



Charoen Pokphand Foods Public Company Limited

Sustainability Report 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.**

Executives and Employees of

Charoen Pokphand Foods Public Company Limited



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Definition

'The Company' in this Sustainability Report refers to Charoen Pokphand Foods Public Company Limited ('CPF') and its subsidiaries.



Annual Report 2025
(Form 56-1 One Report)



Annual Review 2025



Sustainability Website

“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

Climate

Driving climate action through innovative solutions

that create lasting positive impacts across the entire value chain.



Improving
Quality of Life for

People

Elevating lives by fostering inclusive growth

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



Creating
Prosperous

Food

Ensuring food security through safe and healthy food innovations

that prioritize sustainable well-being for consumers.



Message from Executives



Committed to Advancing
**Food Security through
'Sustainovation'**
Delivering Sustainable
Innovation to Consumers
Worldwide

As a global leader in integrated agro-industrial and food businesses, Charoen Pokphand Foods Public Company Limited and its subsidiaries recognize both a responsibility and the opportunity to help drive positive economic, social, and environmental progress under the 'Kitchen of the World' vision. CPF is committed to strengthening food security through '**Sustainovation**' sustainable innovation that delivers value to consumers worldwide while improving quality of life across the value chain and addressing climate impacts to support ecological balance. The Company's approach is guided by His Majesty King Bhumibol Adulyadej The Great's **Sufficiency Economy Philosophy** and the Charoen Pokphand Group's **Three-Benefit Principle**, which aims to create value for the

Country, the People, and the Company. Together, these principles provide a clear direction for CPF's sustainability efforts, alongside its commitment to the Ten Principles of the United Nations Global Compact and its support for the Sustainable Development Goals and the Paris Agreement.

Driving Glocalization and a Win-Win Strategy on the Path to a Bionic Organization

To deliver lasting positive impact, CPF prioritizes area-based development through a 'Glocalization' approach combining global expertise with local insight across the 17 countries where the Company invests, while meeting diverse market needs in more than 50 markets worldwide. Through its Win-Win strategy, CPF creates shared value for stakeholders and advances toward becoming a Bionic Organization integrating human capabilities with technology, data, and artificial intelligence (AI) to strengthen analysis and decision-making, improve operational efficiency, and enhance competitiveness across the value chain. In parallel, CPF builds the capabilities of employees, business partners, suppliers, and partner farmers to support inclusive and sustainable growth.

Reinforcing Quality with Space-Grade Standards while Advancing toward Net-Zero 2050

In 2025, CPF continued to uphold internationally recognized quality and food safety standards across all operations. Through its 'Mission to Space' initiative, CPF delivered a Thai chicken menu certified to meet NASA's space food safety requirements to the International Space Station (ISS) as part of Axiom Mission 4. In parallel,

the Company continued to advance its roadmap toward achieving net-zero greenhouse gas emissions across the value chain by 2050, aligned with Science Based Targets initiative (SBTi) standards. Key actions include collaboration with business partners and suppliers to advance deforestation-free soy supply chains through blockchain technology; the installation of 100 megawatts of solar power capacity across Thailand operations; the adoption of environmentally responsible feed solutions throughout global livestock operations; and the expansion of these initiatives to smallholder farmers under contract farming programs. These efforts create an ecosystem where sustainability and innovation converge.

Creating Shared Value to Drive the 'Kitchen of the World' Vision

CPF's commitment to balancing business performance with shared value creation continues to be recognized by leading international institutions, including sustained inclusion in the Dow Jones Sustainability Indices for the eleventh consecutive year, the FTSE4Good Index Series for the eighth consecutive year, a AAA rating in the SET ESG Ratings for the third consecutive year, and an 'Excellent' corporate governance assessment.

On behalf of the Board of Directors and management, we express sincere appreciation to all stakeholders for their continued trust and support. CPF remains committed to strengthening food security, advancing toward a sustainable food system, and continuing progress toward its 'Kitchen of the World' vision.



Mr. Soopakij Chearavanont
Chairman



Mr. Prasit Boondoungprasert
Chief Executive Officer



About CPF

Vision

Kitchen of the World

Aspiration

Advancing Food Security through Sustainovation

Mission

The Company operates a fully **integrated agro-industrial and food business**, driven by continuous innovation to deliver high-quality products that offer nutrition, great taste, safety, and end-to-end traceability. It emphasizes production processes that meet **recognized standards**, supported by responsible resource use and **strong environmental stewardship** to maintain industry-leading competitiveness. By considering the needs and impacts of stakeholders across the supply chain, the Company conducts business with respect for human rights and strong corporate governance, **supporting long-term sustainable growth**.



Kitchen of the World

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

Innovation and technology drive the strategy

Product / Channel Strategy



Quality products
at a great value



Strengthen strategic
partnerships



Partner development

Operational Strategy



Cost reduction through
efficiency improvement



Pursuing operational
excellence



Move toward a digital
organization

Foundation Strategy



Developing people to be
both good and capable



Being a responsible
corporate citizen

Corporate governance and respect for human rights

CPF-way

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



Adapt to change



Speed & Quality



Simplification



Integrity, Honesty
and Reciprocity



Innovativeness



The Company and its joint investments have manufacturing bases in **17 countries**



Distribute to **> 50 countries** in **5 continents**



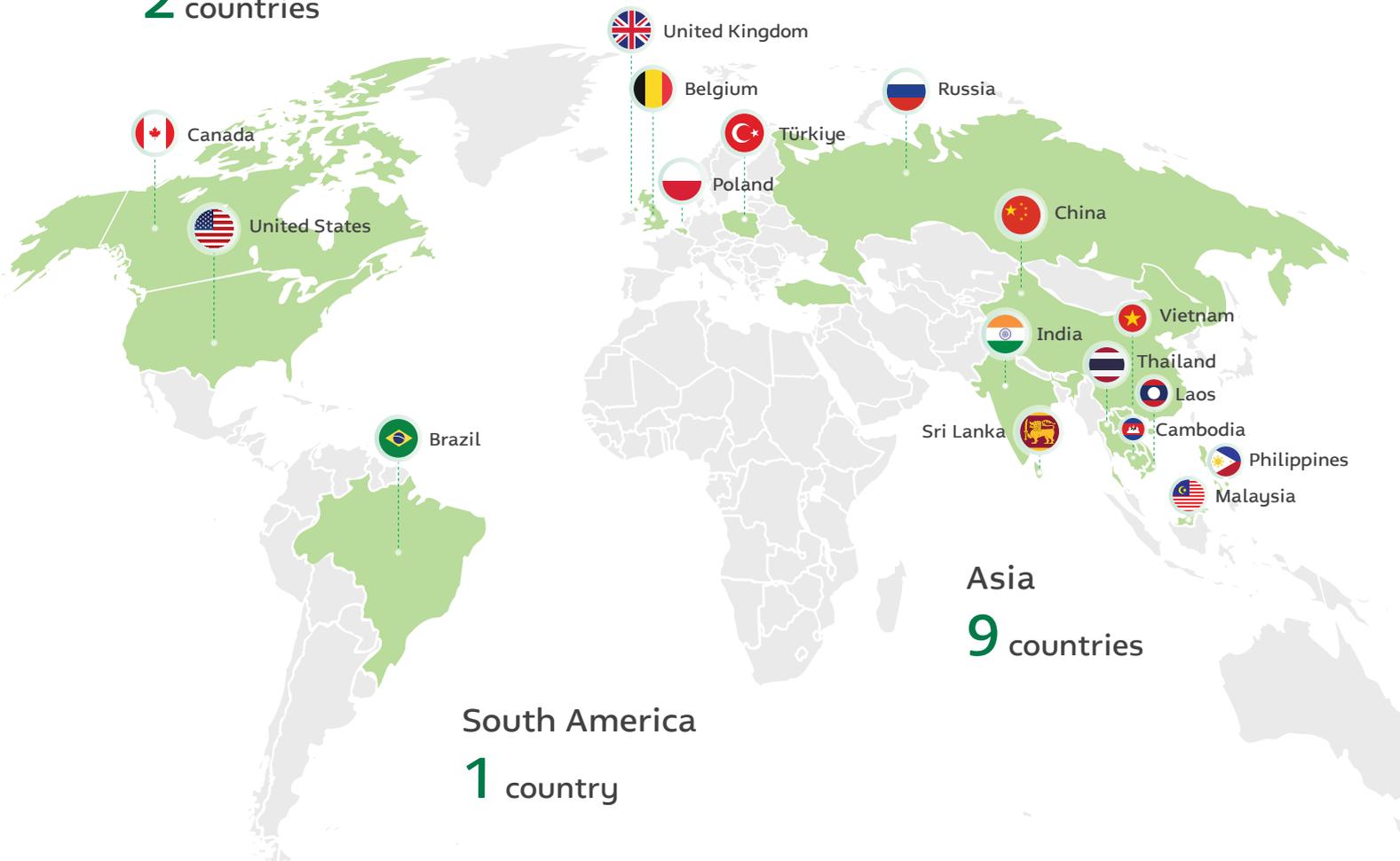
Cater to **> 4 billion people**

North America
2 countries

Europe
5 countries

Asia
9 countries

South America
1 country

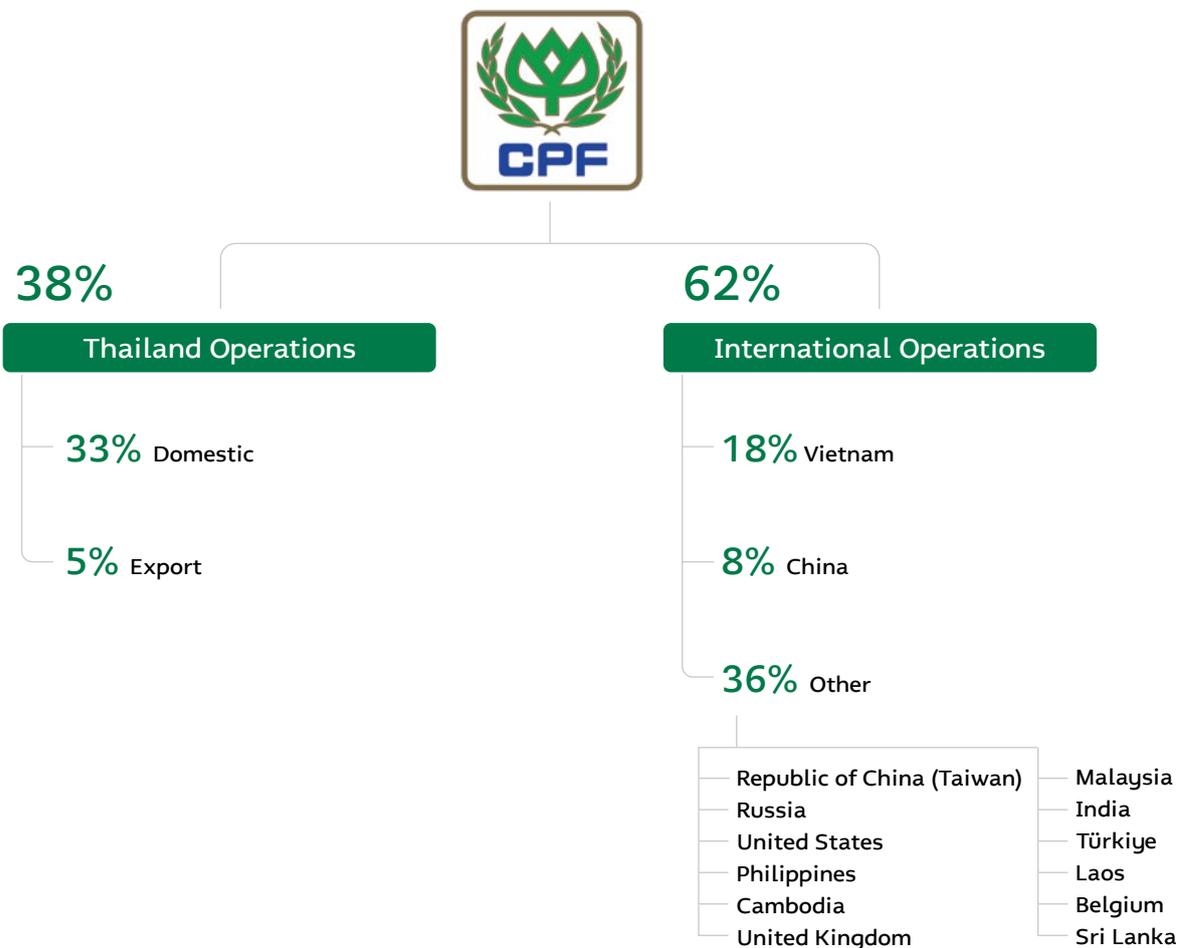




CPF Operation Structure

Percent of Sales Revenue in 2025

As of 31 December 2025



Associates and Joint Ventures*

Shareholding percentages represent both direct and indirect holding

CP-Meiji	(59.99%)	CPF Poland	(49.45%)
HyLife Group Holdings	(50.10%)	Camamor 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 : * Presents 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 	
Asia					
 Thailand	●	●	●	●	●
 China	●*	●*	●	●	●
Republic of China (Taiwan)	●	●	●		●
 Vietnam	●	●	●	●	●
 India	●		●	●	●
 Cambodia	●	●	●		●
 Philippines	●	●	●	●	●
 Malaysia	●	●	●	●	●
 Laos	●	●	●		●
 Sri Lanka				●	●
Europe					
 United Kingdom					●
 Russia	●	●	●		●
 Türkiye	●		●		
 Belgium					●
 Poland*	●		●		●
North America					
 United States				●	●
 Canada*	●	●			
South America					
 Brazil*				●	

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



2025 Performance Overview

Financial



Total Revenue
THB **571,135** million



Net Profit
THB **25,197** million



Earnings per Share
THB **3.12** per share



Dividend per Share
THB **1.25** per share



Dividend Payout Ratio
41%



Total Assets
THB **861,796** million

Employee



Total Employees
133,409



Male
55%



Average Training Hours
per Employee
31.6 hours/employee



Female
45%

Social and Environmental



Access to food promoted in over **1,000** schools



Education support provided to over **300** schools



Scope 2 GHG emissions reduced by **4%** compared with 2024



Waste volume decreased by **2%** compared with 2024



Renewable energy share reached **31%**



Water withdrawal per unit of production decreased by **10%** compared with 2024

Sustainability Ranking



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



Assessed by CDP Climate Change 2025 (B), CDP Forests 2025 (B), and CDP Water Security 2025 (B)



Listed in the Dow Jones Sustainability Indices for Emerging Markets in the Food Products Industry for the **11th** consecutive year



FTSE4Good

Included in the FTSE4Good Index Series for the **8th** consecutive year



Received an ESG Rating of 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



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



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

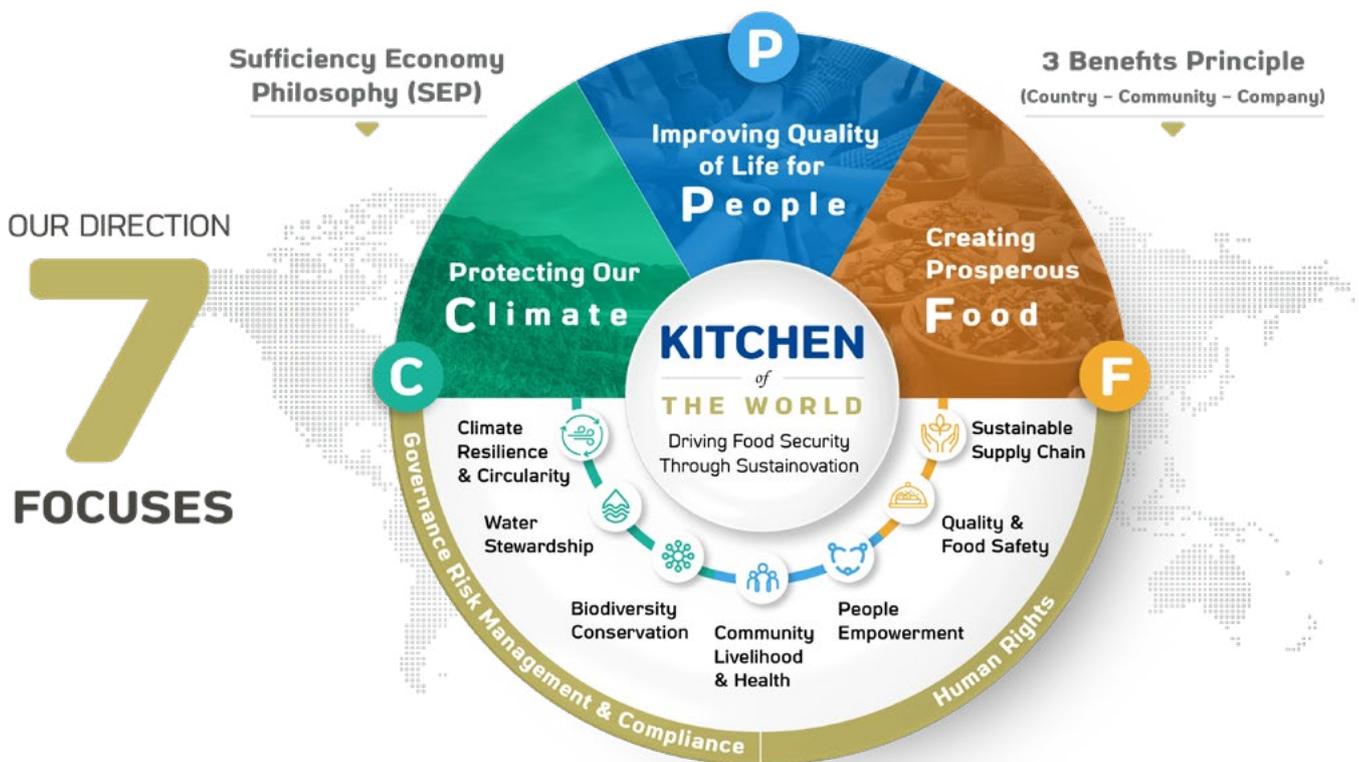


Sustainability at CPF

CPF is committed to strengthening food security through sustainable innovation. The Company builds its sustainability strategy on the Sufficiency Economy Philosophy of His Majesty King Bhumibol Adulyadej (Rama IX) and the CP Group's 'Three-Benefit' principle, which focuses on creating value for the Country, the People, and the Company. CPF also aligns its operations with the Ten Principles of the United Nations Global Compact and actively supports the United Nations Sustainable Development Goals (SDGs) and the Paris Agreement, reinforcing its commitment to responsible business practices and long-term sustainable growth.

Sustainability Strategic Framework

In 2025, the Company conducted a sustainability materiality assessment across its agro-industrial and food value chain. The assessment reviewed key internal and external factors, including major economic, social, and environmental risks, and incorporated input from both internal and external stakeholders. The results were used to update the Company's sustainability strategic framework, organized under three core pillars 'C-P-F', with seven priority focus areas and two supporting foundations.

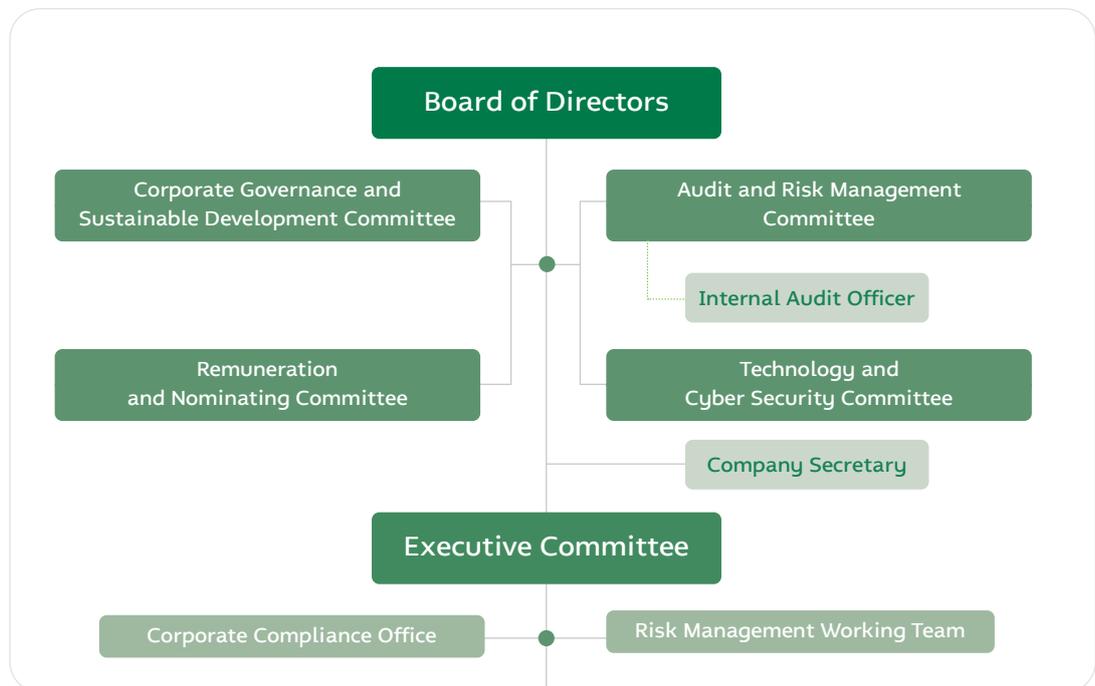


Sustainability Governance

The Company has established a sustainability governance structure that integrates oversight at both the Board and management levels to ensure effective implementation. The Sustainability Management Unit coordinates and monitors performance against the sustainability strategic framework in collaboration with business units and relevant departments. This includes dedicated sustainability working groups responsible for key focus areas such as Net Zero Emissions and Environmental Sustainability, Sustainable Supply Chain Sourcing, and Animal Welfare. The Sustainability Management Unit operates under the supervision of Mrs. Kobboon Srichai, Head of Corporate Affairs and Investor Relations, who also serves as an Executive Director, Company Secretary, and Secretary to the Corporate Governance and Sustainable Development Committee.



Board-level



Management level





Targets and Progress

The Company has established mid-term targets for 2025 and long-term targets for 2030, covering five-year (2021–2025) and ten-year (2021–2030) periods, respectively, to translate its strategy into concrete action.

Commitment

2025/2030 Targets

Performance as of 2025

C — Protecting Our Climate



Climate Resilience and Circularity

25% reduction in direct and indirect GHG emissions from Thailand operations compared with the 2015 baseline, achieved by 2025

25%

Note: Progress toward targets to reduce greenhouse gas emissions from energy use by 42% and from land use change and land management by 30.3%, compared to the 2020 baseline for global operations, will be reported in the 'Commitment to 2030' document to be published on the Company's website in mid-2026.

Zero waste to landfill and incineration from production processes

93% of total waste is recovered

100% of plastic packaging for food products will be reusable, recyclable, or compostable

79%



Water Stewardship

30% reduction in water withdrawal per unit of production in Thailand operations compared to the 2015 baseline, achieved by 2025.

62%



Biodiversity Conservation

100% of key raw materials are sourced from deforestation-free areas and are traceable

43% of feed corn, soy, palm oil, and cassava are sourced from deforestation-free supply chains

Conserve watershed and mangrove forest areas in strategic locations and increase green space within operational sites in Thailand, totaling 20,000 rai.

19,976 rai

Commitment

2025/2030 Targets

Performance as of 2025

P — Improving Quality of Life for People



People Empowerment

3,000,000 hours of employee learning and training More than 11.2 million hours



Community Livelihood and Health

3,000,000 people connected to the Company's business activities, supported through initiatives in employment, education, sports, healthcare, diversity, and well-being. More than 6 million people

F — Creating Prosperous Food



Quality and Food Safety

Zero product recalls with public health impact No product recalls



Sustainable Supply Chain

100% of critical and high ESG risk Tier 1 suppliers in Thailand and Vietnam operations to undergo on-site ESG audits by 2025 100%



More information on Sustainability Targets

An aerial photograph of a vast, dense forest of green trees. In the background, rolling mountains are visible under a sky with scattered white and grey clouds. The overall scene is bright and natural.

PROTECTING OUR CLIMATE

CPF is committed to delivering measurable climate action and responsible natural resource management across its entire value chain. The Company reduces greenhouse gas emissions in line with Science Based Targets initiative (SBTi), improves resource efficiency through circular economy practices, strengthens water stewardship, and protects biodiversity to achieve tangible environmental outcomes. These actions build climate resilience, help safeguard ecosystems, and support long-term sustainable growth for society and future generations.

Climate Resilience and Circularity

20

Water Stewardship

26

Biodiversity Conservation

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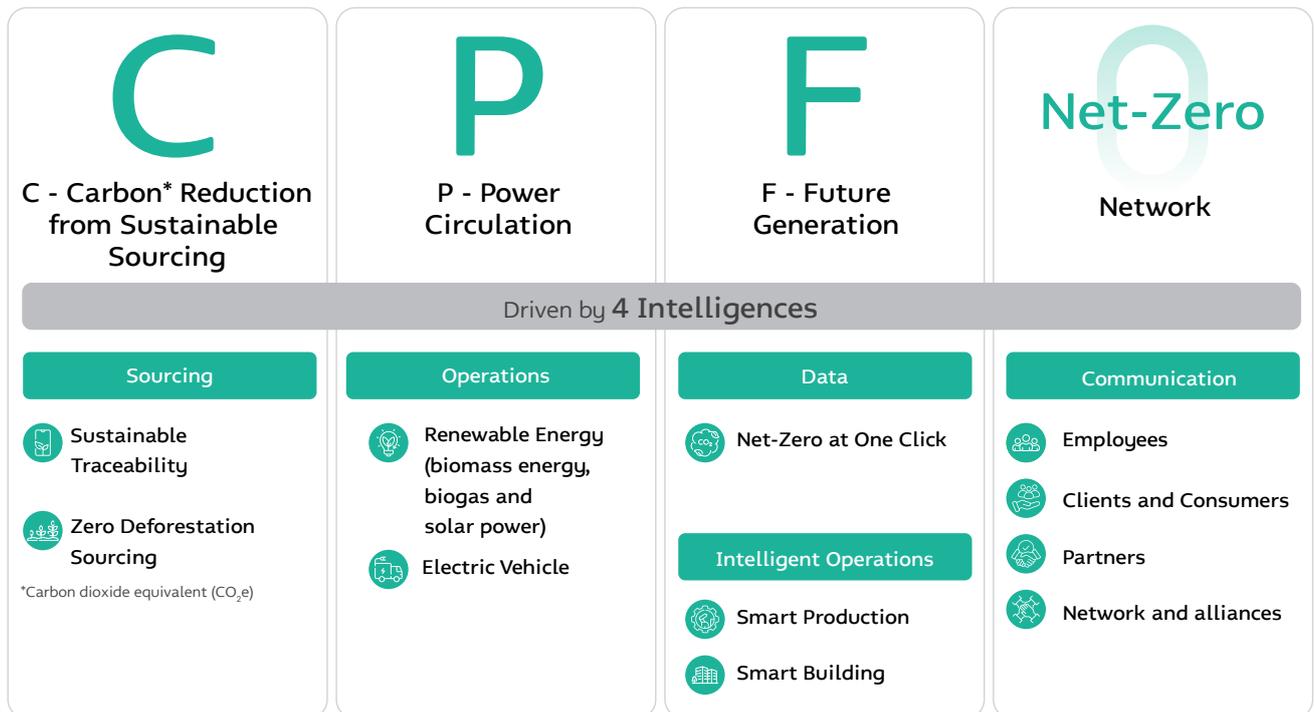


Climate Resilience and Circularity



The Company has set a goal to achieve net-zero greenhouse gas emissions across its entire value chain by 2050. It is the world’s first food producer to have both its near-term and long-term emissions reduction targets validated by the Science Based Targets initiative (SBTi). These targets are designed to cut greenhouse gas emissions in line with limiting global warming to 1.5°C and are aligned with the Forest, Land and Agriculture (FLAG) standard, which sets specific requirements for the agriculture and food sector.

CPF Net-Zero Strategies Driven by 4 Intelligences

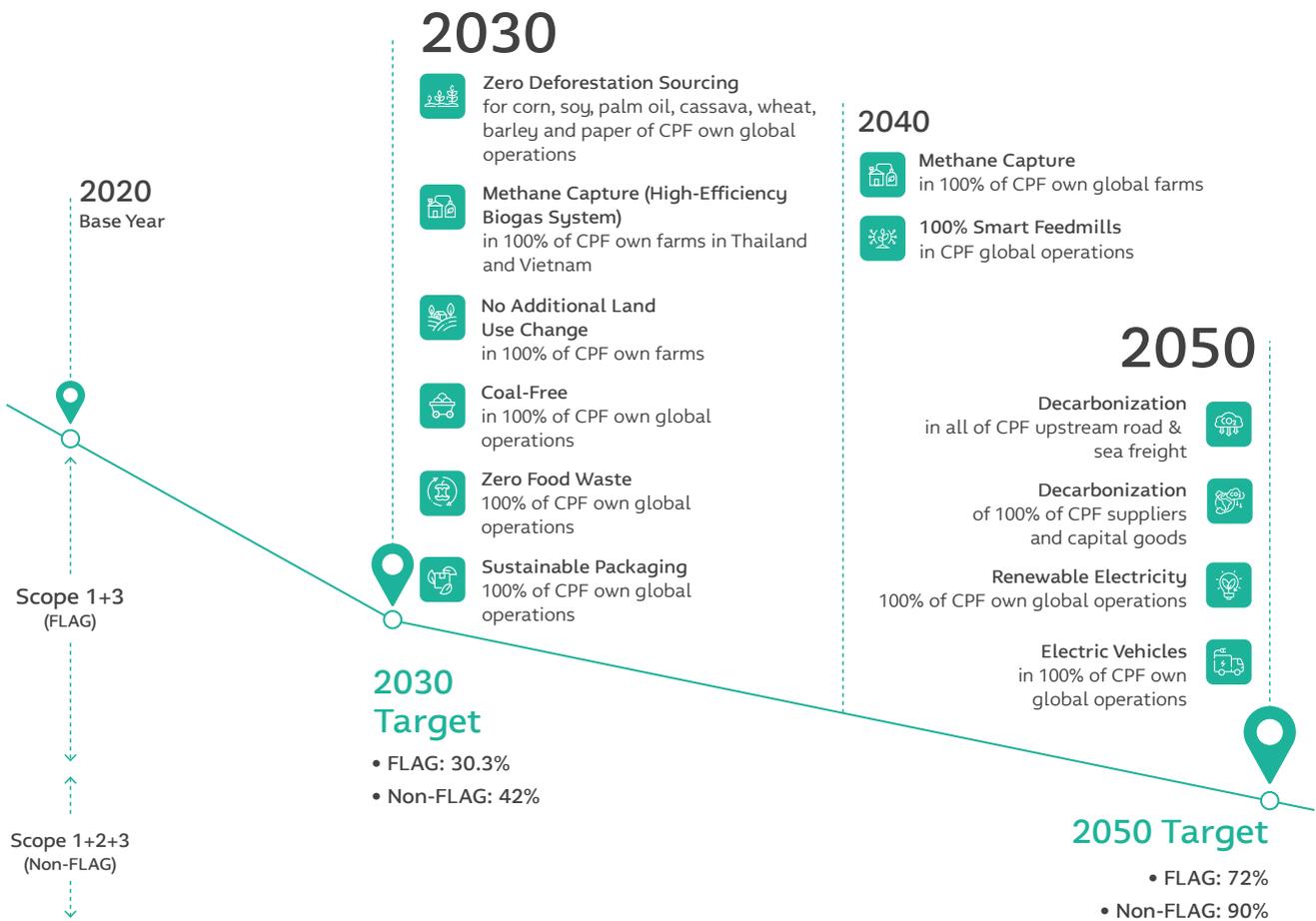




GHG Reduction Targets Compared to 2020 base year	Year 2030	Year 2050
Energy and Industrial Sector (non-FLAG)	42%	90%
Forest, Land and Agriculture (FLAG)	30.3%	72%

Action Plan

The Company has short-, medium-, and long-term greenhouse gas reduction plans to reach its net-zero emissions target by 2050.





DEFORESTATION FREE SOURCING

 Global

43%

of key raw materials including feed corn, soy, palm oil, and cassava sourced from deforestation-free areas

 Thailand

100%

- Feed corn sourced from deforestation-free areas since 2016
- Soybeans and soybean meal used in animal feed for poultry farm have been sourced from deforestation-free areas since January 2026
- Soybean oil used in food business is certified with RTRS
- Palm oil used in food business is certified with RSPO

ENVIRONMENTALLY FRIENDLY FEED



 Global

All Company-operated swine farms and layer chicken farms use environmentally friendly animal feed. This practice has also been extended to farms participating in the Company's smallholder livestock promotion program (contract farming).

RENEWABLE ENERGY

 Global

Renewable Energy Usage

31%

70% of renewable energy is sourced from biomass derived from residual materials (e.g., wood chips, sawdust, corn cobs)

 Global

100% coal-free operations

across 9 countries, including Thailand, Vietnam, Republic of China (Taiwan), United States, Cambodia, Laos, Malaysia, United Kingdom, and Belgium

 Thailand

Installation of

100 megawatts

solar power capacity completed as planned



 Global

Data is consolidated through the Net-Zero Intelligence Platform (SNIP)

CPF is the first company worldwide to adopt SAP Sustainability solutions to capture, analyze, and report carbon emissions in real time covering the full value chain, from upstream raw materials at cultivation plots to downstream food production.



The Company places great importance on creating low-carbon products. Since 2009, it has measured the carbon footprint of its products using Life Cycle Assessment (LCA) methods in alignment with ISO 14040, ISO 14044, and ISO 14067.

PRODUCT SUSTAINABILITY

151 products

certified with the Carbon Reduction Label, Carbon Neutral Label, and Net-Zero Label, contributing to greenhouse gas emission reduction of more than

1,712,234

tons of CO₂ equivalent per year

More than
1,000 products
certified with the Carbon Footprint Label.



Fresh poultry products have carbon footprints over

70%

lower than the national average.



Swine products have carbon footprints over

30%

lower than the national average.



Fresh egg products have carbon footprints more than

70%

lower than the national average.

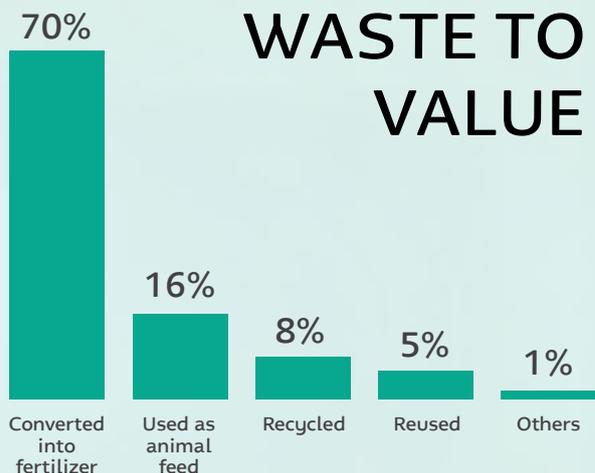


Global

93%

of total waste is recovered

WASTE TO VALUE



The Company continues to advance research and development in sustainable packaging design and management grounded in circular economy principles throughout the value chain. The initiative focuses on optimizing resource utilization, minimizing packaging waste, and increasing the adoption of materials with lower environmental footprints.

SUSTAINABLE PACKAGING

 Feed Business in Asia

Feed Business

Since 2013, by replacing plastic sacks with Bulk Feed Tanks for storing animal feed, the feed business has reduced plastic usage in its production processes by more than

60%.

 Thailand, Vietnam, Philippines, Malaysia, and India

Aquaculture Business

Since 2006, the aquaculture business uses Q-Pass Tanks to pack and deliver shrimp post-larvae to customers, instead of foam boxes. These tanks can be cleaned, sanitized, and reused.

 Thailand, Vietnam, Russia, Philippines, Malaysia, Türkiye, Laos, and Belgium

Food Business

The food business collaborates with packaging suppliers to develop and design alternative packaging solutions while maintaining product protection performance and ensuring food safety and nutritional integrity.

4 Sustainable Packaging Development Strategies



Reduce and Redesign:
Lowering material use
and optimizing design



Recyclable: Designing
packaging that can be
recycled



Recycled Material:
Incorporating recycled
content into packaging



Innovative Material:
Utilizing new and
sustainable materials

>79%

of plastic food packaging is reusable,
recyclable, or compostable.



More information on
Climate Resilience and Circularity

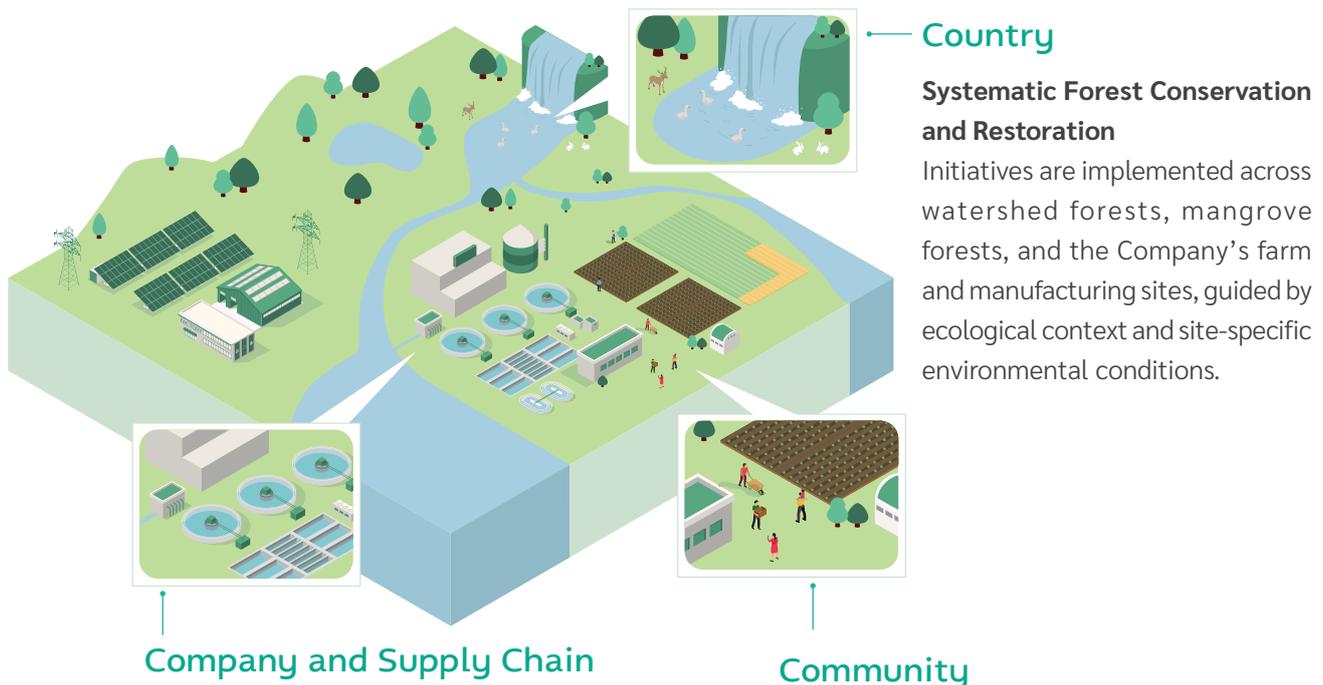


Water Stewardship

Water is essential to the growth and development of the global agriculture and food industry. According to the Food and Agriculture Organization of the United Nations (FAO), agriculture accounts for about 70% of global freshwater withdrawals. At the same time, climate change is intensifying water-related challenges worldwide such as floods, droughts, and sea-level rise which affects agriculture at every stage.

CPF recognizes that effective water management is critical to protecting food security and strengthening resilience to climate change. The Company is therefore committed to responsible water stewardship through an integrated approach that considers water use across its operations and supply chain, together with a participatory approach that promotes collaboration and shared action with relevant stakeholders. This commitment extends across CPF's operations and its supply chain partners and suppliers, as well as the communities surrounding its facilities and ecologically important areas. The objective is to strengthen water security throughout the entire value chain.

Holistic Approach and Collective Effort - '3Cs'



Company and Supply Chain

Effective Management of Water Resources in Business

The Company conducts water risk assessments, establishes mitigation measures, and develops business continuity plans to address crisis situations. At the same time, water resources are managed in accordance with the '3Rs' principles throughout the Company's production processes, while also promoting responsible water management practices among suppliers.

Community

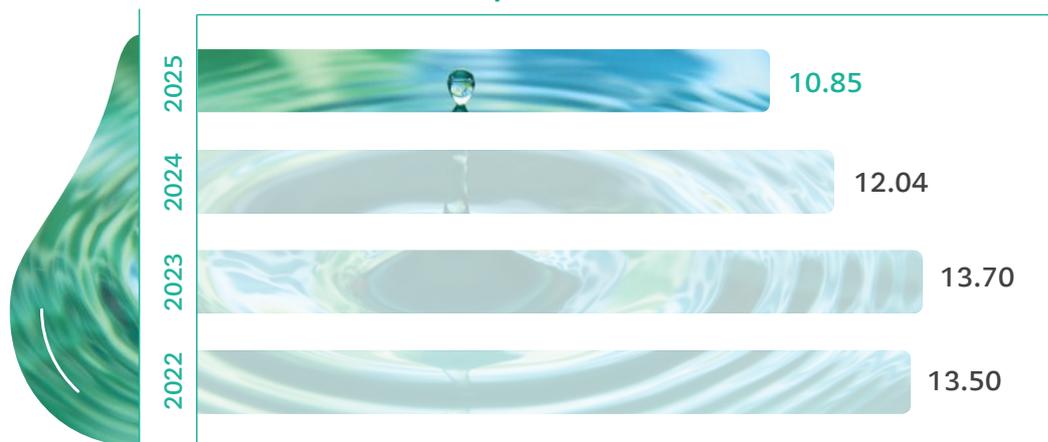
Participatory Community Water Management

In collaboration with government agencies, private sector partners, and communities surrounding its operations, the Company promotes access to clean water while supporting sustainable community water planning and management.

Reused and
Recycled Water

23%

Water Withdrawals per Production Unit



Unit: cubic meters per ton of product

Water Action Initiatives



REDUCE

- **Automated Water Control System:** Enhances water use efficiency in feed mills and reduces water loss in livestock farming.
- **Air-Chilled System:** Reduces the temperature of chicken meat in processing plants by using air chilling instead of water chilling, resulting in approximately 15% less water use compared to conventional production.



RECYCLE

- **Biofloc Technology (beneficial microorganisms):** Treats organic matter and waste within shrimp farms, reducing external water withdrawal by up to 75%.
- **Ultrafiltration and Reverse Osmosis Technology:** Adjusts water quality to meet drinking water standards, allowing water to be recycled and reused efficiently in both livestock and food businesses.
- **Electrocoagulation Technology:** A wastewater treatment method that uses electric currents to separate suspended solids, oils, and bacteria from industrial wastewater, helping reduce energy and chemical usage.



RECOVER

- **CSTR (Continuous Stirred-Tank Reactor) Biogas Technology,** or anaerobic digestion systems, has been implemented in the swine and layer operations as well as the food business. This biological treatment process effectively reduces organic content in wastewater, enabling renewable electricity generation from biogas. The resulting digestate can also be utilized to produce organic fertilizer or soil conditioners.



More information on Water Stewardship



Biodiversity Conservation

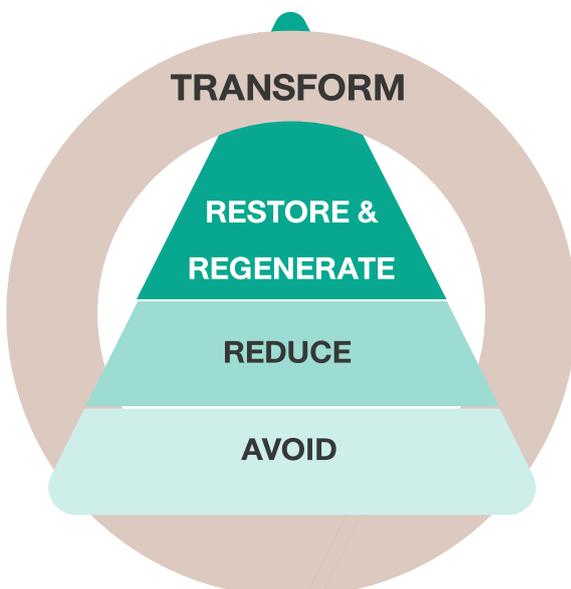


Biodiversity loss is one of the world's three major environmental crises alongside climate change and pollution and it poses a serious threat to food security.

CPF recognizes the urgency of protecting biodiversity and is committed to operating in line with the Kunming-Montreal Global Biodiversity Framework. The Company has strengthened its nature-related risk management by adopting the LEAP Approach developed by the Taskforce on Nature-related Financial Disclosures (TNFD). This approach provides a structured method to identify, assess, and manage nature-related dependencies, impacts, risks, and opportunities across the organization.

To translate this into action, CPF has developed its biodiversity action plan using the AR3T mitigation hierarchy framework established by the Science Based Targets Network (SBTN).

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.

Conservation and restoration of terrestrial and mangrove forests, with continuous tree planting across **9** countries. A total of **7.9** million trees have been planted, contributing to carbon sequestration of over **75,000** tons per year.



📍 Thailand

CPF Ecosystem Conservation Project (Rak Ni-ves Project), Phraya Doen Thong Mountain, Lopburi Province

Since 2016, the project has restored **11,971 rai** (approx. 1,915 hectares) of forest area. More than **380 species** have been recorded, and soil water retention and surface water availability are **45%** higher than in nearby degraded forest areas.

CPF Grow-Share-Protect Mangrove Project, Samut Sakhon, Rayong, and Trat provinces

Since 2014, over **2,700 rai** (approx. 432 hectares) of mangrove forests have been restored, with **325 species** recorded.

📍 Vietnam

Long-tailed Macaque Conservation and Development Project, Dong Nai Province

In collaboration with the Management Board of Long Thanh Protected Forest, the project supports the conservation and development of more than **100 near-endangered long-tailed macaques**. The initiative includes providing supplementary food and water storage systems, alongside efforts to promote mangrove ecosystem conservation and restoration



📍 Philippines

Plant Today, Reap Tomorrow Project, Bataan Province

Since 2014, the Company has undertaken mangrove ecosystem restoration by planting over 61,200 trees, covering 8.3 hectares, with a target to expand restoration coverage to 13.3 hectares by 2030. Data recorded since 2015 have identified **73 migratory bird species** in the project area.



More information on Biodiversity Conservation



IMPROVING QUALITY OF LIFE FOR PEOPLE

‘People’ are the core driver of progress within organizations, across nations, and for positive change worldwide. Supporting a good quality of life not only helps individuals reach their potential and perform at their best, but also strengthens sustainable organizational growth and long-term economic development.

CPF is committed to developing the skills and capabilities of its employees and communities so they are prepared for a changing environment. At the same time, the Company promotes well-being through a human rights based approach and inclusive engagement. Together, these efforts enhance competitiveness at the individual, organizational, and societal levels.

People Empowerment

32

Community Livelihood and Health

36



People Empowerment

CPF believes that long-term success depends on capable people who can adapt to change. Accordingly, the Company takes a proactive approach by building agile organizational structures and work processes, planning its workforce to meet future business needs, and developing skills that support both business growth and career progression at all levels. At the same time, CPF promotes a safe, inclusive, and participatory workplace grounded in respect for human rights, enabling employees to grow sustainably alongside the organization. Guided by five strategic pillars, these efforts support CPF's ambition to become a 'Bionic Organization,' one that combines the strengths of people, technology, and data to create long-term value.

5

strategies to become a Bionic Organization



Strengthening Digital Talent



Building Workforce and Organizational Capabilities



Fostering an Innovative Organization



Developing Change Leaders



Building the 'LOVE' Employer Brand

Strengthening Digital Talent

CPF builds employees' advanced digital capabilities through blended learning and practical, on-the-job experience. In parallel, the Company strengthens its human resource management processes by using digital technologies and artificial intelligence (AI) to increase speed and accuracy while reducing manual work.

Key systems include:

- **HR-eXp:** A single, integrated platform that brings HR services into one system, allowing employees to access support anytime and anywhere via computer or mobile devices.
- **EZY:** (Generative AI HR Chatbot): A 24/7 virtual assistant that provides employees with timely information across a wide range of HR topics.
- **AI Matching:** AI-enabled tools that support recruitment by improving candidate-job matching and helping identify high-potential talent.

19 courses

in AI, Data, and Digital competencies available to employees at all levels.

More than 500 projects

providing opportunities for employees to apply advanced digital skills.

62%

of employees have completed training in AI, data, and digital skill.

Building Workforce and Organizational Capabilities

The Company is committed to increasing organizational agility and flexibility, supported by a skilled workforce aligned with its growth strategy and able to respond effectively to change. This is achieved by expanding a flatter organizational structure, adopting modular and agile ways of working, implementing strategic workforce planning, and promoting job rotation opportunities.

Thailand

CAREER AI

In 2025, the Company implemented an intelligent AI assistant platform to support employees in career path planning by leveraging employee insights and job profile data to conduct skill gap analysis and recommend career development pathways, including both vertical growth within the current career track and lateral growth across different functions.

Fostering an Innovative Organization

The Company fosters an ecosystem and culture that supports sustainable innovation and ongoing value creation by strengthening capabilities in three key areas: digital skills for employees at all levels, managerial and leadership development, and technical expertise. These efforts are reinforced through Technical Academies established within each business unit since 2021.

Thailand

HACK THE FUTURE

Empowering innovators to leverage digital technologies to create innovation.

Implemented continuously since 2024, the Hack the Future program provides employees with opportunities to think creatively and present projects that drive business outcomes through digital technology.



In 2025,
3,800+
employees
participated



Projects
717
initiatives



Financial Impact
> THB 5.2
billion

Developing Change Leaders

The Company is committed to developing leaders who can drive change and guide the organization toward its objectives. This is achieved by fostering an ownership mindset, encouraging experiential learning, and strengthening capabilities in strategic thinking, decision-making, and cross-functional collaboration.

Thailand

BUSINESS TRANSFORMATION PROGRAM

In partnership with the Sasin Graduate Institute of Business Administration at Chulalongkorn University, the Company develops high-potential leaders to drive organizational change.

The program has been delivered continuously and is now in its fourth cohort, with

144 executives
have participated to date.





Building the 'LOVE' Employer Brand

By building a strong organizational culture, CPF strengthens employee engagement by promoting shared values and creating meaningful work experiences. These efforts build pride, a sense of belonging, and commitment among employees, helping the organization progress toward its sustainability goals.

Building a Strong Organizational Culture

CPF fosters a strong organizational culture by embracing its six core values (CPF Way) as a shared framework guiding the conduct of employees at all levels. This culture is driven through the implementation of the 3Ps (Process, People, and Platform).

CPF-way



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



Adapt to change



Speed & Quality



Simplification



Integrity, Honesty
and Reciprocity



Innovativeness

Strengthening Employee Engagement

The Company conducts an annual employee engagement survey to better understand employee feedback and continuously improve how it supports and engages its workforce. CPF also strengthens engagement through the 'CPF@HEART' initiative, which includes two programs: **CPF We Care** and **CPF LOVE & SHARE**.

CPF WE CARE

The Company implements practices that address both work and personal needs, providing employee support across four areas:

- Benefits and Welfare (Care for Benefits)
- Career Advancement (Care for Career)
- Well-being (Care for Well-Being)
- Values and a Supportive Work Culture (Care for Culture)

CPF LOVE & SHARE

The Company offers employees and their families special privileges and discounts on products and services within the Charoen Pokphand (CP) Group.



The average employee
engagement score was

4.16



With

51%

of employees
classified as engaged,
which is twice the level
reported in the Gallup
World Poll.



97% of employees

participated in the employee
engagement survey.

📍 Thailand

Employee Health Benefits



Medical benefits for employees and their families



Annual health check-up programs tailored to employees' age groups



On-site fitness facilities



Vaccination programs for employees and their families at special rates



Access to specialist physicians for consultation, treatment, and physical therapy related to office syndrome



Collaboration with the 'Mordee' application, enabling employees to consult doctors 24/7 via telemedicine, helping save time and reduce expenses



Family care leave



Flexible working arrangements and appropriate workplace adjustments



Maternity leave and prenatal medical leave totaling 120 days, with 60 days of paid leave in accordance with legal requirements



Paid paternity leave of 15 days for male employees to care for newborn children



Private lactation rooms and expert-led programs to support employees in preparing for motherhood

For pregnant female employees



More information on People Empowerment



Community Livelihood and Health



Recognizing that secure employment, stable income, and access to basic resources are essential to community well-being, CPF is committed to continuously improving quality of life and creating shared value for communities near its operations and for vulnerable groups.

To strengthen the efficiency and effectiveness of its community engagement, all business units promote community participation and deliver initiatives under the '4Cs to Sustainability: Competency + Creation + Collaboration + Connection' framework. This work is led by CSR leaders in each business unit, supported by employee volunteers, and overseen by business line executives.

Competency

Leveraging the Company's Competency to create positive outcomes and minimize adverse impacts on society.



Creation

Creating and sharing ideas and innovations to support responsible operations



Connection

Connections and networks to improve the efficiency and effectiveness of long-term implementation.



Collaboration

Collaboration among the Company, employees, and all relevant parties.

6

Focus Areas

In line with the Company's strategy to strengthen food security through sustainable innovation that integrate economic, social, and environmental considerations.



Access to Food



Education



Livelihoods and Well-being



Climate and Resource Circularity



Water



Biodiversity

Key Initiatives

Thailand, Vietnam, Philippines, Cambodia, India, and Laos

Promoting Animal Farming for Smallholder Farmers Since 1975

Providing support through training on production standards and modern livestock practices (Smart Farming) under the Green Farm standard, together with income assurance to help strengthen stable livelihoods and promote shared value creation.



More than

8,770

agricultural partners



Thailand, Vietnam, Philippines, India, Cambodia, Malaysia, and Laos

Promoting Small-Scale Entrepreneurship Through the Five Star Business Model Since 1985

Supporting community members in owning businesses through the 'Lifetime Support' model, covering location scouting, raw material delivery, marketing, accounting management systems, and knowledge development.



More than

8,000

small-scale entrepreneurs own their businesses





 Thailand, Vietnam, India



Access to Clean Drinking Water

 Thailand, Vietnam, Philippines, Cambodia, India, Republic of China (Taiwan)

Access to Food for Vulnerable Groups



 Thailand

Raising Layers for Students' Lunch Project since 1989

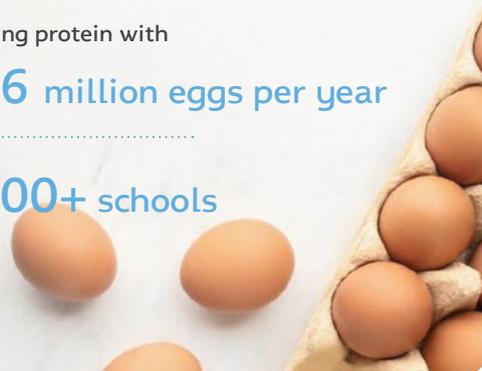
In collaboration with the Charoen Pokphand Foundation for Rural Life Development, the Company helps expand access to quality protein for students in rural Thai schools through layer chicken farming initiatives. Eggs produced through these activities are used in school lunch programs and are also distributed for sale within local communities, supporting both nutrition and local livelihoods.

230,000 students

Providing protein with

27.6 million eggs per year

1,000+ schools



 Thailand

CONNEXT ED

In collaboration with the CONNEXT ED Foundation, the initiative supports schools in four provinces: Nakhon Ratchasima, Chaiyaphum, Buriram, and Saraburi, by promoting active learning and enhancing agro-industrial knowledge.

304 schools

24,000 students

> 420 projects

for learning and vocational skills development



 Vietnam

Border Light Project

Solar-powered lighting systems have been installed in more than 3,500 households, enabling children to study under stable and adequate lighting conditions.



 Thailand

Waste to Value: Sharing the Benefits with Communities

Efficient management of by-products and waste throughout the production process enables ‘recovery and repurposing’ in line with the Circular Economy concept.

Feed Business

- **Biomass ash** is upcycled for internal use and distributed to support communities in need
- **Soil conditioners** derived from biomass ash are supplied to the Royal Forest Department for forest restoration
- **Assistive devices** made from leftover materials are provided to older adults in communities
- **Firebreak materials** produced from residual biomass are supplied to forest protection units for wildfire prevention and control

Livestock Business

- **Rice husks** are supplied to partner farms as bedding, helping reduce bacterial contamination compared to sand
- **Biogas** generated from fermentation is used for household cooking and to support community enterprises
- **Biofertilizer** from treated wastewater and organic fertilizer from biogas sludge are provided to farmers and communities, helping reduce costs and reliance on chemical fertilizers

Food Business

- **Eggshells** are processed into calcium supplements and distributed to communities and farmers
- **Bio-cement** is developed by supporting the supply of eggshells for research projects at King Mongkut’s University of Technology Thonburi



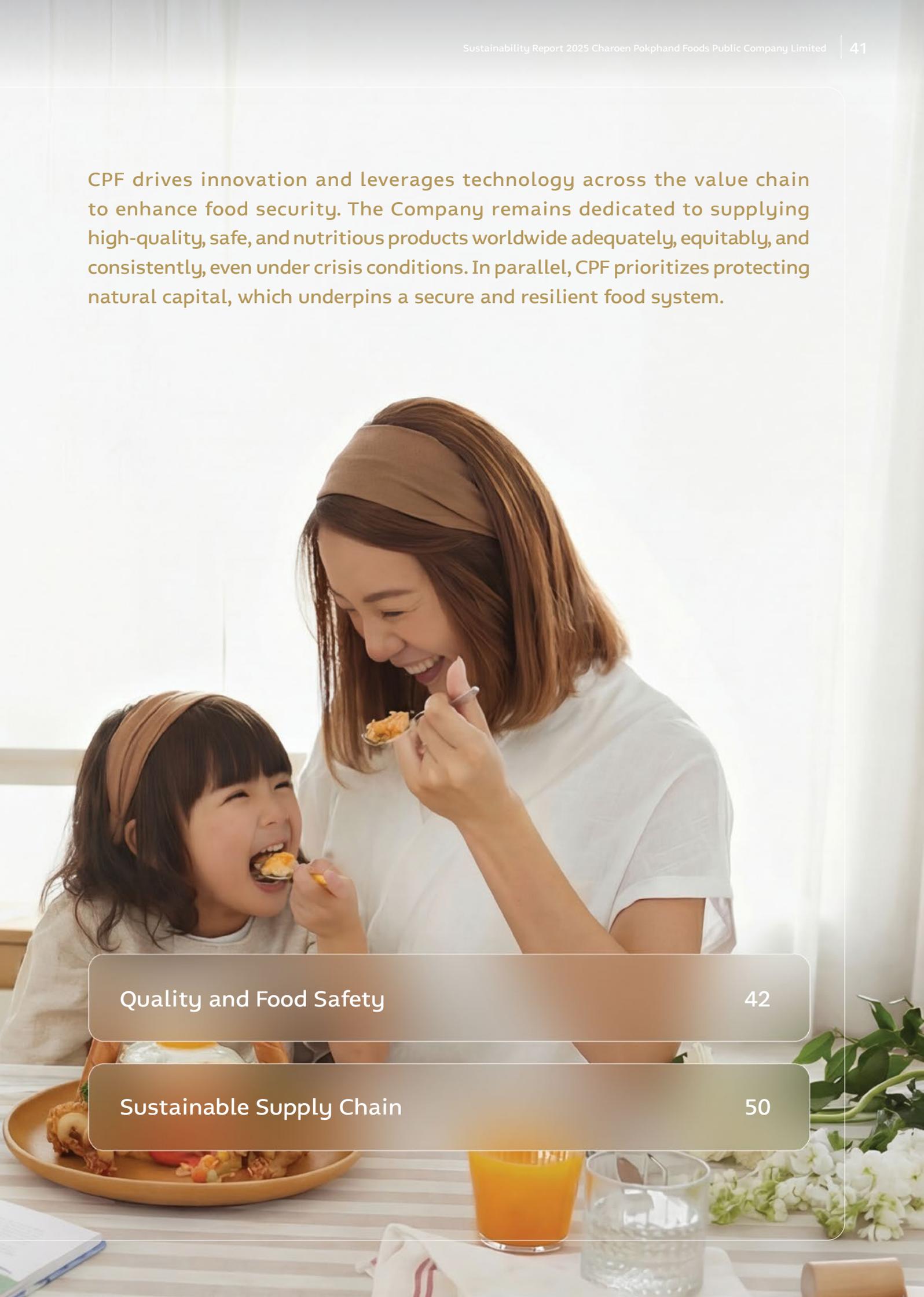
More information on Community Livelihood and Health



CREATING PROSPEROUS FOOD



CPF drives innovation and leverages technology across the value chain to enhance food security. The Company remains dedicated to supplying high-quality, safe, and nutritious products worldwide adequately, equitably, and consistently, even under crisis conditions. In parallel, CPF prioritizes protecting natural capital, which underpins a secure and resilient food system.

A photograph of a woman with long brown hair, wearing a white t-shirt and a brown headband, smiling as she feeds a young child with a spoon. The child, also wearing a brown headband, is happily eating. They are seated at a dining table with a striped tablecloth. In the foreground, there is a plate of food, a glass of orange juice, and a glass of water. The background is a bright, windowed area with white curtains.

Quality and Food Safety

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Sustainable Supply Chain

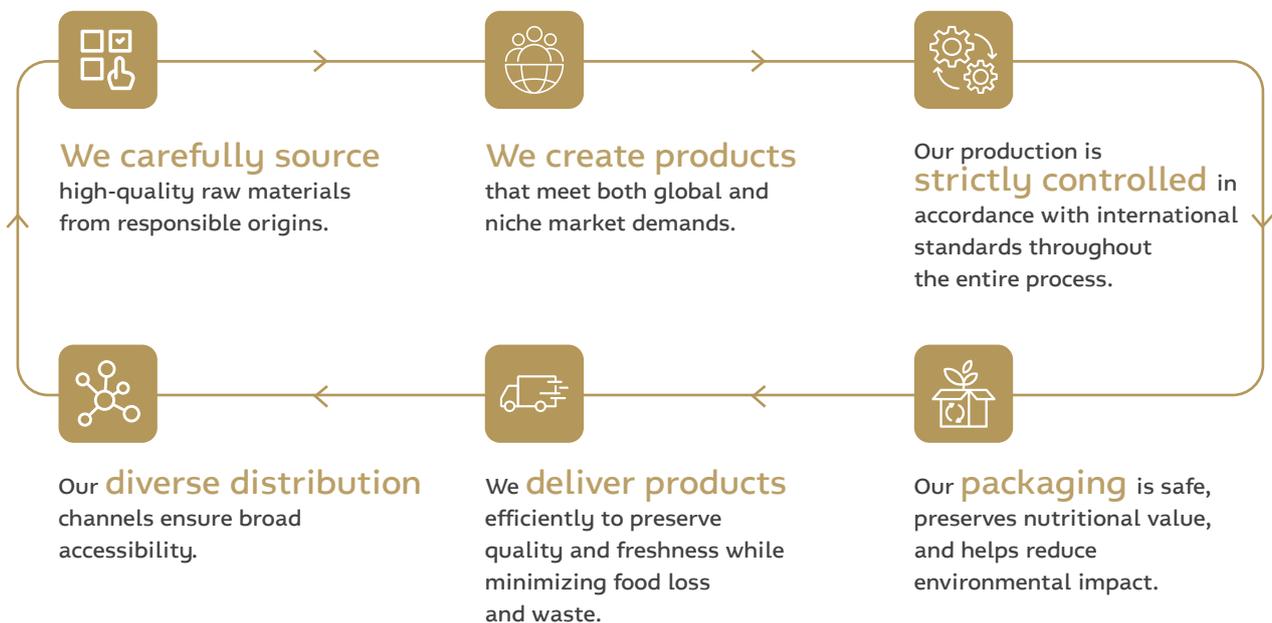
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Quality and Food Safety



CPF places the highest priority on quality and food safety across the entire value chain, from feed ingredients to the consumer's table. **Quality** is embedded in the Company's Code of Conduct, requiring all employees to apply these standards in their daily work. This commitment is a fundamental cornerstone of CPF's operating practices.



Ensuring Quality and Safety at Every Stage

CPF manages quality and food safety under its CPF Quality Policy and the ‘Quality by Design’ approach. This framework applies risk assessment and quality management across the full product life cycle, from sourcing raw materials and product development to manufacturing and final delivery. CPF supports this commitment by building a strong food safety culture, strengthening employee capabilities, and complying with international standards and management systems. The Company also drives continuous improvement through collaboration with key stakeholders and the use of advanced technologies.



Note : The Company’s policies and practices are aligned with the above standards. Business operations in each country determine, as appropriate, the pursuit of certification from independent external bodies, taking into primary consideration the Company’s requirements, customer expectations, and applicable local laws and regulations.



With its vertically integrated business model, the Company systematically controls and monitor quality throughout the entire production process from feed manufacturing, livestock farming, and processing to food production. Regular internal audits and independent third-party audits are conducted to ensure that the Company’s food and beverage products meet the highest safety standards, maintain consistent quality, fulfill customer and consumer expectations, and contribute to the development of a sustainable food system.



Animal Welfare

CPF believes that animals raised with care and compassion, supported by proper nutrition for each life stage and housed in conditions that allow natural behaviors are healthier and grow more efficiently. This approach also promotes the well-being of people, animals, and the environment in line with the One Health concept. CPF is therefore committed to applying the 'Five Freedoms' and the 'Five Domains of Animal Welfare' in all countries where it operates, under a unified Animal Welfare Policy and a Global Vision on antimicrobial use.

Enhancing animal husbandry based on international animal welfare standards



PROBIOTIC FEED INNOVATION

A cutting-edge probiotic feed that supports gut health and immunity, helping animals remain strong and healthy while reducing illness.



BIOSECURITY

Measures to prevent the introduction of pathogens into animal farming areas, including:

- Closed housing systems with evaporative cooling (EVAP)
- Disinfection systems for transport vehicles and all personnel entering or leaving the farm
- Raw material traceability systems used within the farm
- Quarantine measures before entering the farm area



SMART FARMING

The application of advanced technologies such as IoT, AI, and automation in animal farming enhances precision and real-time monitoring of animal health and management. It also helps create optimal environmental conditions, reduce stress, and prevent disease outbreaks.

In addition, the use of big data and cloud-based data analytics enables more efficient farm management and forward-looking scenario forecasting, supporting long-term operational improvement.



Responsible Marketing

CPF strongly promotes healthy lifestyles by providing product and service information that is accurate, complete, and transparent, enabling consumers to make informed choices. The Company also offers ongoing nutritional guidance, develops healthy recipe suggestions, and organizes activities that encourage responsible consumption and support long-term well-being.

Nutrition and Health

Recognizing that healthy animals lead to high-quality meat and protein that support consumer well-being, the Company places strong emphasis on feed development based on precision nutrition. This approach is tailored to animals' needs at each life stage. The effort is supported by feed research and innovation centers equipped with world-class technology, bringing together engineering capabilities and biotechnology expertise to develop new feed solutions, such as:



Probiotic enriched animal feed

that supports gut microbiota balance, strengthens natural immunity, improves overall health, and helps reduce disease incidence.



Eco-friendly feed formulations

designed to minimize excess nutrient release such as nitrogen, into the environment.



100% natural superfood-based feed

for Benja Chicken (raised on brown rice and flaxseed) and Cheeva Pork (fed with flaxseed, fish oil, and deep-sea algae).

In addition, the CPF Food Research and Development Center (CPF R&D Center) brings together specialists from multiple fields, including food science, nutrition, biotechnology, biochemistry, packaging materials, and food engineering. With advanced technologies and facilities to support end-to-end research, the Center develops food innovations tailored to consumers at every life stage. It also designs packaging solutions that help reduce environmental impact and support responsible resource use.





High-Quality, Safe, and Nutritious Food for Global Consumer Well-Being

Pork Products

Special breed Kurobuta pig



Cheeva pork contains Omega-3



Chicken Products



 Antibiotic-Free

 Low-calories products for wellness

 Chicken meat contains Omega-3

Aquaculture Products



 Raised in a closed system



Eggs Products



Carbon footprint reduction



Carbon neutral label



Reduced plastic in packaging



Sausage Products



Retort product; can be stored at room temperature



Innovative product



100% recyclable bag



Reduced sodium formula

Plant-Based Products



Mono-material plastic



Carbon footprint reduction



FSC-certified packaging



Ready-to-Eat Products

100% recyclable packaging



Innovative product

Soup and Sauce Products



Functional Beverages and Medical Foods

Complete nutritional formula patients and older adults



More information on Quality and Food Safety



Sustainable Supply Chain

CPF requires suppliers to meet **quality standards** and prioritize **environmental and social sustainability**. The Company's Sustainable Supply Chain Management Approach provides a structured framework for responsible sourcing of key agricultural raw materials, supporting shared growth across the supply chain and contributing to a sustainable food system.

CPF Sustainable Supply Chain Management Approach



Sustainable Sourcing Policy and Supplier Guiding Principles

Promoting sustainability management across four dimensions (4Ps):

1. Products & Services
2. People
3. Process
4. Performance



ESG Management of Suppliers

1. Written acknowledgment of Sustainable Sourcing Policy and Supplier Guiding Principle
2. ESG risk assessment
3. Supplier audit with corrective measures
4. Capacity building



Transparency Throughout the Supply Chain

Utilizing technology and innovation to source quality raw materials from socially and environmentally responsible sources.



Partnerships and Collaborations

Promoting and expanding sustainability initiatives in the supply chain with partners, suppliers, and farmers at local and national levels.



100%

of critical Tier 1 suppliers in Thailand and Vietnam operations to undergo on-site ESG audits

43%

of key raw materials are traceable



GROWING SUSTAINABLY TOGETHER

The Company collaborates with suppliers and business partners of all sizes, from SMEs to large enterprises, to accelerate capability development in a timely and sustainable manner, focusing on capacity building across five priority areas.

Service and Quality Assurance

Quality

Cost Competitiveness

Innovation

Sustainability

Launched in 2024, the **SME Excellence (SMEx) Program** is the Company’s initiative that applies its engineering expertise and Lean Six Sigma principles to strengthen the capabilities of Thai SMEs in five priority areas.

225 SMEs

72 Efficiency Improvement Projects

THB 134 million in cost savings.

Over 400,000 kgCO₂ per year GHG reduction equivalent to planting over 31,570 trees



More information on Sustainable Supply Chain



STRENGTHENING THE FOUNDATION



Governance, Risk Management and Compliance

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Human Rights

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Governance, Risk Management and Compliance



CPF commits to driving sustainable growth while maintaining balance across economic, social, and environmental dimensions. This is enabled through an effective Governance, Risk, and Compliance (GRC) framework that provides governance oversight, advances compliance practices, and supports continuous monitoring and performance assessment. This approach strengthens transparency and responsible business practices and builds trust among all stakeholders.

Corporate Governance

The Company bases its corporate governance and sustainable development policies on the good corporate governance principles of the Organization for Economic Co-operation and Development (OECD). These policies are implemented through effective governance structures and management processes that support competitiveness, adaptability, accountability, and the creation of shared, sustainable long-term value.

The Company also requires all directors, executives, and employees to strictly follow the CPF Code of Business Conduct. The Code is a key governance tool for strengthening ethical standards across the organization and supports the Board of Directors in its oversight role. In addition, it is integrated with risk management and regulatory compliance to ensure that Governance, Risk, and Compliance (GRC) operates in a coordinated and systematic manner.

Risk Management

The Company has developed its risk management system in line with the internationally recognized COSO Enterprise Risk Management (COSO ERM) 2017 Framework (issued by the Committee of Sponsoring Organizations of the Treadway Commission). The system is applied across the entire organization and covers all risk types and business activities. This integrated approach helps ensure risk management is effective and efficient, keeps risks within the Company's defined risk appetite, and supports sustainable business operations.



In addition, the Company has established an integrated risk governance and oversight structure across all levels of the organization: Board, management, and operations, promoting a strong risk management culture. This includes creating an enabling environment, building awareness, embedding sound risk practices, and providing appropriate incentives.

Compliance

CPF places strong emphasis on complying with all applicable laws and regulations, as well as the CPF Code of Business Conduct. To support this commitment, the Company has implemented a Compliance Policy that applies to all directors, executives, and employees at every level. This policy helps drive sustainable growth and reinforces the trust and confidence of shareholders and stakeholders.

To strengthen adherence to key corporate policies and practices in line with relevant legal and regulatory requirements, CPF requires employees to complete the CPF Fundamental Courses and provides regular communications to build awareness of essential compliance topics.



CPF FUNDAMENTAL COURSES

- CPF Code of Conduct
- Personal Data Protection Act (PDPA)
- CPF Compliance
- ESG Fundamental
- CPF Integrated Value Chain
- Net-Zero SBT 101
- CPF She&En Standard
- Basic Digital Literacy
- Basic Risk Management
- Be Aware of Cyber Threats
- AI Basic



More information on GRC

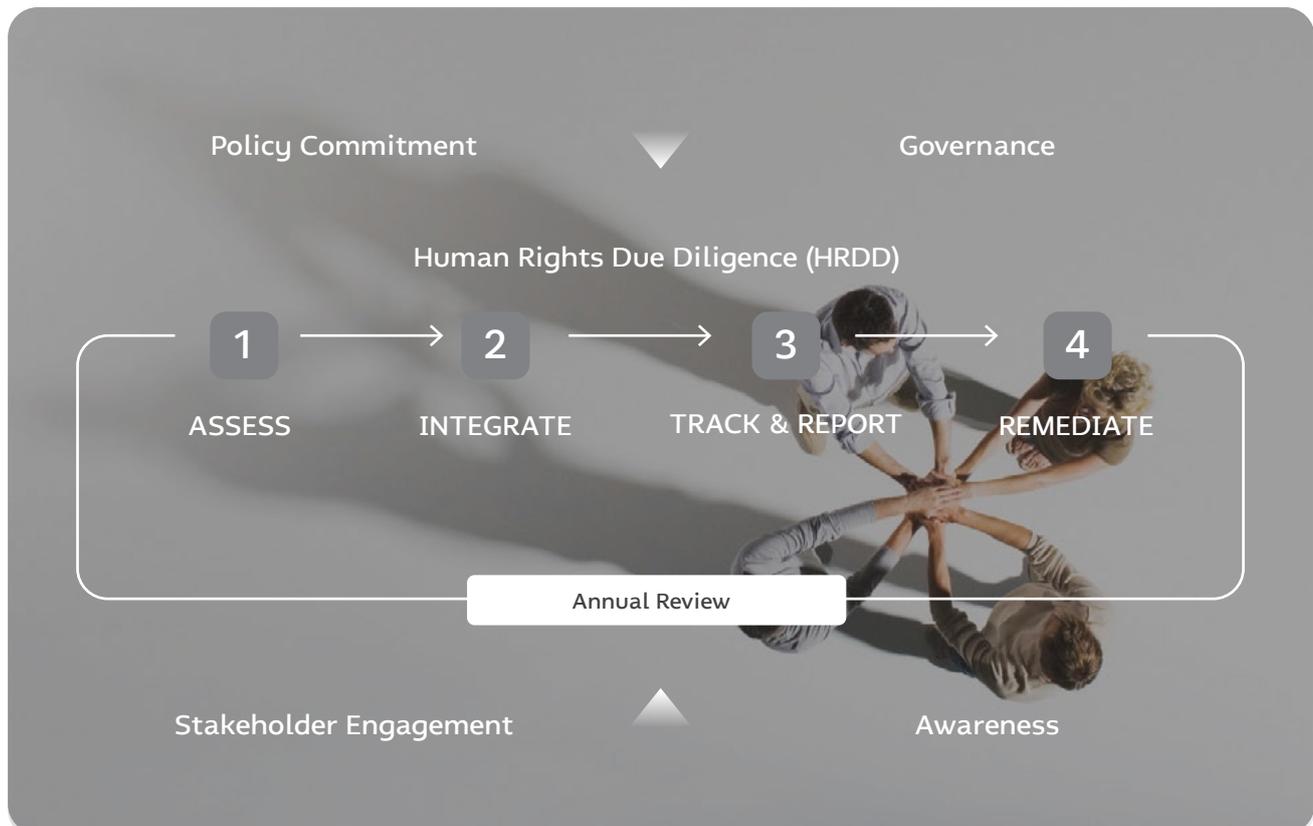


Human Rights

CPF is committed to conducting business with respect for human rights across all stakeholder groups throughout its value chain. This commitment is set out in the Company's Human Rights Policy, which is guided by the United Nations Guiding Principles on Business and Human Rights (UNGPs) and aligned with internationally recognized standards, including the Universal Declaration of Human Rights (UDHR) and the ILO Declaration on Fundamental Principles and Rights at Work. Human rights principles are embedded across CPF's global operations through its policies and day-to-day business processes.



CPF recognizes that every individual possesses equal inherent value and dignity. The Company is therefore committed to conducting its business with respect for human rights for all stakeholder groups throughout the value chain.



More information on Human Rights Due Diligence



100%

of the Company, including JVs and business partners, have undergone human rights due diligence.



100%

of personnel have completed CPF Code of Conduct training, which promotes human rights awareness.



100%

of operations identified as having high human rights risks have implemented mitigation measures and established remediation processes.

Employees with disabilities in Thailand Operations (2025)

701 people



On-site employment within Company facilities



Employment supporting communities or public benefit organizations



Support for self-employment and independent livelihoods

 Thailand



Since 2017, the Company has partnered with the Labour Protection Network Foundation (LPN) through a memorandum of understanding to operate the 'Labor Voice Hotline by LPN.' This initiative provides all CPF employees across all levels and nationalities with an independent, external channel to share feedback, offer suggestions, seek advice or assistance, and raise concerns or complaints on any matter.

Part of Our Pride in 2025



Asia's Best Sustainability Report (Human Rights) 2025

Gold Award from the Asia Sustainability Reporting Awards (ASRA)



Outstanding Human Rights

Organization Award 2025 (5th Consecutive Year) from the Department of Rights and Liberties Protection, Ministry of Justice



More information on Human Rights



About This Report



The Company has published an annual Sustainability Report since 2011 to share its commitments and performance under its sustainability strategy across economic, social, environmental, and governance areas. This report covers the 2025 fiscal year (1 January - 31 December 2025) and has been prepared in line with internationally recognized reporting frameworks, including the GRI Standards, the UN Global Compact Communication on Progress (COP), the Sustainable Development Goals (SDGs), and the Task Force on Climate-related Financial Disclosures (TCFD).

This report presents a summary of key information. Further details on the management of material topics and the Company's 2025 performance, including the independent assurance statement provided by LRQA (Thailand) Limited can be found on the Company's sustainability website.



More information on
Environment & Social Performance Data



More information on GRI Content Index

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