



Charoen Pokphand Foods PCL.



*Every
Mouthful
is Meaningful*

MEMBER OF
**Dow Jones
Sustainability Indices**
In Collaboration with RobecoSAM



FTSE4Good



9M18

RESULTS BRIEFING

Investor Presentation

November 15, 2018



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B: Products & Raw Materials Price Trend

C: Highlights 3Q18 Results

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E: Product Sample & Retail Outlet Format




“Kitchen of the World”

- One of the world’s recognized leaders in animal feed manufacturing, swine production, and shrimp integrated business
- Diversified portfolio with operations and investment in 17 countries catered to over 4 billion population, and exports to more than 30 countries
- Multi-species animal proteins (mainly poultry, swine and shrimp)
- Member of “SET 50” under Agro & Food Industry Sector (Ticker: CPF)
- Member of Dow Jones Sustainability Index (Emerging Markets)
- Member of FTSE4Good Index Series
- Ranked “Excellent” for CGR Scoring by Thai Institute of Directors (IOD)



Vision : “Kitchen of the World”

- Portfolio**
- 4 listed investments onboard (HKSE:00043, HKSE:3839, TWSE: 1215, SET:CPALL)
 - 32 series of debentures listed on Thai Bond Market Association “TBMA”
 - 1 exchangeable Bond “EBs” on 

Highlights

FY17 Sales : THB501 billion or ~USD15.0 billion

Market Cap : THB217 billion or ~USD6.6 billion
(as of Nov 14, 2018)

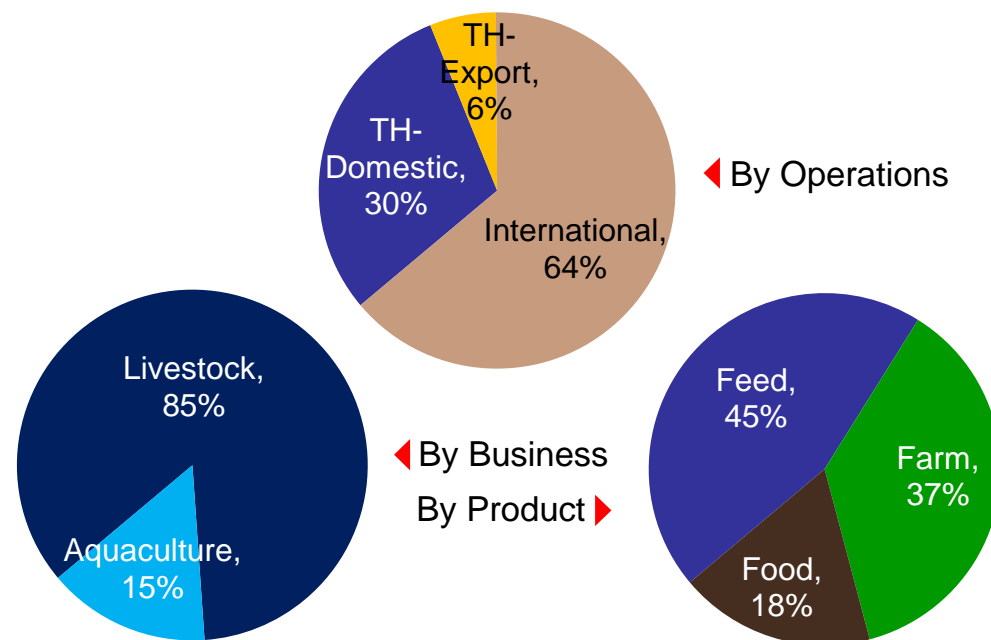
Capital : 8,611 million shares (paid-up) *(as of Sep 30, 2018)*
par value of THB.1.00 per share

Book Value : THB18.32* per share *(as of Sep 30, 2018)*

Shareholders : Charoen Pokphand Group Ltd. 54.05%
of Paid-Up Capital *(as of Aug 29, 2018)*

Credit Rating : “A+” with “Stable” Outlook *(as of Nov 8, 2018)*

2017 Sales Breakdown

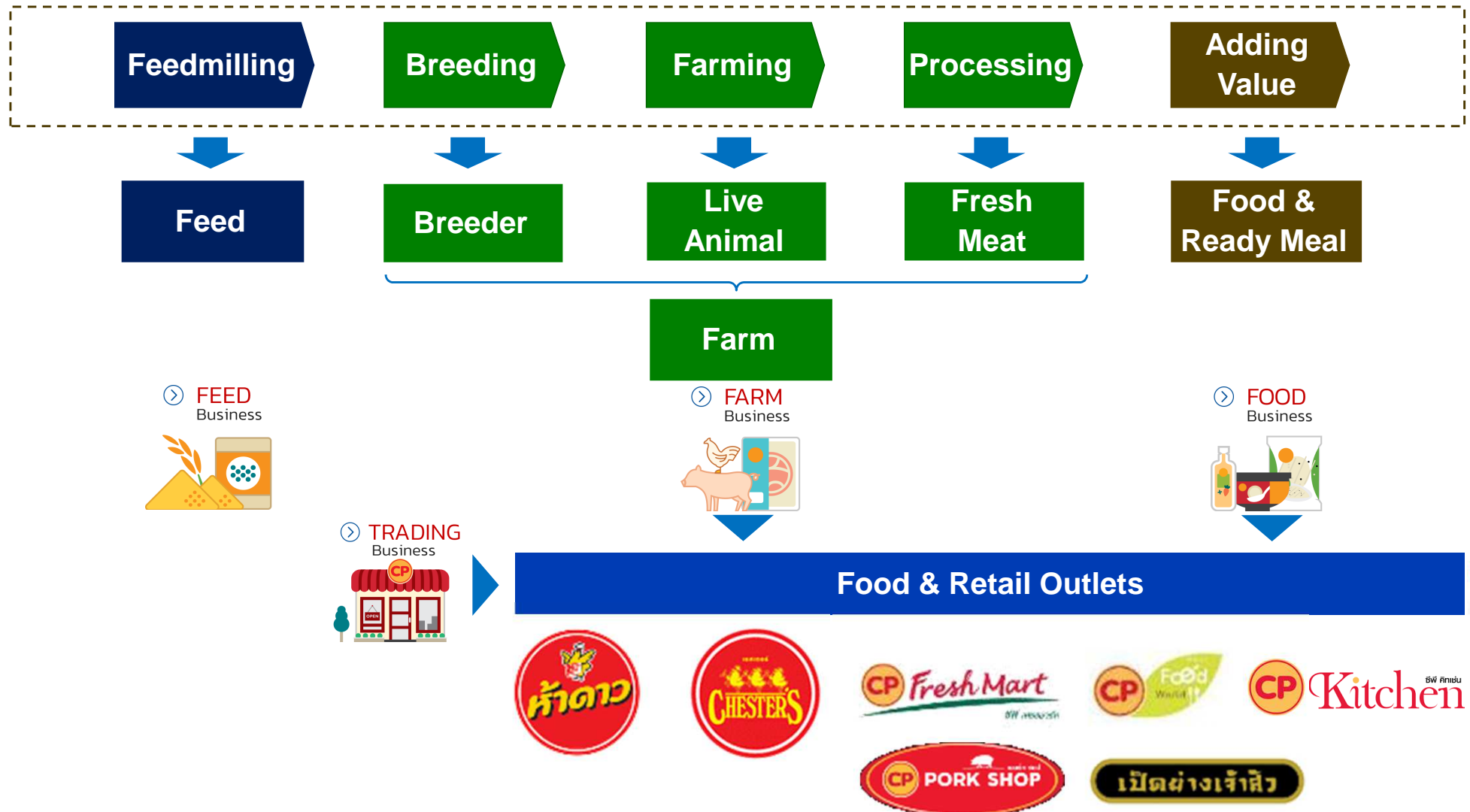


Note: USD1 = THB 33.00 (as of Nov 14, 2018)

* Exclude Non-Controlling Interests (NCI)

Vertically Integrated Business Model in Thailand

Integrated operating platform for safety & quality control
 Livestock (Broiler, Layer, Swine, Duck) and aquaculture (Shrimp & Fish)



- Operations and investment in 17 countries catered to > 4 billion population
- Export to more than 30 countries across 5 continents

Russia

- Livestock feed
- Swine farming
- Chicken integrated business

UK

- Chilled and Frozen food
- Food kiosks
- Food Services

Belgium

- Ready to eat foods

Brazil

- Shrimp farming & primary processing

Turkey

- Chicken integrated business

Poland

- Hatchery farm
- Food processing plants

Sri Lanka

- Ready to eat foods

India

- Chicken integrated business
- Aquatic feed

China

- Livestock and aquaculture feed
- Aquaculture farming
- Ready to eat foods

Thailand

- Livestock and aquaculture integrated businesses

Malaysia

- Livestock and aquaculture integrated business

USA

- Ready to eat foods

Taiwan

- Livestock integrated business

Philippines

- Livestock and aquaculture feed and farming

Laos

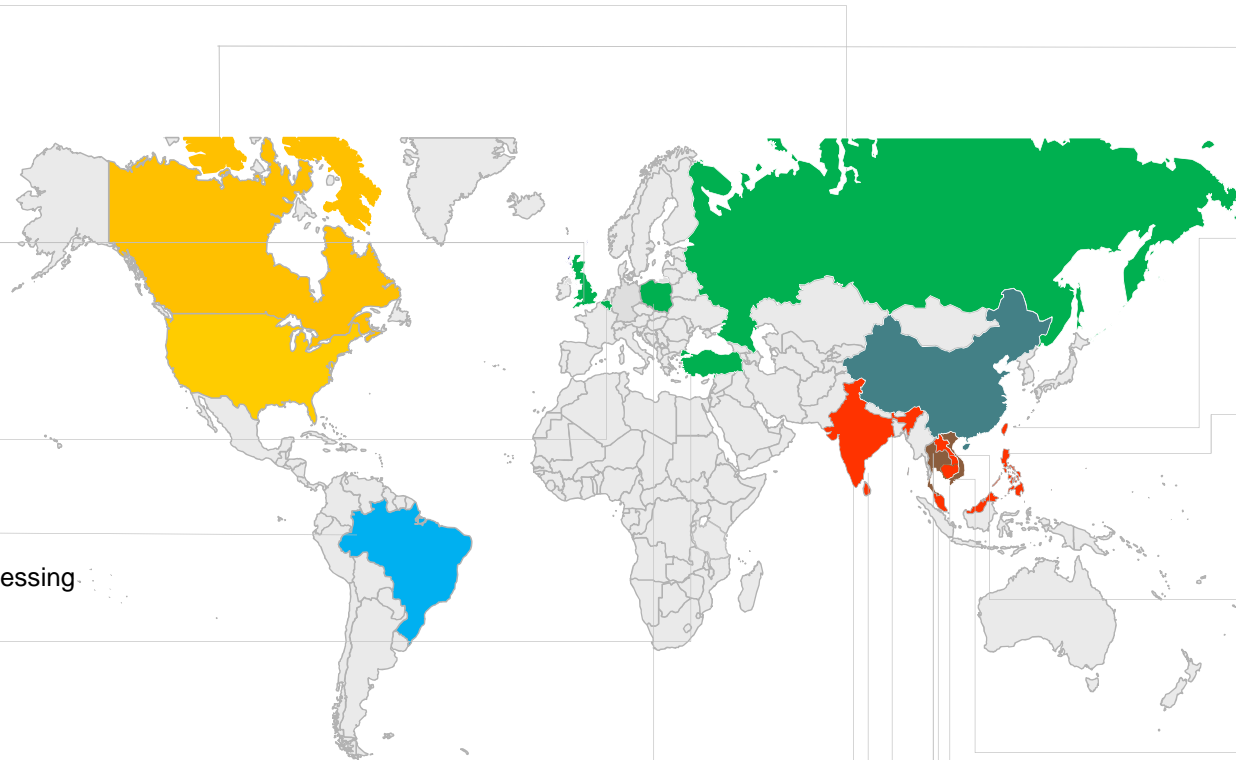
- Livestock integrated business

Cambodia

- Livestock integrated business

Vietnam

- Livestock and aquaculture integrated businesses



From Feed, Farm to Food

- Innovation
- Food Safety with traceability
- Quality Control in every process

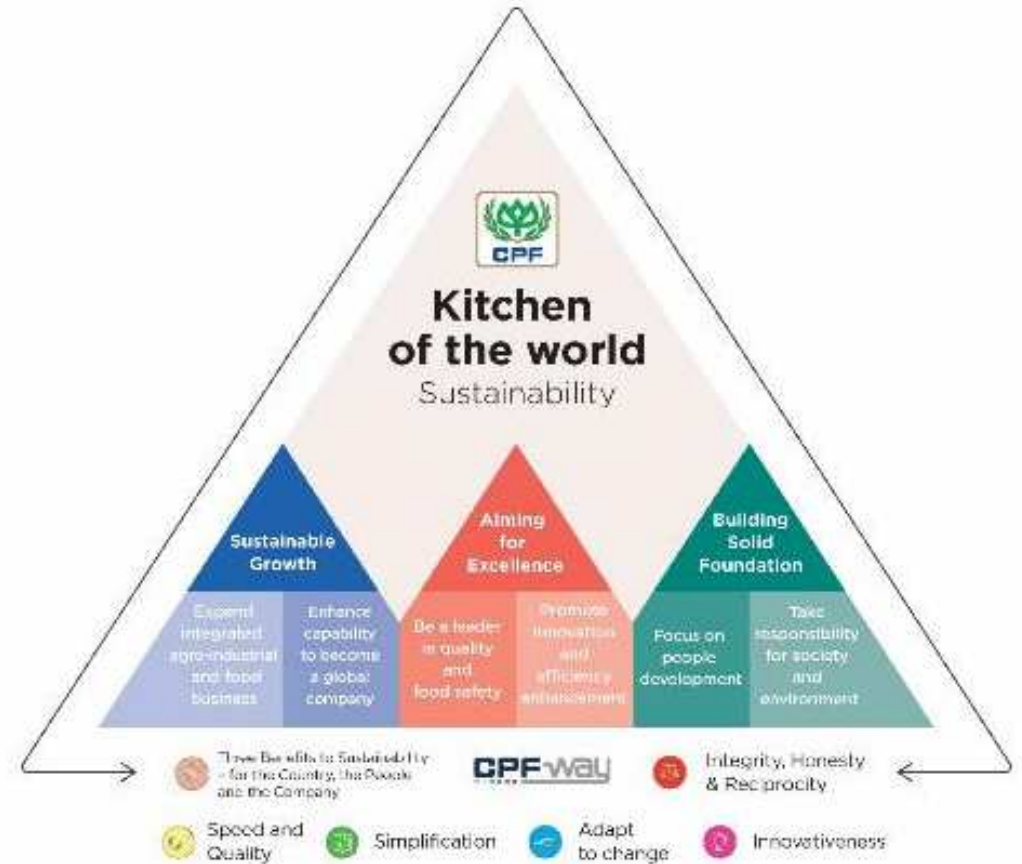
3 Strategies to be “Kitchen of the World”

- Sustainable Growth
- Aiming for Excellence
- Building Solid Foundation

3 Pillars to Sustainability



Strategic Direction for Sustainable Growth





CPF Operational Structure (As of Sep 30, 2018)



9M18 : Sales: THB 398,261 m
Net Profit: THB 13,855 m

33% of Sales

67% of Sales

CPF Thailand ¹

CPF International

Associates & Joint Ventures

28% of Sales

Domestic

5% of Sales

Export

42% of sales

25% of sales

CPP- HKSE:43
(50.43%)⁽¹⁾

27% of sales

15% of sales

China

Vietnam

- ¹⁴ **Belgium (Tops Food) (84.08%)**
- ¹⁵ **Sri Lanka (Norfolk Foods) (80.00%)**
- ¹⁶ **CPF Poland A.A.W Organizacji (66.67%)**

- TW:1215 CPE Taiwan (39.00%) ⁴**
- India (99.99%) ⁵**
- USA (Bellisio) (100.00%) ⁶**
- Turkey (100.00%) ⁷**
- Russia RBPI (99.99%) (75.82%) ⁸**
- S&W (79.99%) ⁹**
- CP Cambodia (100.00%) ⁹**
- UK⁽³⁾ (57.52%) ¹⁰**
- Food Fellas⁽³⁾ (34.51%) ¹⁰**
- Westbridge (100.00%) ¹¹**
- Philippines (99.99%) ¹¹**
- China (Aqua) (100.00%) ¹²**
- CTEI (50.43%) ¹²**
- Malaysia (99.99%) ¹²**
- Laos (99.99%) ¹³**

- SET: CP ALL (34.31%)**
- CPH (Malaysia) (49.75%)**
- CP Aqua (India) (31.70%)**
- Arbor (49.98%)**
- Ross (49.99%)**
- Nava84 (25.00%)**
- CP Meiji (59.99%)**
- BHJ Kalino Food AB (15.08%)**
- Siam Rivea (29.99%)**
- SuperDrob (Poland) (49.45%)**
- Camanor (Brazil) (40.00%) ¹⁷**
- Group of CPP's Associate⁽²⁾ Companies & Joint Ventures**

Note: % represent percent holding by CPF both direct and indirect

(1) Based on total issued shares

(2) see Appendix C

(3) CPF Group will hold UK and Food Fellas 100% from 4Q'2018 onward



1. Fully integrated business model

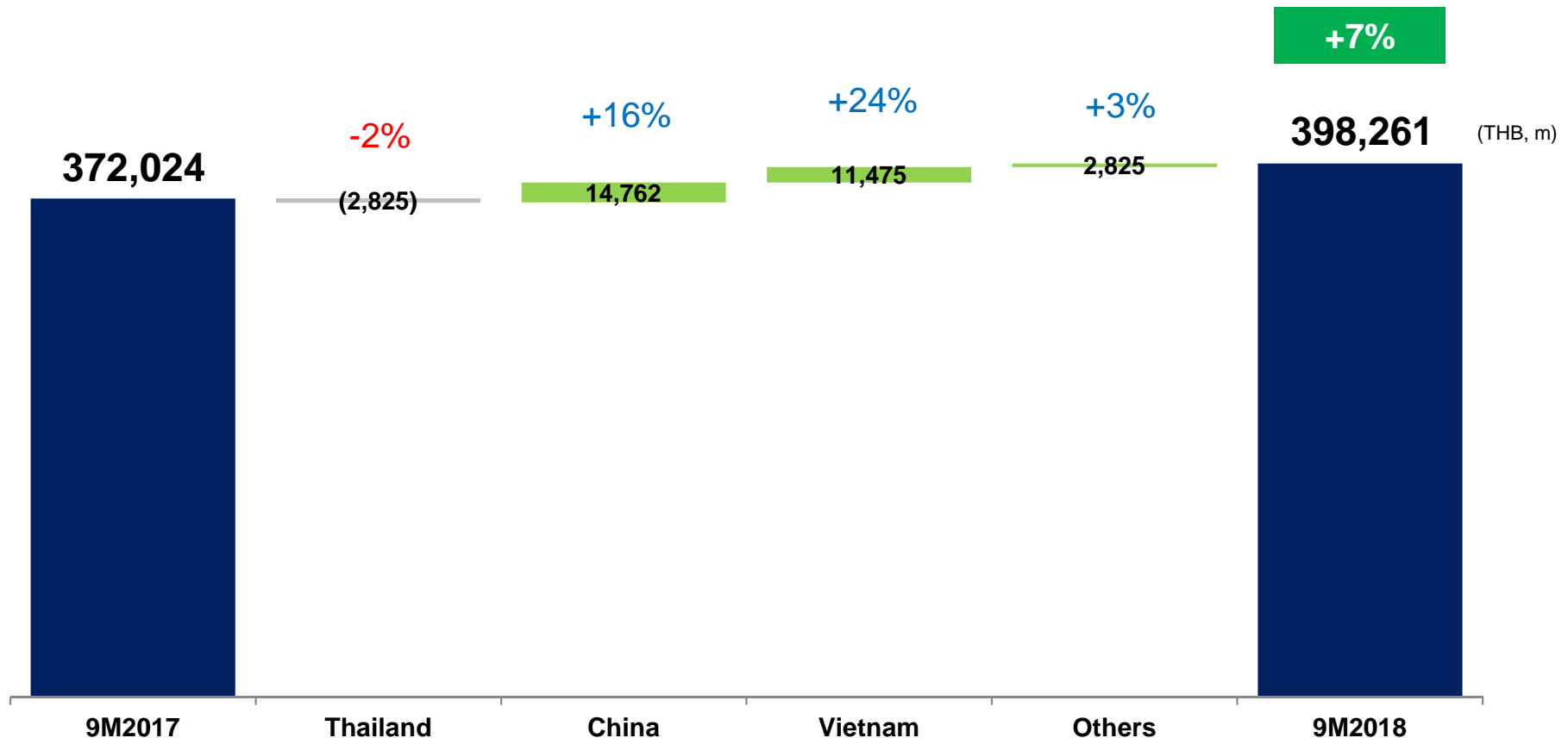
2. Globalization by establishing a proper business model suitable for each strategic market

3. Value-added business by expanding portfolio towards innovative products and services to serve rising demands



9M18: Revenue increased by 7% mainly by international operation

- **Thailand's** Revenue declined by 2% mainly due to declining chicken and swine price
- **China's** Revenue increased by 16% mainly from feed sales and farm businesses
- **Vietnam's** Revenue increased by 24% mainly due to increasing swine price
- **Other international operation's** revenue increased by 3% y-o-y mainly from newly acquired operations (Westbridge, Paulsen Foods)

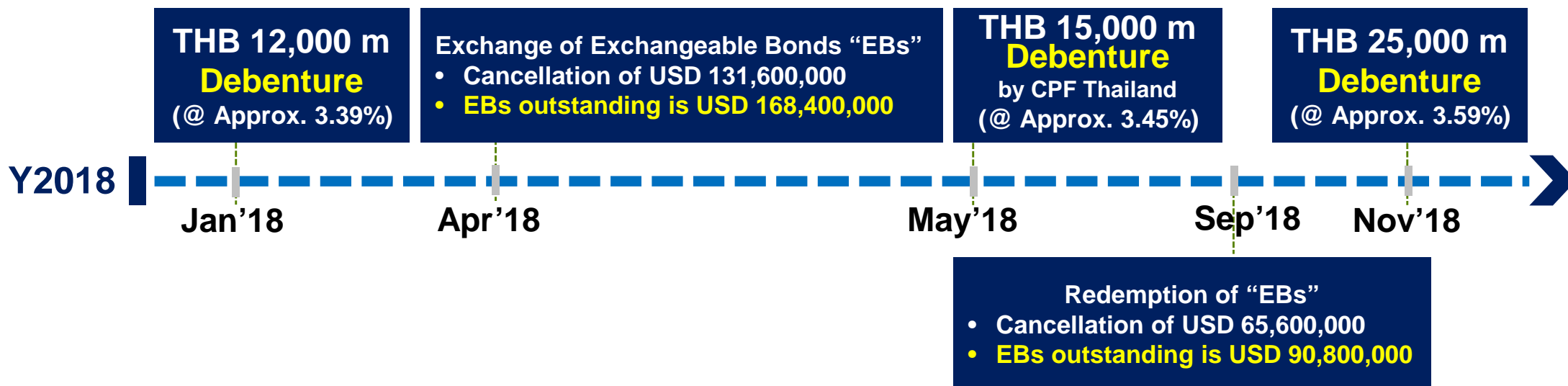


Profitability

- **Gross profit** increased from THB 47,475m in 9M17 to THB **47,600m** in 9M18, due to swine prices recovery in Vietnam.
- **EBITDA** increased by 5% y-o-y to THB **28,436m** in 9M18
- **Net Profit** increased by 7% y-o-y to THB **13,855m** in 9M18

Latest Activities

Financing Activities





Camanor Produtos Marinhos Ltda.
 Shrimp farming & primary processing
40%
 THB 547 m

CP HiLai Harbour Co., Ltd.
 Restaurant
51%
 THB 66 m

Expected to open in Nov, 2018

CP FOODS (UK) LIMITED



Acquisition of the remaining shares in CP Foods UK Ltd. & The Foodfellas Ltd.
 Food service
42.48% in "CPF UK" (THB 481 m)
40% in "FF" (THB 481 m)

Apr'18

Jul'18

Nov'18



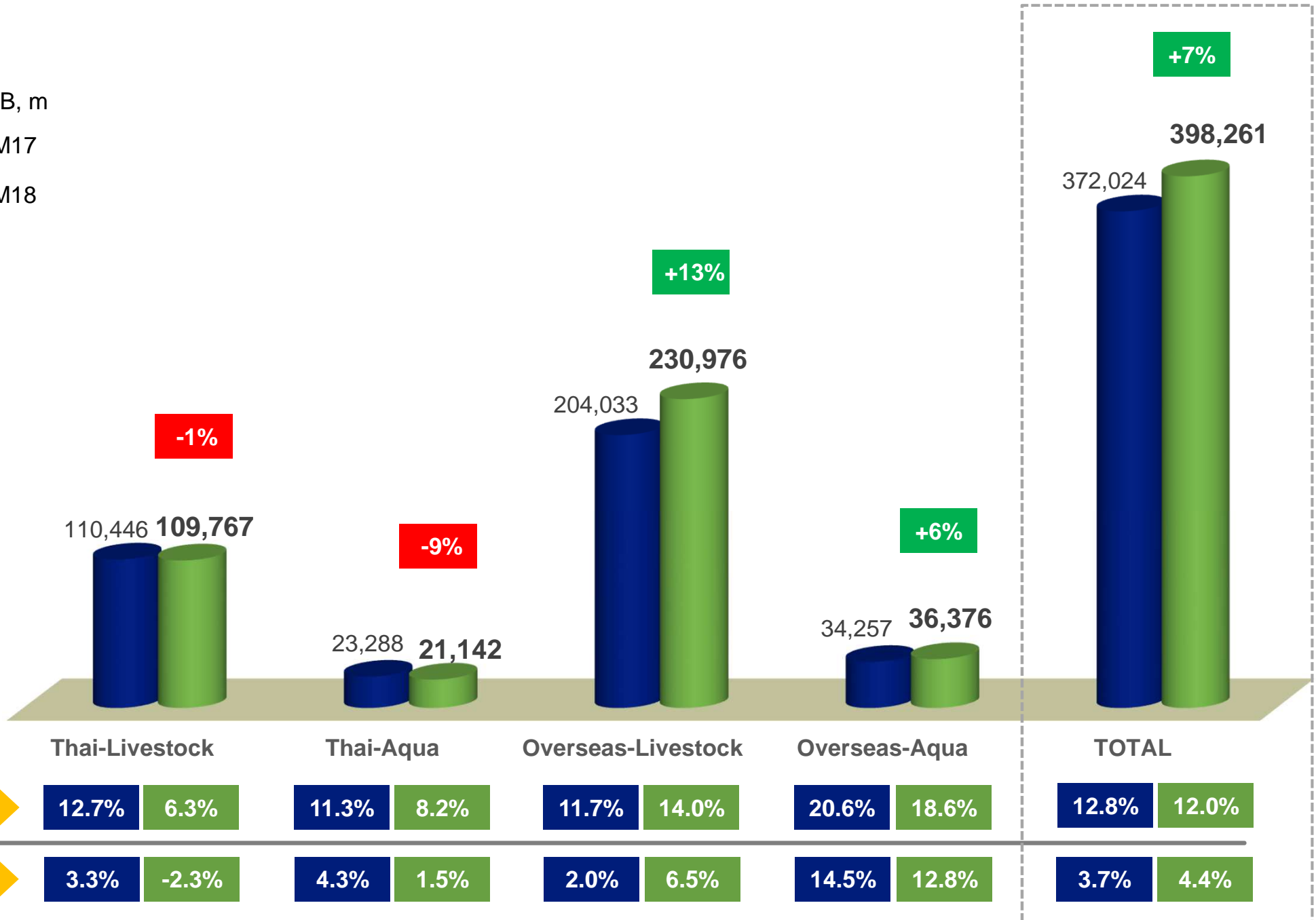


9M18: Sales & Profit Margin by Business

In THB, m

■ 9M17

■ 9M18





9M18: Consolidated Sales Structure by Business

Sales Breakdown

	Livestock			Aquaculture			Total		
	9M17	9M18	%Change	9M17	9M18	%Change	9M17	9M18	%Change
Thailand	110,446	109,767	-1%	23,288	21,142	-9%	133,734	130,909	-2%
<i>Domestic</i>	93,177	93,055	0%	18,857	17,037	-10%	112,034	110,092	-2%
<i>Export</i>	17,269	16,712	-3%	4,431	4,105	-7%	21,700	20,817	-4%
China	82,462	96,712	17%	8,490	9,003	6%	90,952	105,715	16%
Vietnam	39,566	49,518	25%	8,944	10,467	17%	48,510	59,985	24%
Others	82,005	84,746	3%	16,823	16,906	0%	98,828	101,652	3%
Total	314,479	340,743	8%	57,545	57,518	0%	372,024	398,261	7%
% of Total Sales	85%	86%		15%	14%		100%	100%	

- Thailand
- China
- Vietnam

75%

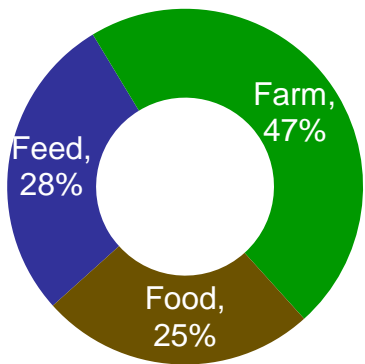
of Sale Revenue



9M18: Consolidated Sales by Products

Sales Breakdown by Products

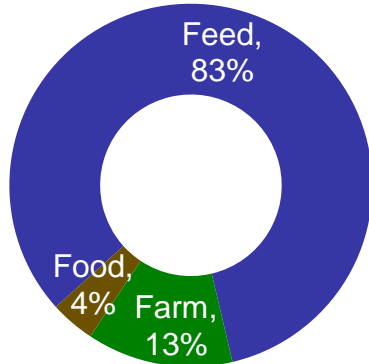
	Feed			Farm			Food			Total		
	9M17	9M18	%Change	9M17	9M18	%Change	9M17	9M18	%Change	9M17	9M18	%Change
Thailand	38,262	37,157	-3%	62,597	61,006	-3%	32,875	32,746	0%	133,734	130,909	-2%
<i>Domestic</i>	38,100	37,107	-3%	56,451	55,484	-2%	17,483	17,501	0%	112,034	110,092	-2%
<i>Export</i>	162	50	-69%	6,146	5,522	-10%	15,392	15,245	-1%	21,700	20,817	-4%
China	81,337	87,758	8%	6,027	13,597	126%	3,588	4,360	22%	90,952	105,715	16%
Vietnam	22,245	20,045	-10%	24,781	38,333	55%	1,484	1,607	8%	48,510	59,985	24%
Others	28,950	26,566	-8%	44,679	49,989	12%	25,199	25,097	0%	98,828	101,652	3%
Total	170,794	171,526	0%	138,084	162,925	18%	63,146	63,810	1%	372,023	398,261	7%



Thailand

THB 130,909 m

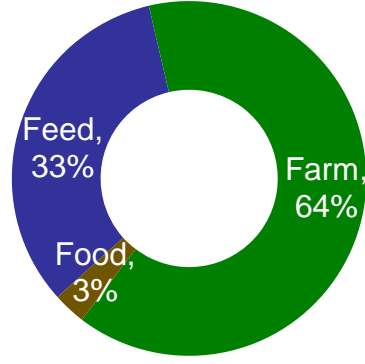
% to sales **33%**



China

THB 105,715 m

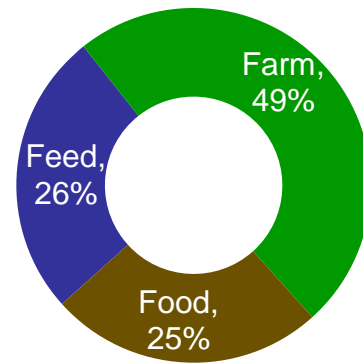
27%



Vietnam

THB 59,985 m

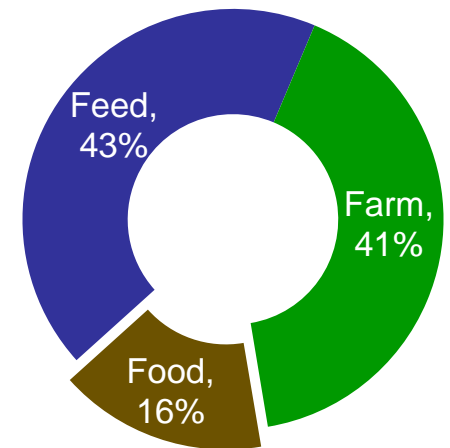
15%



Others

THB 101,653 m

25%



Total

THB 398,261 m

100%

Note: China's revenue is recognized under Thai Accounting Standard (TAS18), which is different from IFRS15 adopted by CPP (HKSE:0043)

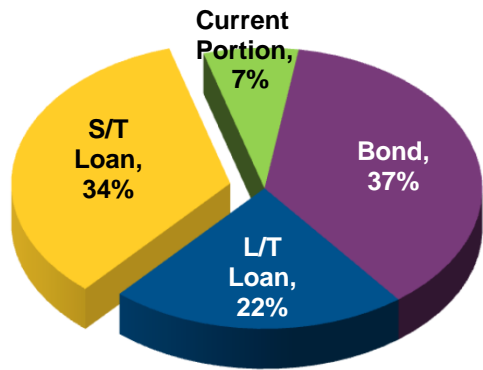
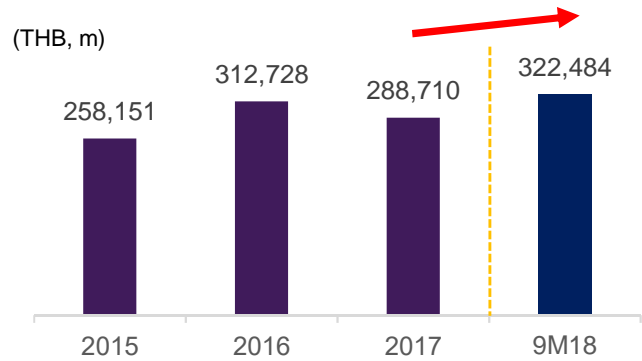


9M18: Consolidated Income Statement Highlight

	Quarter 1			Quarter 2			Quarter 3			9 Months		
	2017	2018	% Chg.	2017	2018	% Chg.	2017	2018	% Chg.	2017	2018	% Chg.
Net Sales	119,617	120,516	1%	125,970	136,353	8%	126,437	141,393	12%	372,024	398,261	7%
Gross Profit Margin	12.7%	9.4%		11.7%	12.2%		13.9%	13.9%		12.8%	12.0%	
EBITDA	8,535	5,496	-36%	8,446	9,882	17%	10,144	13,058	29%	27,124	28,436	5%
EBITDA Margin	7.1%	4.6%		6.7%	7.2%		6.7%	9.2%		7.3%	7.1%	
EBIT	3,353	45	-99%	3,195	4,353	36%	4,923	7,388	50%	11,470	11,786	3%
EBIT Margin	2.8%	0.04%		2.5%	3.2%		3.9%	5.2%		3.0%	3.0%	
Share in Profit of Associates	1,954	2,216	13%	1,861	1,943	4%	2,015	2,096	4%	5,830	6,254	7%
Financial Costs	(3,071)	(2,783)	-9%	(3,003)	(2,835)	-6%	(2,830)	(2,746)	-3%	(8,904)	(8,363)	-6%
Income Taxes Expense	(67)	(285)	325%	(725)	(1,315)	81%	(1,104)	(1,573)	42%	(1,896)	(3,173)	67%
NET PROFIT	3,955	3,049	-23%	4,064	5,894	45%	4,914	4,912	0%	12,933	13,855	7%
EPS (THB)	0.53	0.33		0.53	0.70		0.61	0.58		1.66	1.64	
# of capital shares⁽¹⁾	7,388	8,185		7,388	8,185		7,920	8,185		7,565	8,185	
Paid-Up Capital	7,743	8,611		7,743	8,611		8,611	8,611		8,611	8,611	
Dividend (THB/Share)										0.50	0.35	

Note: (1) # of capital shares = No. of the weighted-avg. shares

Interest Bearing Debt: THB 322,484 m

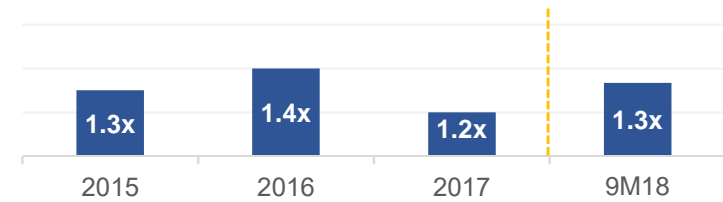


Cost of Debts	2015	2016	2017	9M18
	4.14%	3.87%	3.84%	3.88%

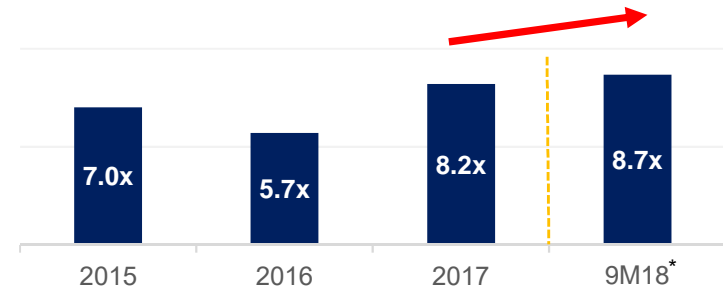
Bond Rating “A+” with “Stable” Outlook by Tris Rating Co., Ltd

Net Debt to Equity & Net Debt to EBITDA

Net D/E



Net D/EBITDA



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

* LTM EBITDA



CPF's Investment in Listed Companies

	Stock Price (Local Curr.)		Market Cap. (THB mm)	CPF Holding %	Holding Value (THB mm)
	(As of September 30, 2018)				
CPALL (SET:CPALL)	THB	69.0	619,834	34.3%	212,665
CPP (HKSE:0043)	HKD	0.7	69,592	50.4%	35,095
TRUE (SET:TRUE)	THB	6.1	201,878	2.2%	4,461
CPE (TWSE:1215)	TWD	51.5	14,630	39.0%	5,706
CTEI (HKSE:3839)	HKD	2.2	2,157	50.4%	1,088
Total					259,015

Growth Target

- Expected sales growth of approximately 5-8 %

Key Drivers & Focus

- Swine price recovery in Vietnam since 2Q18
- Higher revenue and profitability of overseas aquaculture businesses especially in Vietnam
- Focusing on efficiency improvement
- Expanding of international operations

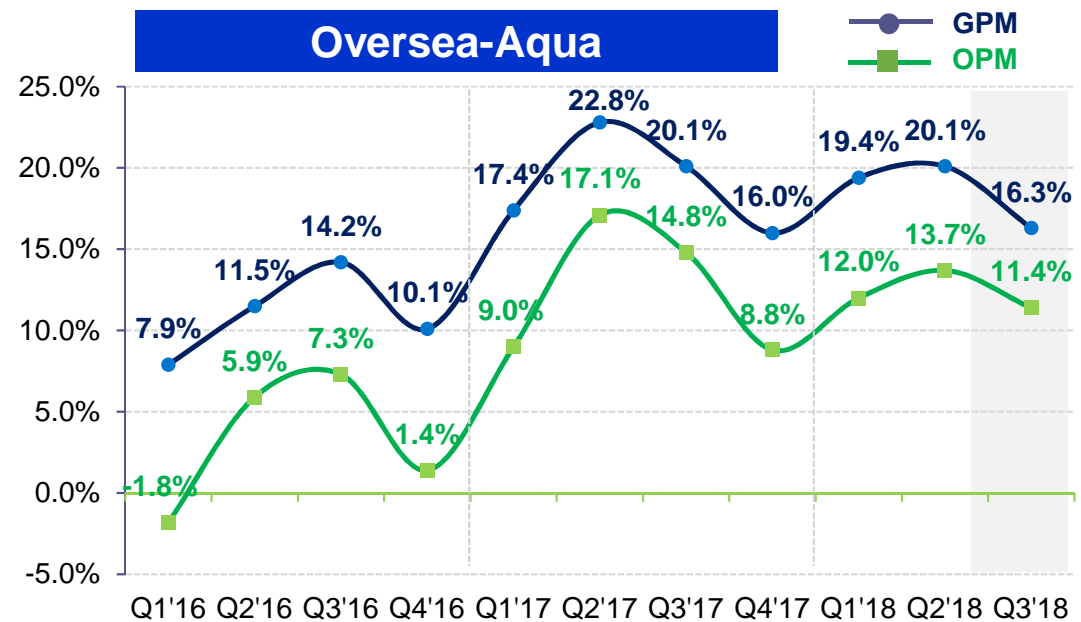
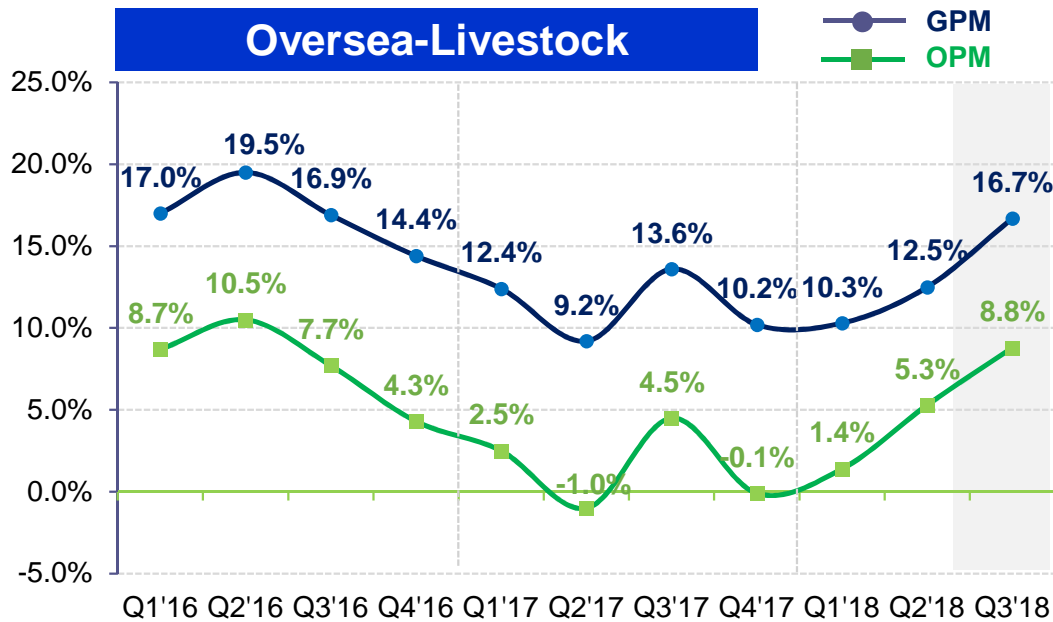
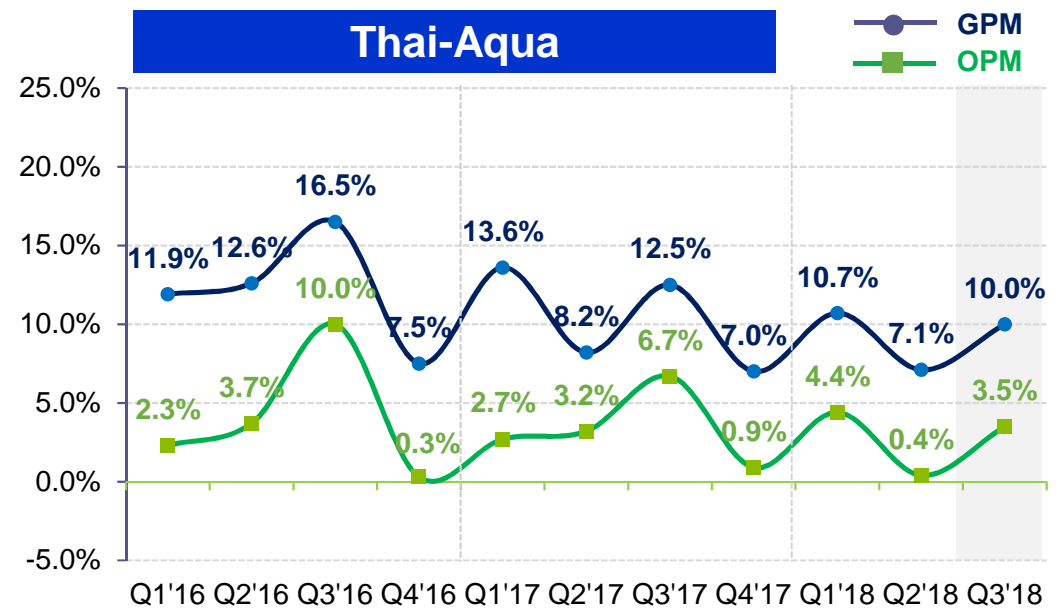
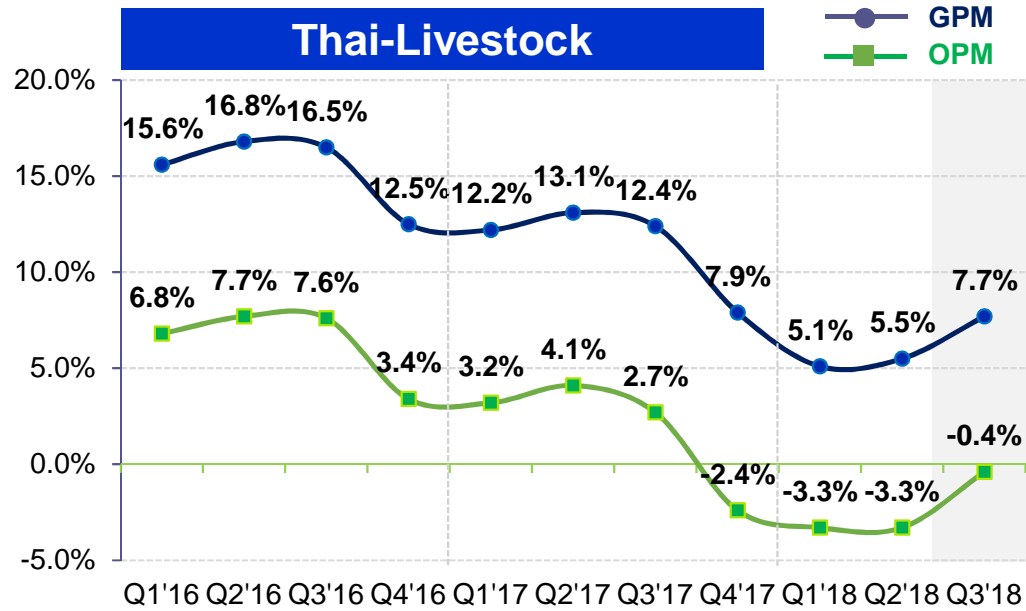
Key Challenges

- Oversupply of swine in Vietnam and Thailand happened from 2017 to 1Q18
- Low chicken and swine prices in Thailand
- Rising raw material costs
- Foreign exchange volatility
- Increasing interest rates

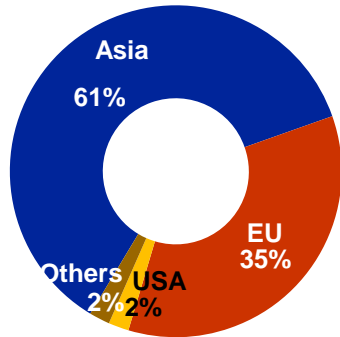
Investment

- Capex of approximately THB 25 billion (excluding M&A)

Appendix A: Highlights : 3Yr Historical Results



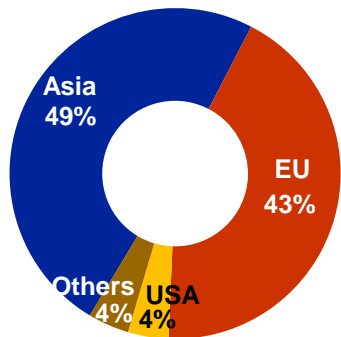
2016



■ Asia ■ EU ■ USA ■ Others

Farm

THB 7,393 million +21%

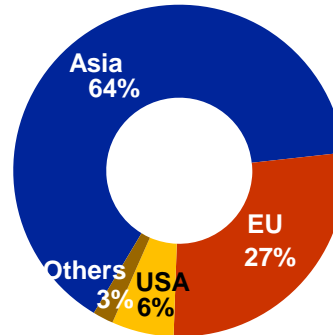


■ Asia ■ EU ■ USA ■ Others

Food

THB 21,179 million +5%

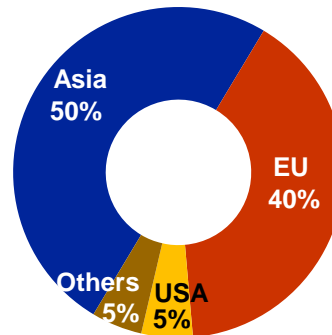
Y2017



■ Asia ■ EU ■ USA ■ Others

Farm

THB 8,531 million +15%

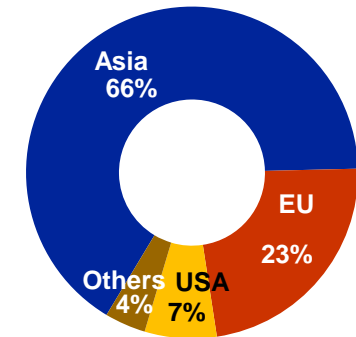


■ Asia ■ EU ■ USA ■ Others

Food

THB 21,796 million +3%

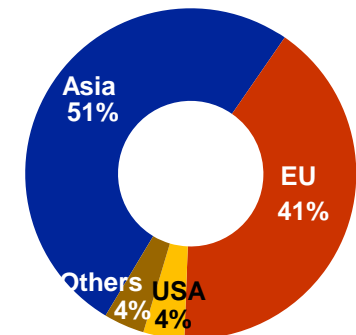
9M18



■ Asia ■ EU ■ USA ■ Others

Farm

THB 5,522 million -10%



■ Asia ■ EU ■ USA ■ Others

Food

THB 15,245 million -1%



Consolidated Income Statement Highlight

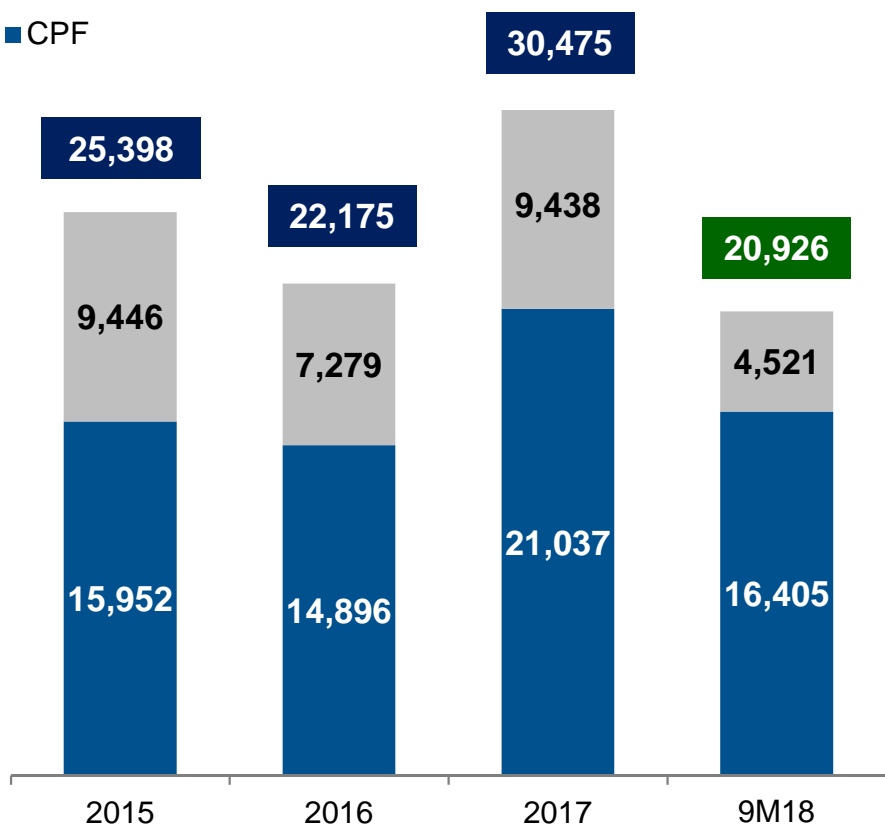
	Full Year				
	2015	2016	% Change	2017	% Change
Net sales	421,355	464,465	10%	501,507	8%
Gross Profit Margin (%)	13.8%	15.6%		12.0%	
EBITDA	31,809	48,464	52%	32,420	-33%
EBIT	15,963	29,956	88%	11,172	-63%
Share in Profit of Associates	5,221	6,512	25%	7,983	23%
Financial Costs	(9,614)	(10,601)	10%	(11,743)	11%
Income Taxes Expense	(3,654)	(7,212)	97%	(251)	-97%
Gain / (Loss) from FX	1,348	388	-71%	(21)	-105%
NET PROFIT	11,059	14,703	33%	15,259	4%
EPS (THB)	1.50	1.99		1.91	
# of capital shares*	7,388	7,388		7,720	
Paid-Up Capital	7,743	7,743		8,611	
Dividend (THB/Share)	0.75	0.95		0.75	

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

CAPEX

Unit: THB, m

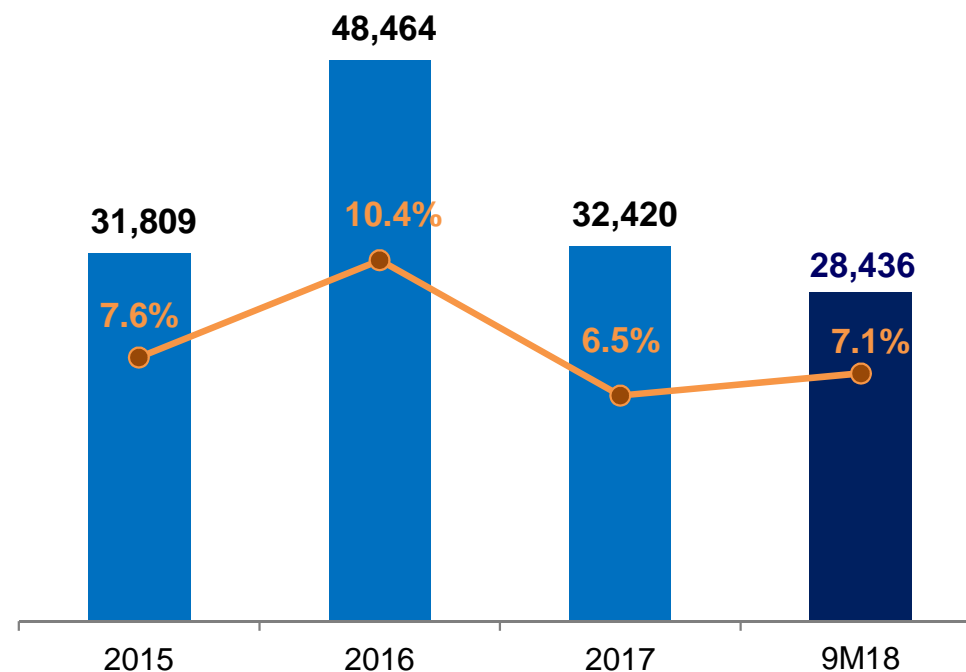
- CPP
- CPF



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

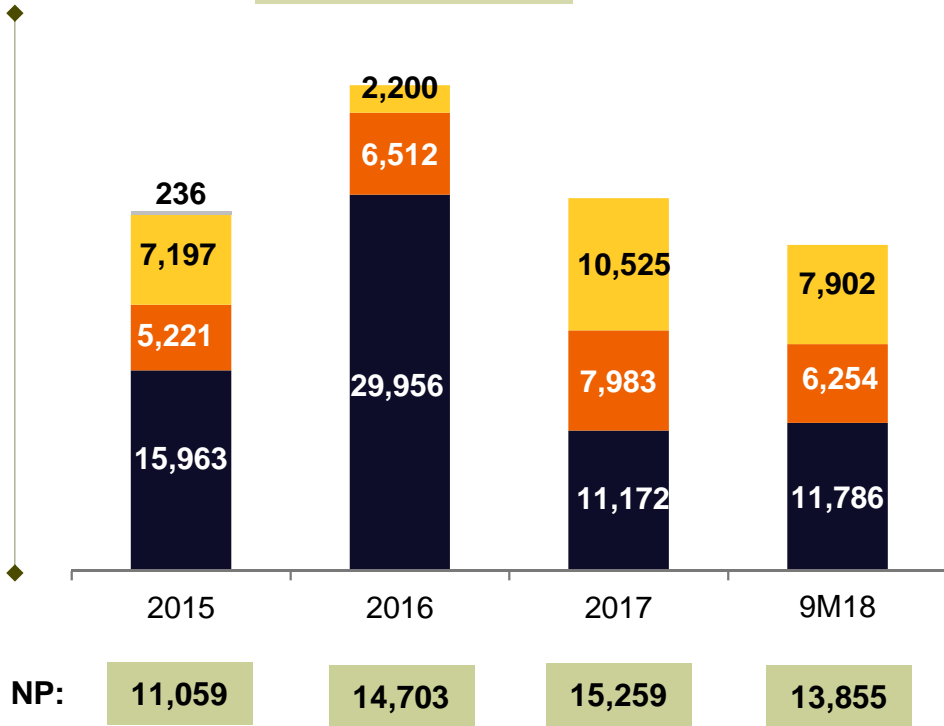
Net Profit

Unit: THB, m

- Gain on fair value adjustment on investment in associates
- Divestment and Dividend
- Equity (Share in Profit of Associates)
- EBIT

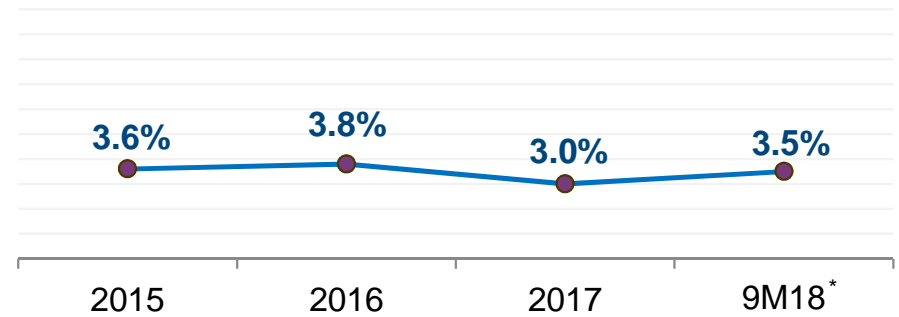
CAGR +17%

Before Tax



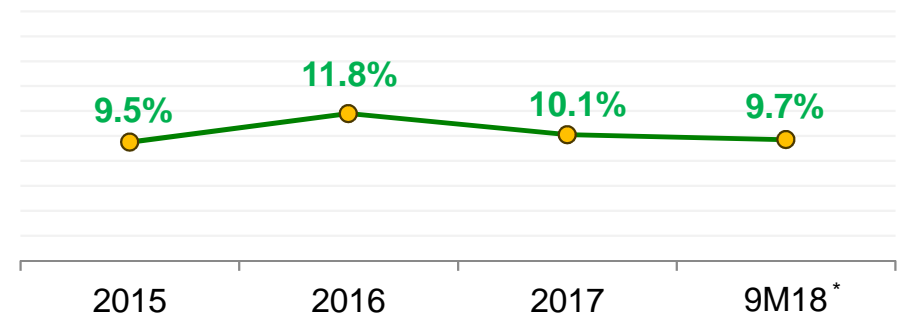
ROA & ROE

● ROA



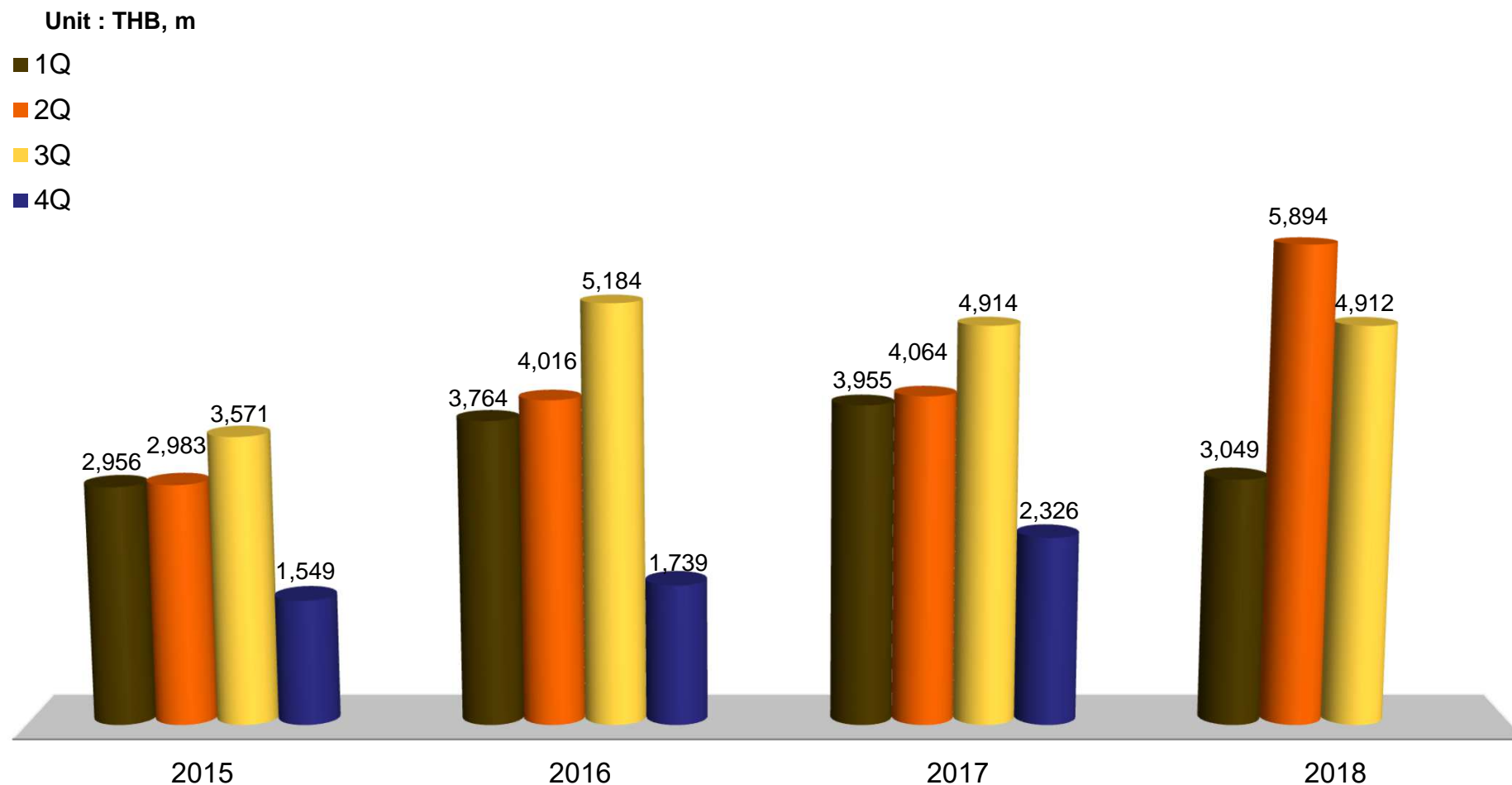
ROA = Net Income (include Non-Controlling Interest) / Average Total Asset

● ROE



ROE = Net Income (Exclude Non-Controlling Interest) / Average Total Equity (Exclude Non-Controlling Interest)

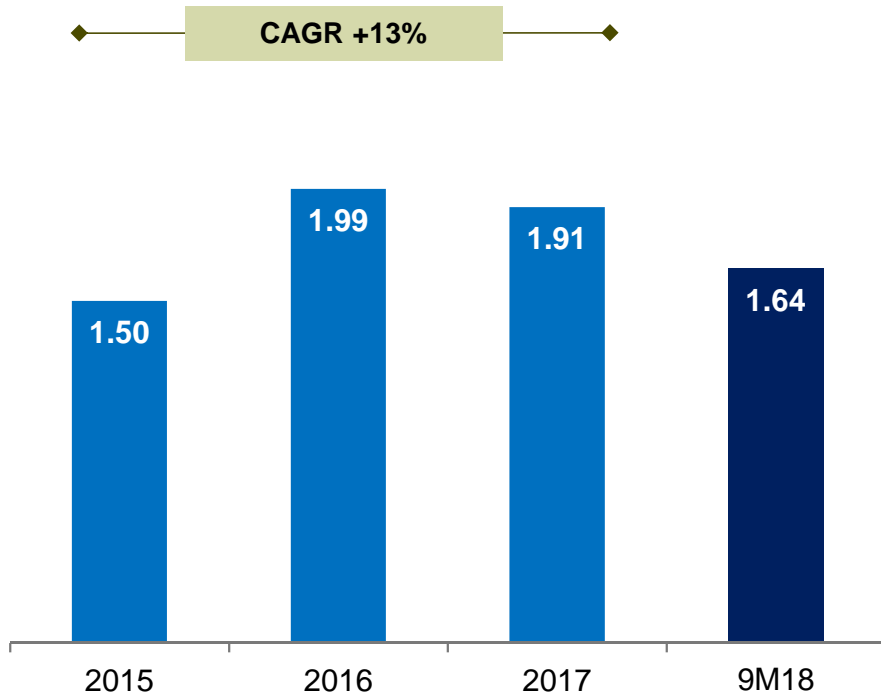
* Annualized basis



2Q15 : Included gain on fair value adjustment of investments in associates = 236 MB

Earnings Per Share

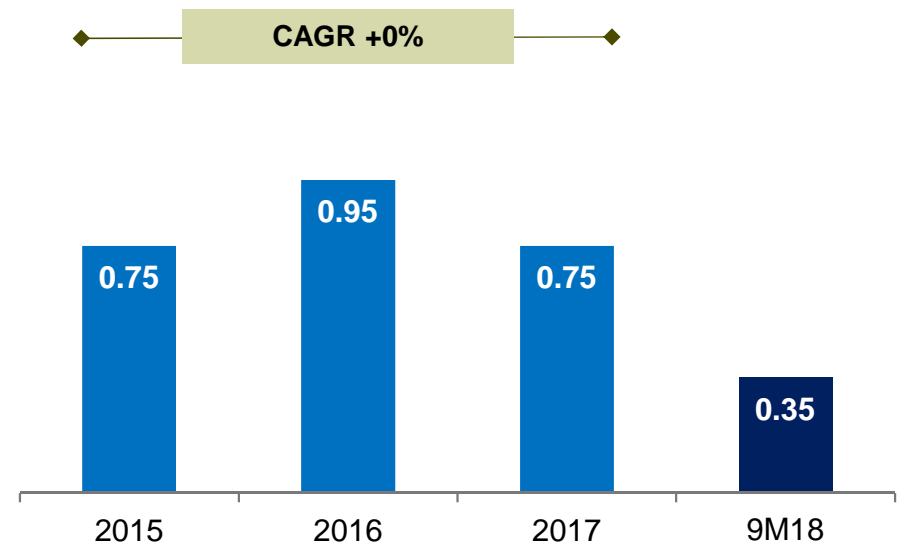
Unit : THB Per Share



Dividends

Unit : THB Per Share

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

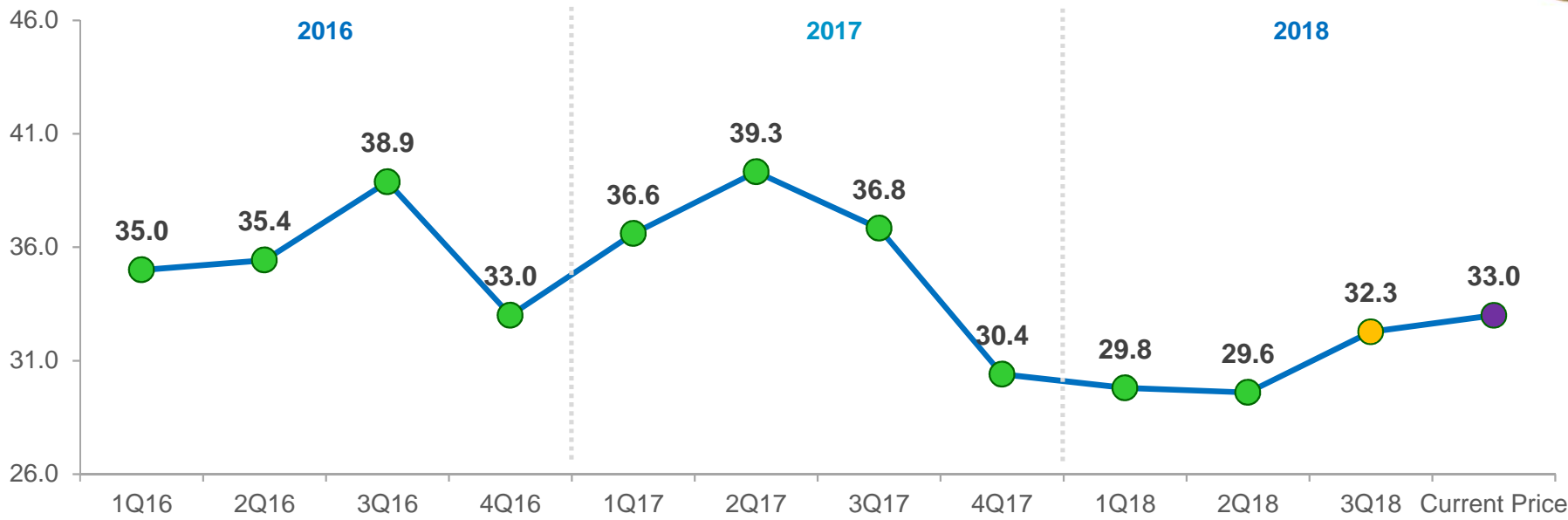


Appendix B: Products & Raw Materials Price Trend

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



Average Price		
2016	2017	2018
35.6	35.8	30.6
% Chg	+1%	-15%



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



Average Price		
2016	2017	2018
66.7	56.1	54.4
% Chg	-16%	-3%



Thailand's Fresh Egg price (THB/piece)



Average Price		
2016	2017	2018
2.8	2.3	2.4
% Chg	-19%	+7%

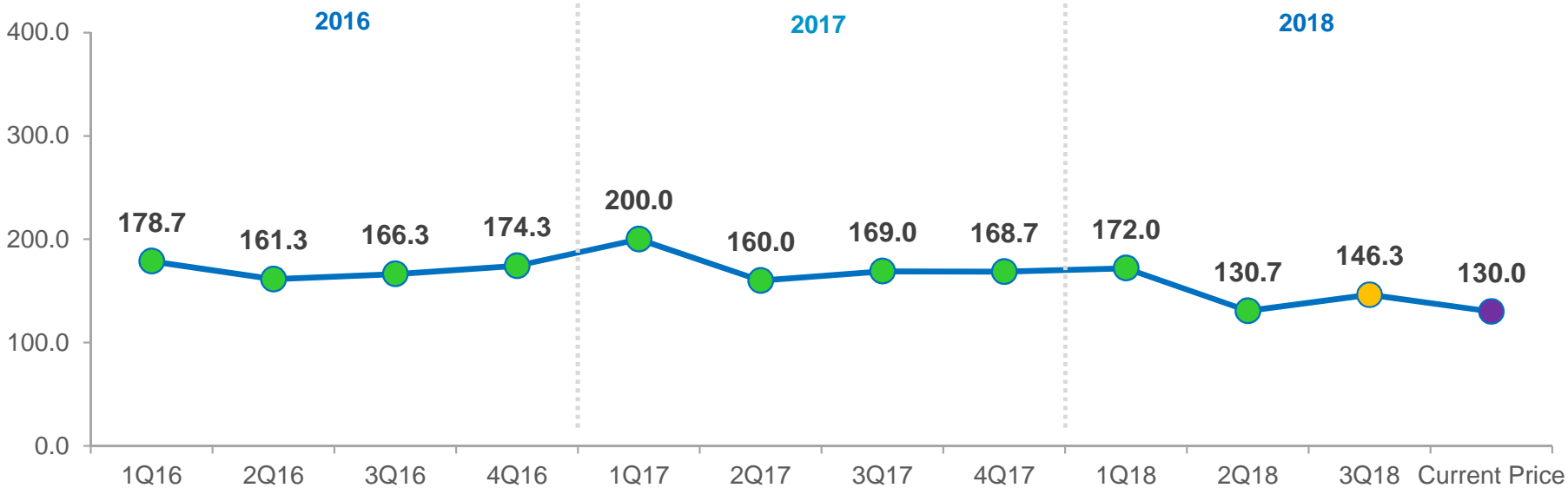


Thailand's White Shrimp price (THB/Kg)

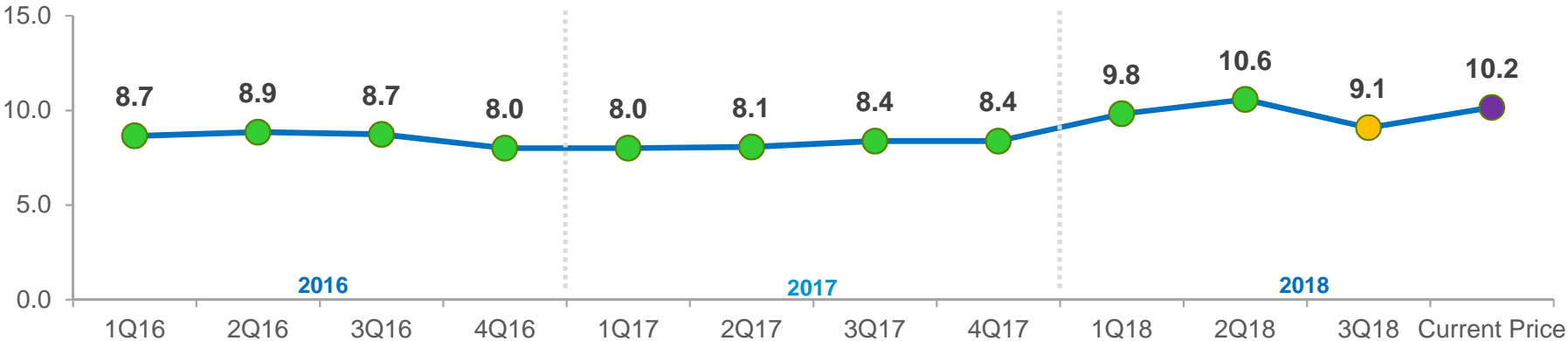


Average Price		
2016	2017	2018
170	175	150
% Chg	+3%	-15%

Size 70 pieces/kg



Thailand's Corn price (THB/kg)



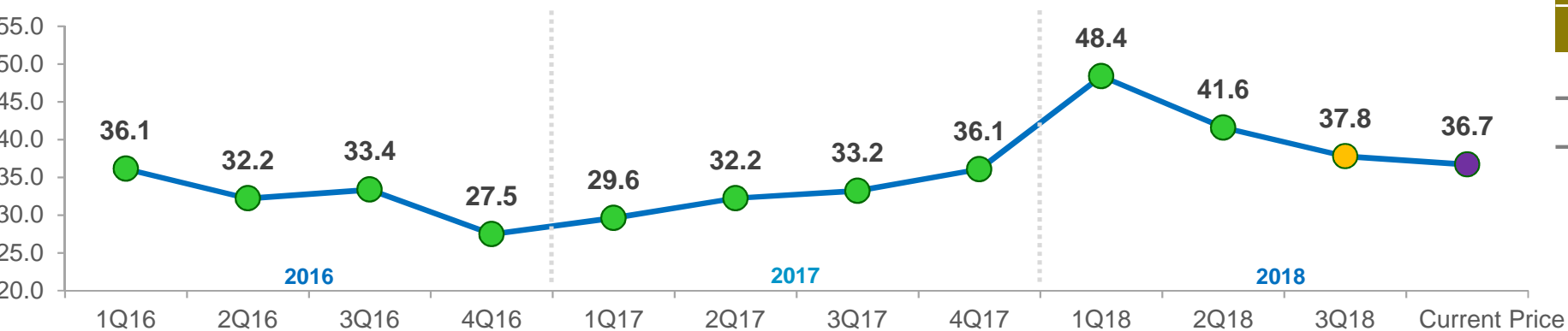
Average Price		
2016	2017	2018
8.6	8.2	9.8
% Chg	-5%	+20%

Thailand's Soybean Meal price (THB/kg)



Average Price		
2016	2017	2018
17.4	15.9	16.6
% Chg	-8%	+4%

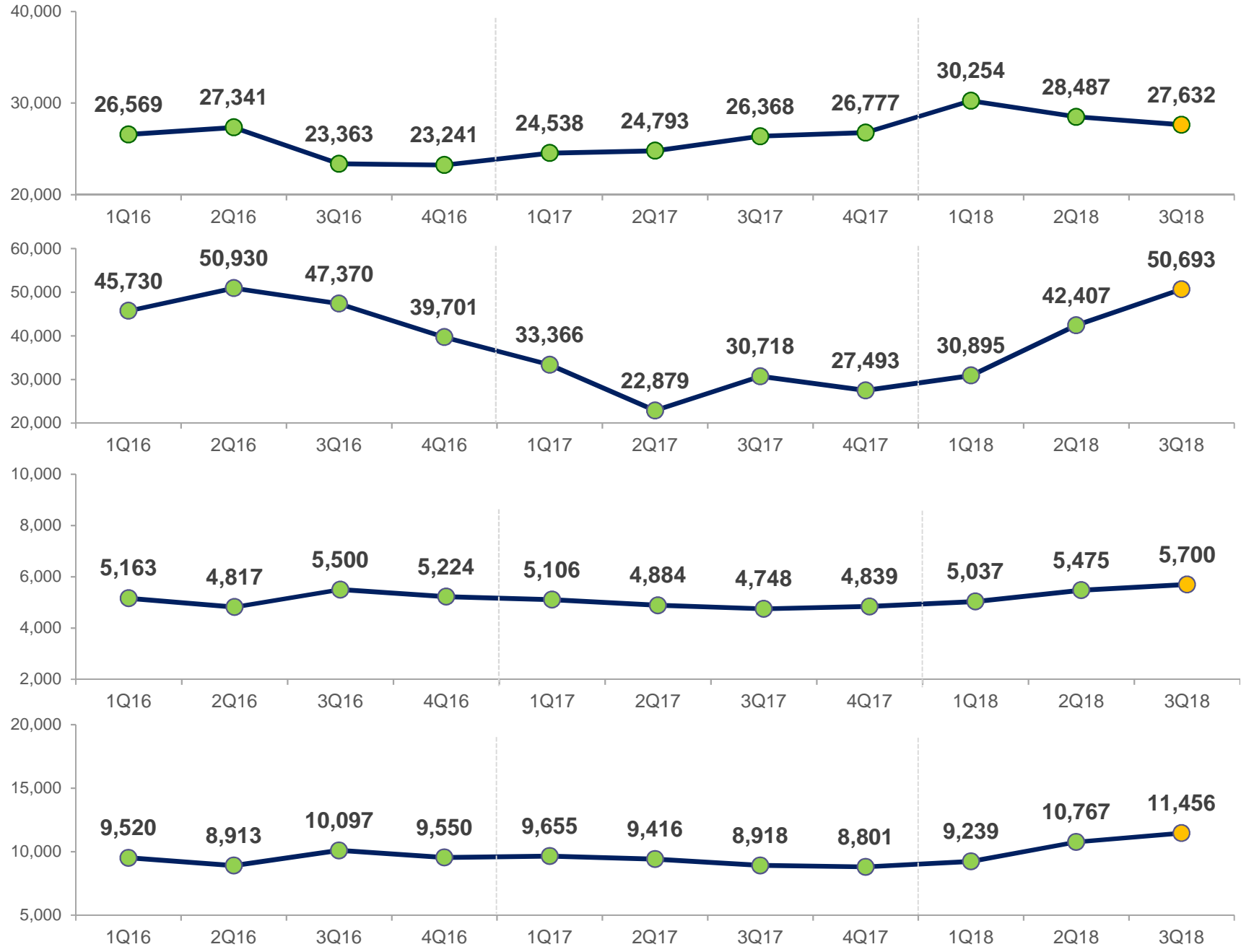
Thailand's Fishmeal price (THB/kg)



Average Price		
2016	2017	2018
32.3	32.8	42.6
% Chg	+1%	+30%



Vietnam: Average Market Price and Major Feed Raw Materials



Broiler
(VND/kg)

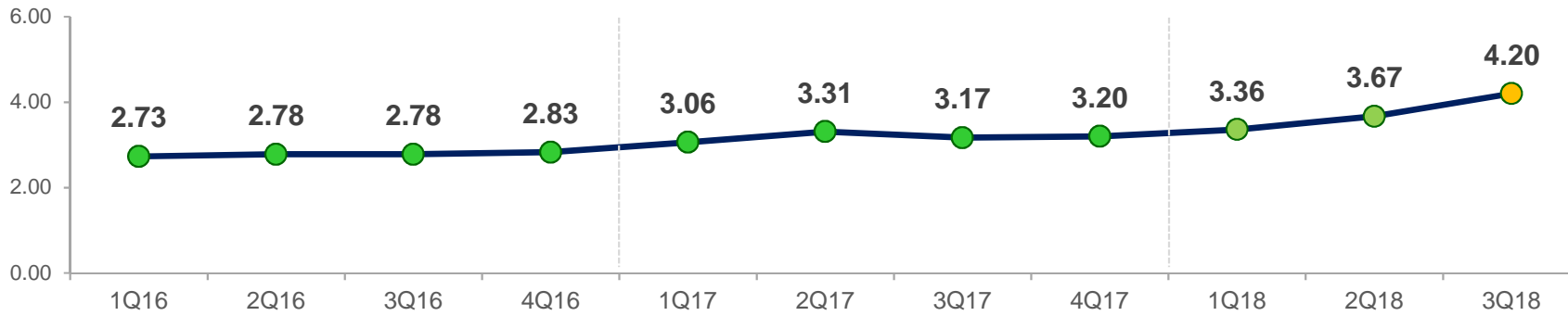
Swine
(VND/kg)

Corn
(VND/kg)

Soybean Meal
(VND/kg)

Source: CPF

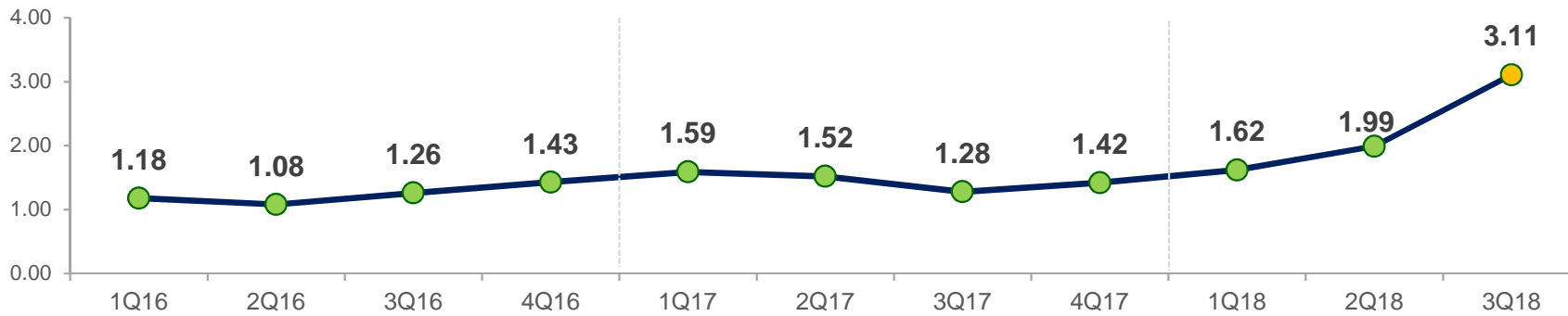
VND 1 = THB 0.0014



Broiler
(TRY/kg)



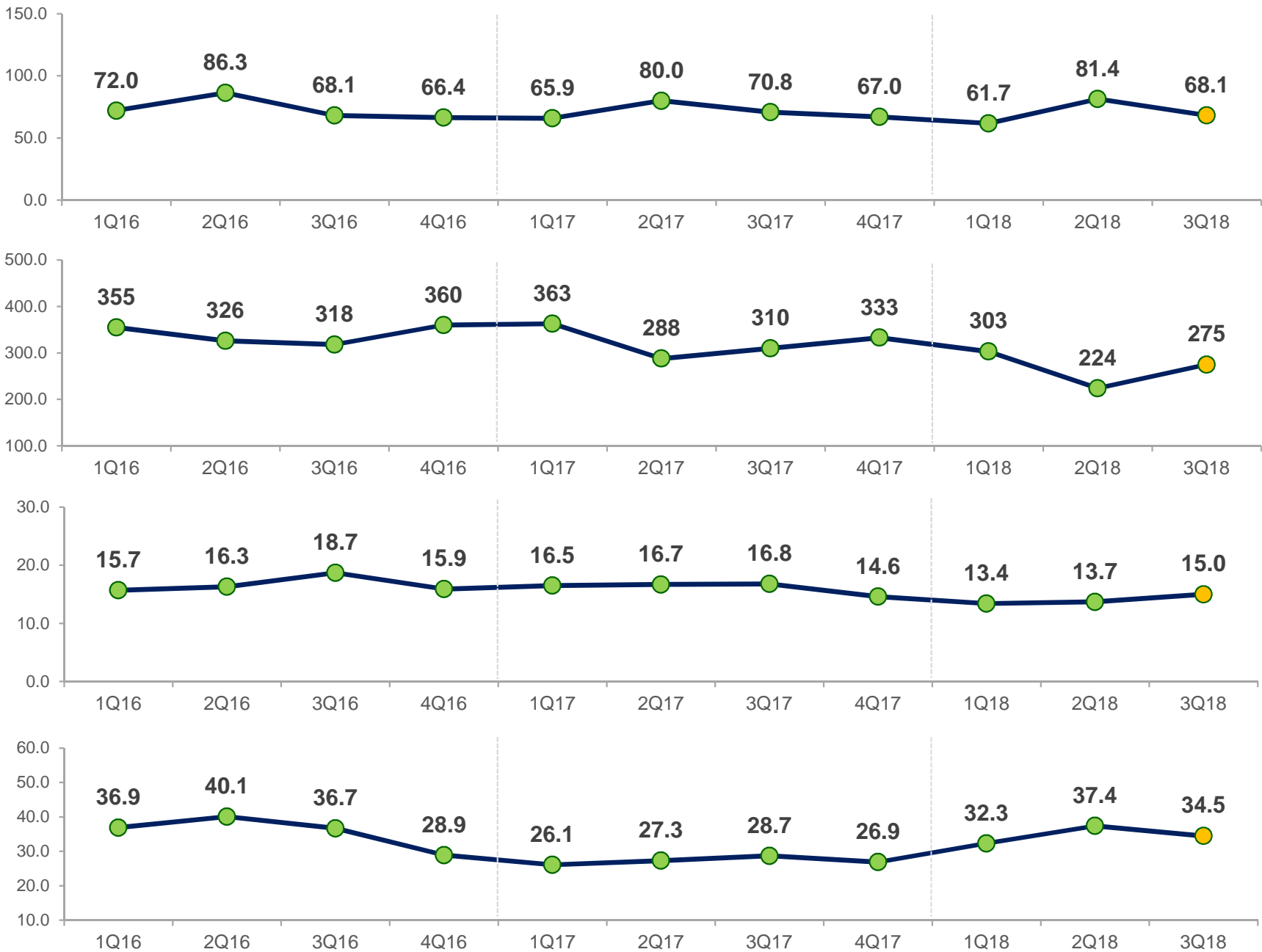
Corn
(TRY/kg)



Soybean Meal
(TRY/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)

Appendix C: Highlights: 3Q18 results

3Q18 Results Highlights

Consolidated Revenue (THB millions)

+12%Y-o-Y

126,437

141,393

3Q17

3Q18

Gross Profit (THB millions)

+12%Y-o-Y

17,560

19,610

3Q17

3Q18

Net Profit (THB millions)

-0%Y-o-Y

4,914

4,912

3Q17

3Q18

Consolidated sales 12% Y-o-Y

Gross profit margin

2Q17 13.9%

2Q18 13.9%

Net profit margin

2Q17 3.9%

2Q18 3.5%

0.4%

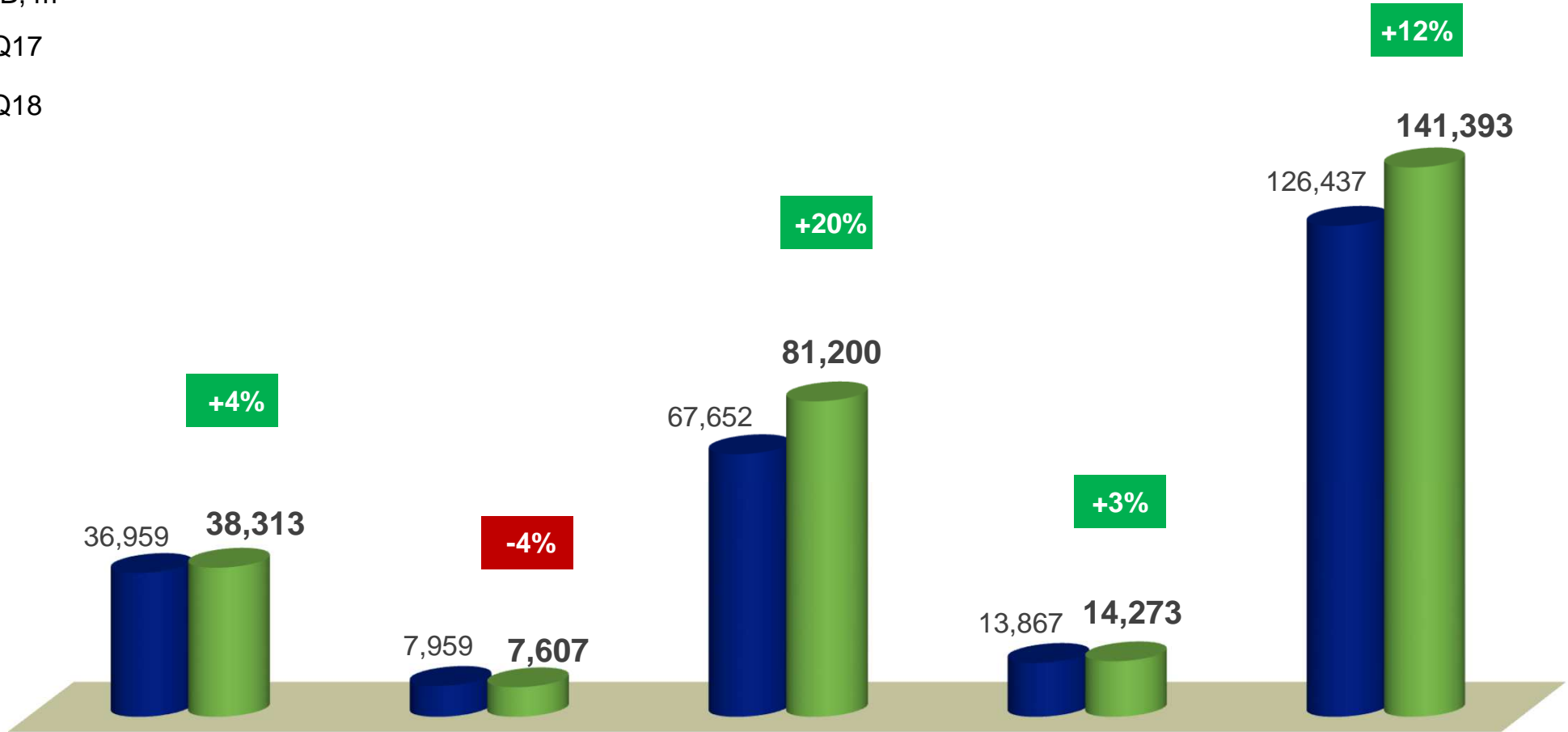


3Q18: Sales & Gross Profit Margin by Business

In THB, m

■ 3Q17

■ 3Q18



Thai-Livestock

Thai-Aqua

Overseas-Livestock

Overseas-Aqua

TOTAL

GPM

12.4%

7.7%

12.5%

10.0%

13.6%

16.7%

20.1%

16.3%

13.9%

13.9%

OPM

2.7%

-0.4%

6.7%

3.5%

4.5%

8.8%

14.8%

11.4%

5.2%

6.3%



3Q18: Consolidated Sales Structure by Business

Sales Breakdown

	Livestock			Aquaculture			Total		
	3Q17	3Q18	%Change	3Q17	3Q18	%Change	3Q17	3Q18	%Change
Thailand	36,959	38,313	4%	7,959	7,607	-4%	44,918	45,920	2%
<i>Domestic</i>	31,185	32,440	4%	6,254	5,747	-8%	37,439	38,187	2%
<i>Export</i>	5,774	5,873	2%	1,705	1,860	9%	7,479	7,733	3%
China	28,214	33,421	18%	4,506	4,518	0%	32,720	37,939	16%
Vietnam	12,281	19,487	59%	3,644	3,914	7%	15,925	23,401	47%
Others	27,157	28,292	4%	5,717	5,841	2%	32,874	34,133	4%
Total	104,611	119,513	14%	21,826	21,880	0%	126,437	141,393	12%
		▼			▼			▼	
% of Total Sales	83%	85%		17%	15%		100%	100%	



3Q18: Consolidated Sales by Products

Sales Breakdown by Products

	Feed			Farm			Food			Total		
	3Q17	3Q18	%Change	3Q17	3Q18	%Change	3Q17	3Q18	%Change	3Q17	3Q18	%Change
Thailand	13,179	12,513	-5%	20,684	21,938	6%	11,055	11,469	4%	44,918	45,920	2%
<i>Domestic</i>	13,146	12,490	-5%	18,447	19,958	8%	5,846	5,739	-2%	37,439	38,187	2%
<i>Export</i>	33	23	-30%	2,237	1,980	-11%	5,209	5,730	10%	7,479	7,733	3%
China	29,071	31,234	7%	2,117	5,047	138%	1,532	1,658	8%	32,720	37,939	16%
Vietnam	7,213	7,265	1%	8,159	15,533	90%	553	603	9%	15,925	23,401	47%
Others	9,626	8,641	-10%	14,881	17,096	15%	8,367	8,416	1%	32,874	34,133	4%
Total	59,089	59,633	1%	45,841	59,614	30%	21,507	22,146	3%	126,437	141,393	12%

Appendix D: Group of CPP's Associate Companies & Joint Ventures



Group of CPP's Associate Companies & Joint Ventures

As of December 31, 2017

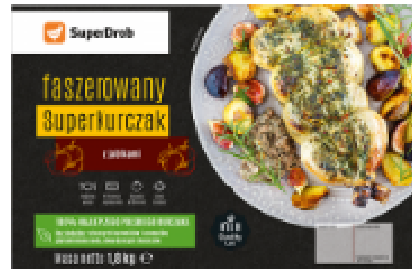
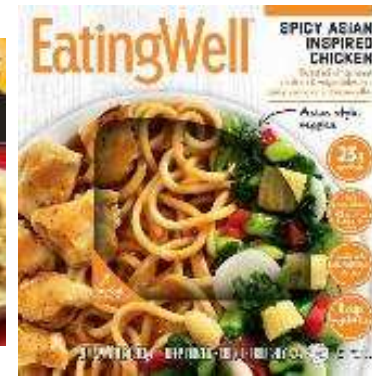
No.	Associates	Type of Business	Direct and Indirect Interest (%)
1	Chia Tai (Cixi) Investment Mangement Ltd.	Provision of Consulting service on economic and trade	25.21
2	Conti Chia Tai International Ltd.	Production and sale of animal feed	25.21
3	Ningxia Xiao Ming Animal Husbandary Co., Ltd.	Production and sale of commercial layer chicks	8.34
4	Qingdao Yi Bang Bio-Engineering Co., Ltd.	Production and sale of animal vaccines	6.05
5	Zhan Jiang Deni Carburetor Co., Ltd.	Motorcycle carburetor and auto parts production and distribution	14.12

No.	Joint Ventures	Type of Business	Direct and Indirect Interest (%)
1	Beijing Chia Tai Feedmill Co., Ltd.	Production and sale of animal feed	25.21
2	ECI Metro Investment Co., Ltd.	Investment and trade of machinery and spare parts	25.21
3	Handan Chia Tai Feed Co., Ltd.	Production and sale of animal feed	25.21
4	Henan East Chai Tai Co., Ltd.	Production and sale of animal feed	25.21
5	Jilin Chia Tai Enterprise Co., Ltd.	Production and sale of animal feed	25.21

Appendix E: Product Samples & Retail Outlet Formats









More Than **5,500** Outlets

Five Star Chicken in Vietnam



Five Star Chicken in India



Five Star Chicken in Cambodia





198 outlets





425 Stores



7 Stores



CHOZEN NOODLE

22 Kiosks



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