profit

Unit: THB millions

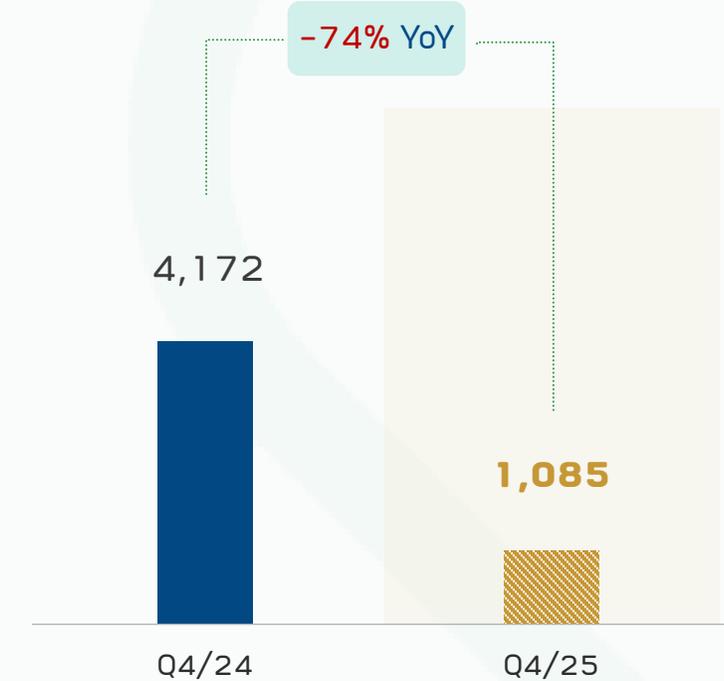


### Gross profit margin

- Q4/24 15.7%
- Q4/25 12.9% ↓ -2.8%

## Net Profit

Unit: THB millions



### Net profit margin

- Q4/24 2.8%
- Q4/25 0.8% ↓ -2.0%

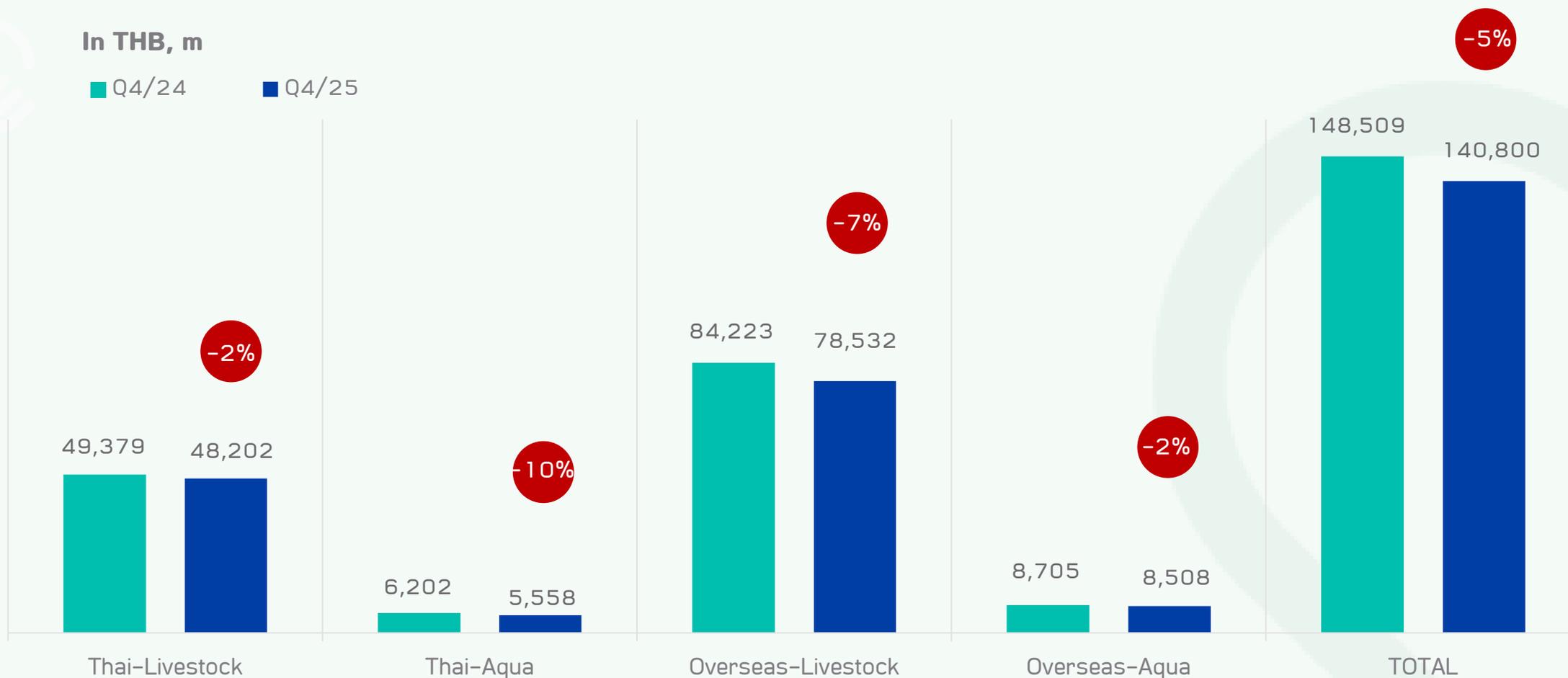


# Q4/2025: Sales & Profit Margin by Business

In THB, m

■ Q4/24

■ Q4/25



**GPM**

16.0%

15.3%

10.0%

11.4%

16.6%

12.6%

8.8%

2.9%

15.7%

12.9%

**OPM\*\***

7.1%

4.7%

0.5%

4.4%

8.5%

4.9%

-12.1%

-1.5%

6.5%

4.4%

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



# Q4/2025: Sales Structure by Products

	Sales Breakdown by Products											
	Feed			Farm			Food			TOTAL		
	Q4/24	Q4/25	%Change	Q4/24	Q4/25	%Change	Q4/24	Q4/25	%Change	Q4/24	Q4/25	%Change
Thailand	11,055	<b>10,744</b>	-3%	29,608	<b>28,177</b>	-5%	14,918	<b>14,839</b>	-1%	55,581	<b>53,760</b>	<b>-3%</b>
Domestic	11,009	<b>10,667</b>	-3%	27,691	<b>26,437</b>	-5%	8,415	<b>8,679</b>	3%	47,115	<b>45,783</b>	<b>-3%</b>
Export	46	<b>77</b>	67%	1,917	<b>1,740</b>	-9%	6,503	<b>6,160</b>	-5%	8,466	<b>7,977</b>	<b>-6%</b>
Vietnam	6,576	<b>6,178</b>	-6%	21,059	<b>16,464</b>	-22%	2,188	<b>2,094</b>	-4%	29,823	<b>24,736</b>	<b>-17%</b>
China	4,153	<b>3,234</b>	-22%	4,387	<b>3,658</b>	-17%	2,876	<b>3,318</b>	15%	11,416	<b>10,210</b>	<b>-11%</b>
Others	10,771	<b>11,031</b>	2%	26,220	<b>26,175</b>	0%	14,698	<b>14,888</b>	1%	51,689	<b>52,094</b>	<b>1%</b>
<b>Total</b>	32,555	<b>31,187</b>	<b>-4%</b>	81,274	<b>74,474</b>	<b>-8%</b>	34,680	<b>35,139</b>	<b>1%</b>	148,509	<b>140,800</b>	<b>-5%</b>



# Appendix D

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	34.77
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	24.90
Sterling Park Corporation	Computer systems design and related services	17.16
Kamereo International Pte. Ltd.	Food Supplier	11.29
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	35.00
Chia Tai Conti (Cixi) Investment Management Company Limited	Provision of Consulting service on economic and trade	50.00
Conti Chia Tai International Limited	Production and sale of animal feed	50.00
Cixi Zhuda Investment Center (Limited Partnership)	Investment	45.49
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
Camanor Productos 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 E

Product Samples & Retail Outlet Formats





# Food Retail Products





# Food Service: Five Stars Chain



Vietnam



More Than **7,000** Outlets



India



Cambodia



Laos



Philippines



# Food Service : Chester's





# Food Service : Chickita



# Disclaimer

This presentation contains some information from other sources that CPF does not make any representations regarding the use, validity, accuracy, or reliability of, or the results of the use of information, data but not limited to, all text, and images (“the Content”) on this presentation. Some contents may contain forward-looking statements that based on management’s view upon the information currently available to us. These statements are subject to certain risks and uncertainties that could cause the actual results to be materially differed from what had been previously stated.

The Content and the Forward-looking statements state within this presentation only as the date they made. The Company undertakes no responsibility on the change after that date stated herein.

The material set forth herein is for informational purposes only. It should not be construed, as an offer of securities for sale.

PUT OUR  
HEART  
INTO FOOD



## Charoen Pokphand Foods Public Company Limited

313 C.P.Tower Building, 15th Floor, Silom Road,  
Bangrak, Bangkok 10500, Thailand

**Tel:** (662) 766-8322 / (662) 766-8323

**Fax:** (662) 638-2942

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

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



### Annual Report & Annual Review:

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

### Sustainability Report:

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

For Further Information

