



Let's
Innovate
the FUTURE

FY2024 Results Briefing

Investor Presentation, February 27, 2025

CHICKEN RING

#อร่อยกรอบล้นไก่มีรู



ซิคเก้บริง 4 ซีนคู่พรายส์
พร้อมซอสถั่วดำ



Table of Content

- Business Overview..... 03-09
- FY2024 Financial Results..... 10-16
- FY2025 Outlook..... 17

Appendix

- 📁 A: 3Yr Historical Results
- 🐷 B: Products & Raw Materials Price Trend
- 🐦 C: Highlights Q4/2024 Results
- 👉 D: Group of Associate Companies & Joint Ventures
- 🏠 E: Product Sample & Retail Outlet Format



Why Invest in CPF

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

One of the world's Leaders

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



Diversified Portfolio

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

We are recognized as

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

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

Sustainable Kitchen of the World



Philosophy of Sufficient Economy

Three-Benefits Principle



Protecting our Climate

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

Improving Quality Living of People

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

Creating Prosperity Food

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

Recognized by

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



FTSE4Good



Company Highlight

Market Cap THB 193 billion

(or ~USD 5.7 billion) as of February 26, 2024

- **8,414 million shares**
(paid-up) with par THB 1.00 per share
- **Book Value THB 28.27***
per share (as of Dec 31, 2024)
- **Major Shareholder**
Charoen Pokphand Group Ltd.
with 50.05%** of paid-up capital
as of August 30, 2024

Note: USD1 = THB 33.75 (as of February 26, 2024)

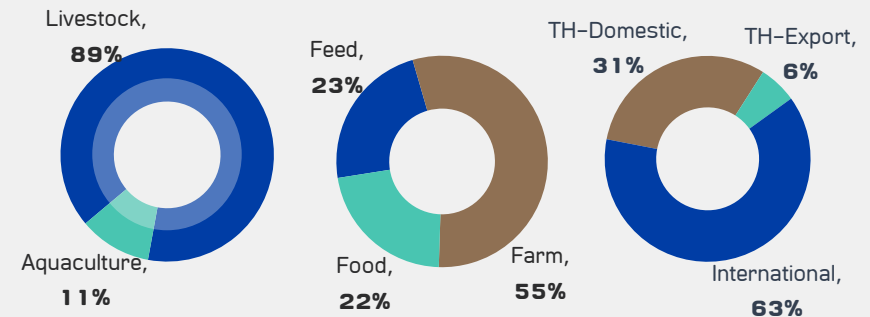
() Exclude Non-Controlling Interests (NCI) and Subordinated Perpetual Debentures*

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

Sales in FY2024 THB 581 billion

(or ~USD 17.2 billion)

Sales Breakdown

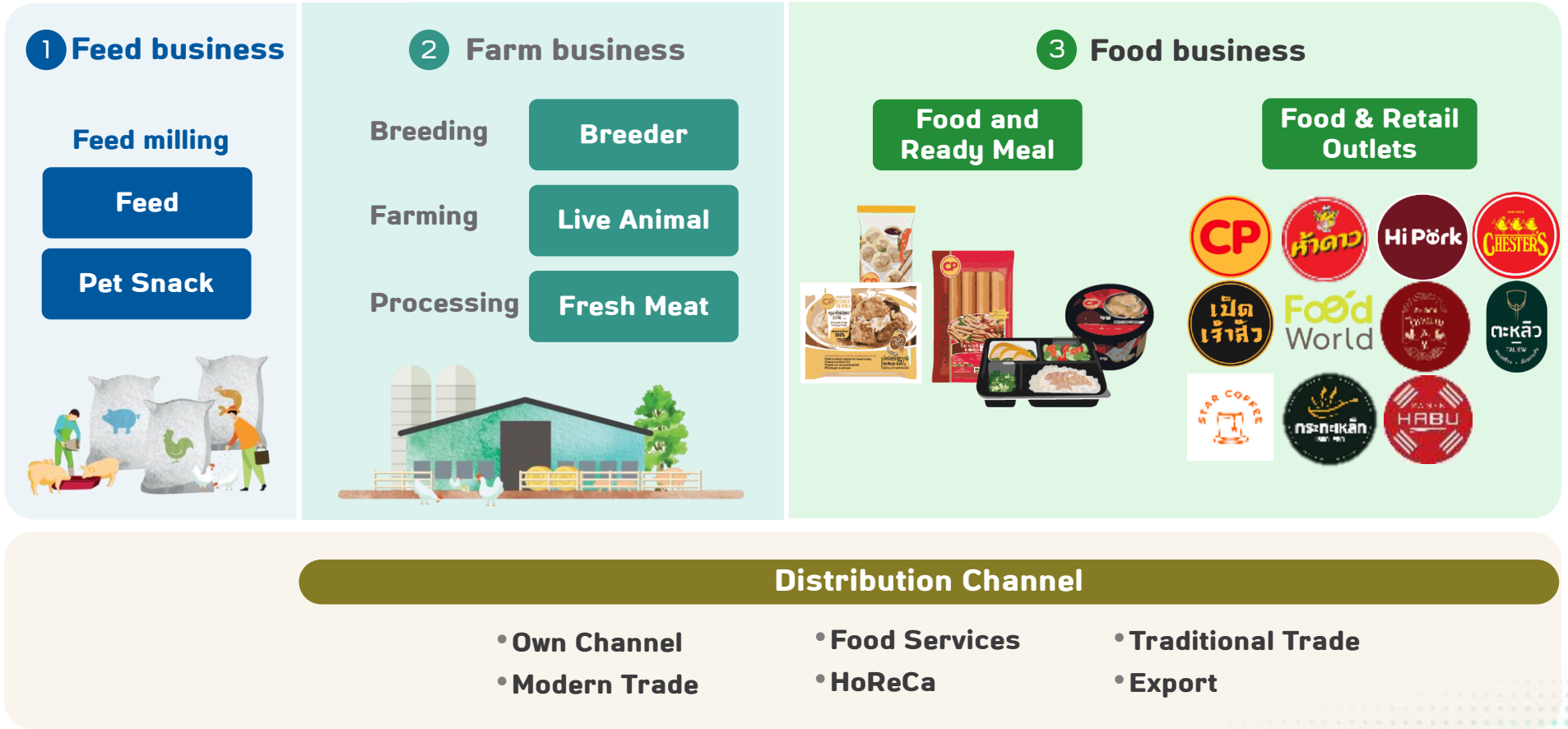


- **4 listed investments onboard**
(HKSE:3839, TWSE:1215, SET:CPALL, SET:CPAXT)
- **28 series of debentures**
listed on Thai Bond Market Association
- **Credit Rating A** with "Stable" Outlook by TRIS Rating
as of Nov 27, 2024

Vertically Integrated Business in Thailand



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



CPF Geographical Footprints



Operations and investment in

17

countries

Catered to

Distribute to

> 4 Billion
people

> 50
countries



USA

- Ready to eat foods
- Shrimp Farm



Canada

Swine integrated business



Brazil

Shrimp farming & primary processing



India

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



Sri Lanka

Ready to eat foods



ROC (Taiwan)

Livestock integrated business



Malaysia

Livestock and aquaculture integrated business



Philippines

Livestock integrated business and aquaculture feed and farming



Laos

Livestock integrated business



Cambodia

Livestock integrated business



Russia

- Livestock feed
- Swine farming
- Chicken integrated business



UK

Food & Trading business



Belgium

Ready to eat foods



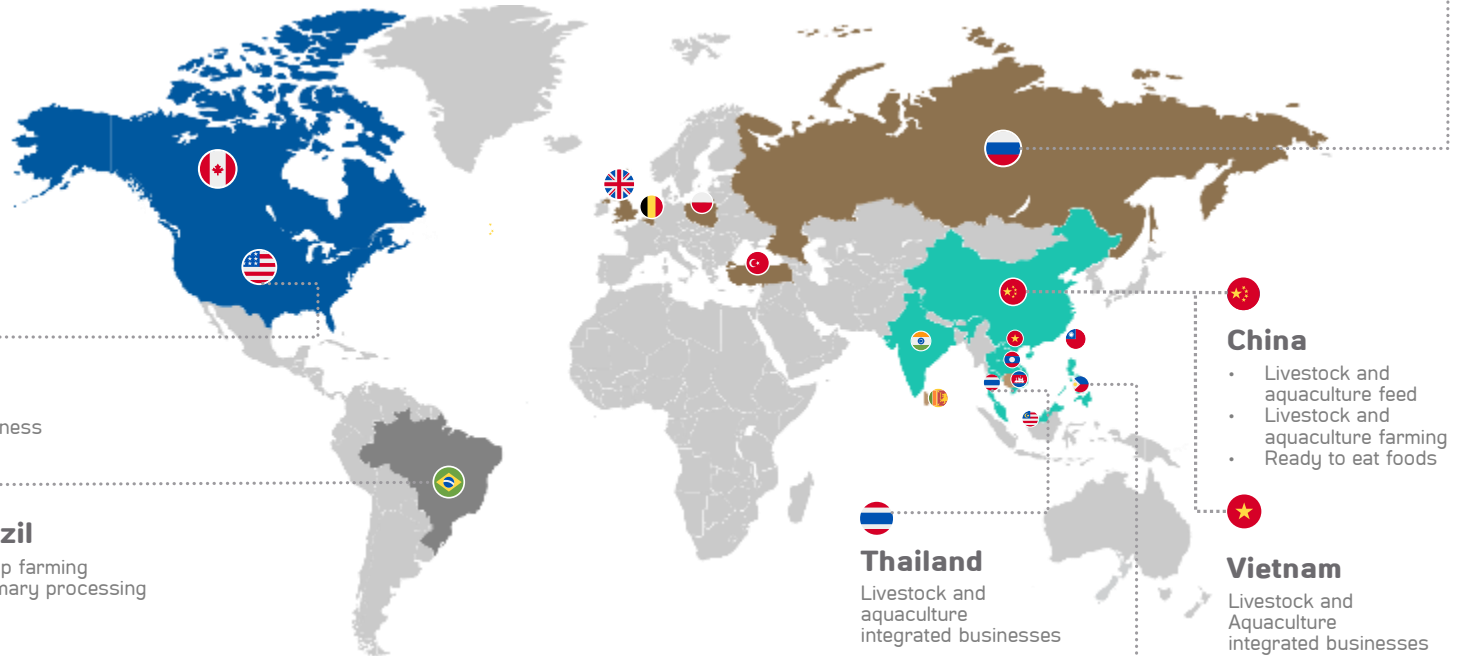
Türkiye

Livestock feed business



Poland

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



Our Strategy for Growth



Globalization

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



Digital Transformation

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

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



Fully integrated business model

from upstream midstream to downstream



Value-added business

expand portfolio towards innovative products and services to serve rising demands



Sustainability

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

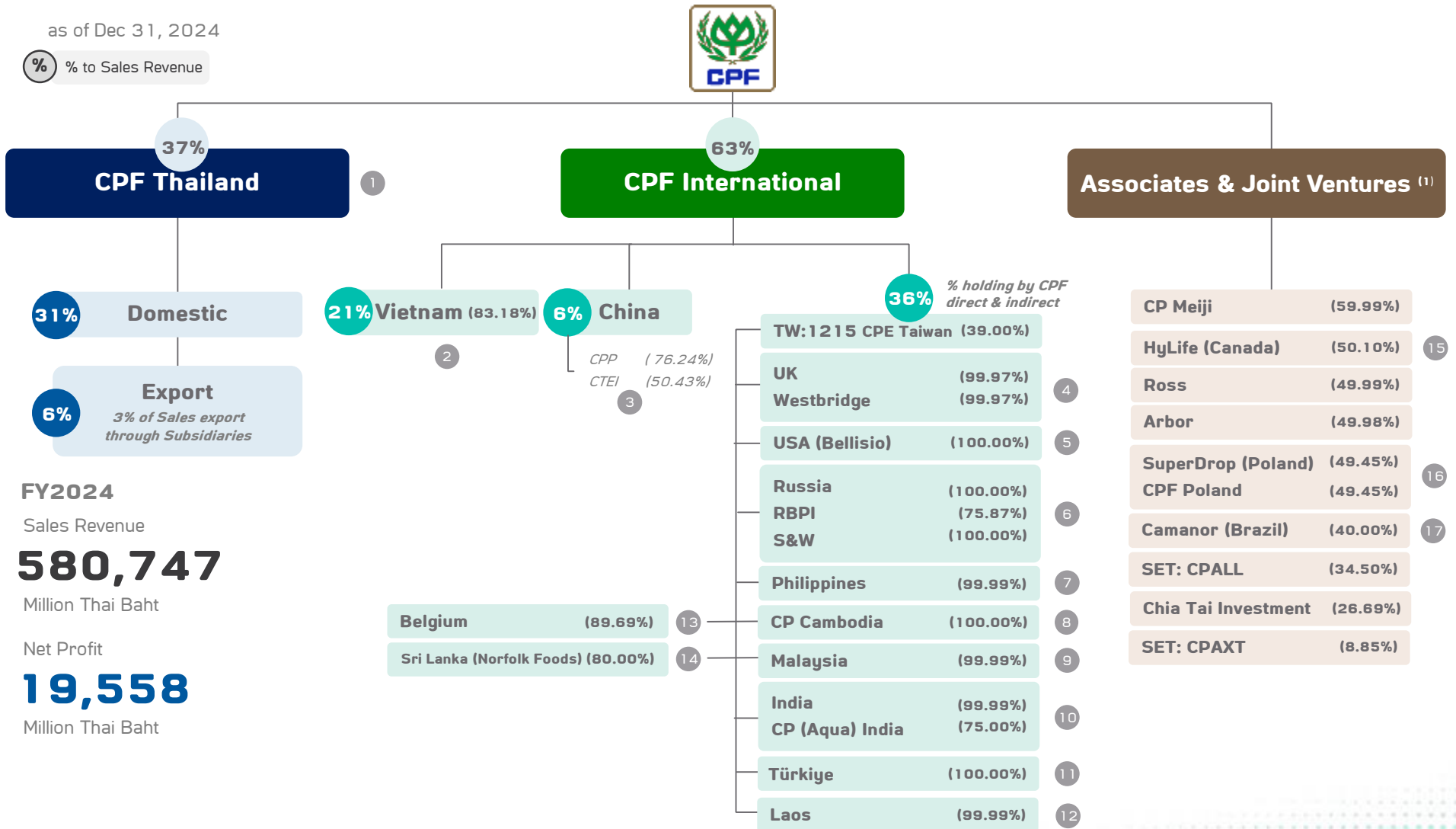


CPF Operation Structure



as of Dec 31, 2024

% % to Sales Revenue



FY2024

Sales Revenue

580,747

Million Thai Baht

Net Profit

19,558

Million Thai Baht

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



Performance Summary



Unit: THB, m	YoY			QoQ		
	FY2023	FY2024	%Change	Q4/2023	Q4/2024	%Change
Sales Revenue	585,844	580,747	-1%	147,319	148,509	1%
Gross Profit Margin	9.7%	14.6%		8.4%	15.7%	
Selling and administrative expenses	50,866	50,239	-1%	13,668	12,824	-6%
EBIT	10,069	37,948	277%	156	10,939	6,912%
EBIT Margin	1.7%	6.5%		0.1%	7.4%	
EBITDA	47,578	76,264	60%	9,001	19,390	115%
EBITDA Margin	8.1%	13.1%		6.1%	13.1%	
G/L on FV of Biological Assets	724	2,362	226%	(1,170)	(263)	78%
Financial Costs	(25,506)	(24,575)	-4%	(6,903)	(6,086)	-12%
Income Taxes Expense	(600)	(5,673)	846%	(163)	(2,018)	1,138%
Share in Profit of Associates & Joint Ventures	4,590	12,699	177%	6,043	3,900	-35%
G/L on Sales of Invt. & Div.	3,583	192	-95%	48	126	163%
Net Profit	(5,207)	19,558	476%	121	4,172	3,348%
Net Profit Margin	-0.9%	3.4%		0.1%	2.8%	
EPS (THB)	(0.75)	2.39		(0.01)	0.50	
Dividend (THB/Share)	0.00	1.00				

FY2023
Vs
FY2024

- **Sales revenue decreased 1% YoY**
 - From divestment of broiler farms in China and business restructuring in Poland; otherwise, increased by 2%.
- **Gross profit margin increased to 14.6%**
 - Lower cost of farm production from efficiency improvement and better raw material supply chain management
 - Improving meat price in the many countries specially in swine price in Thailand, Vietnam, and Cambodia
- **Financial cost decreased 4% from lower IBD and interest rate**
- **Share in profit of associates improves especially in CPALL, China, and Canada**
- **Net Profit of 19,558 up 476%**

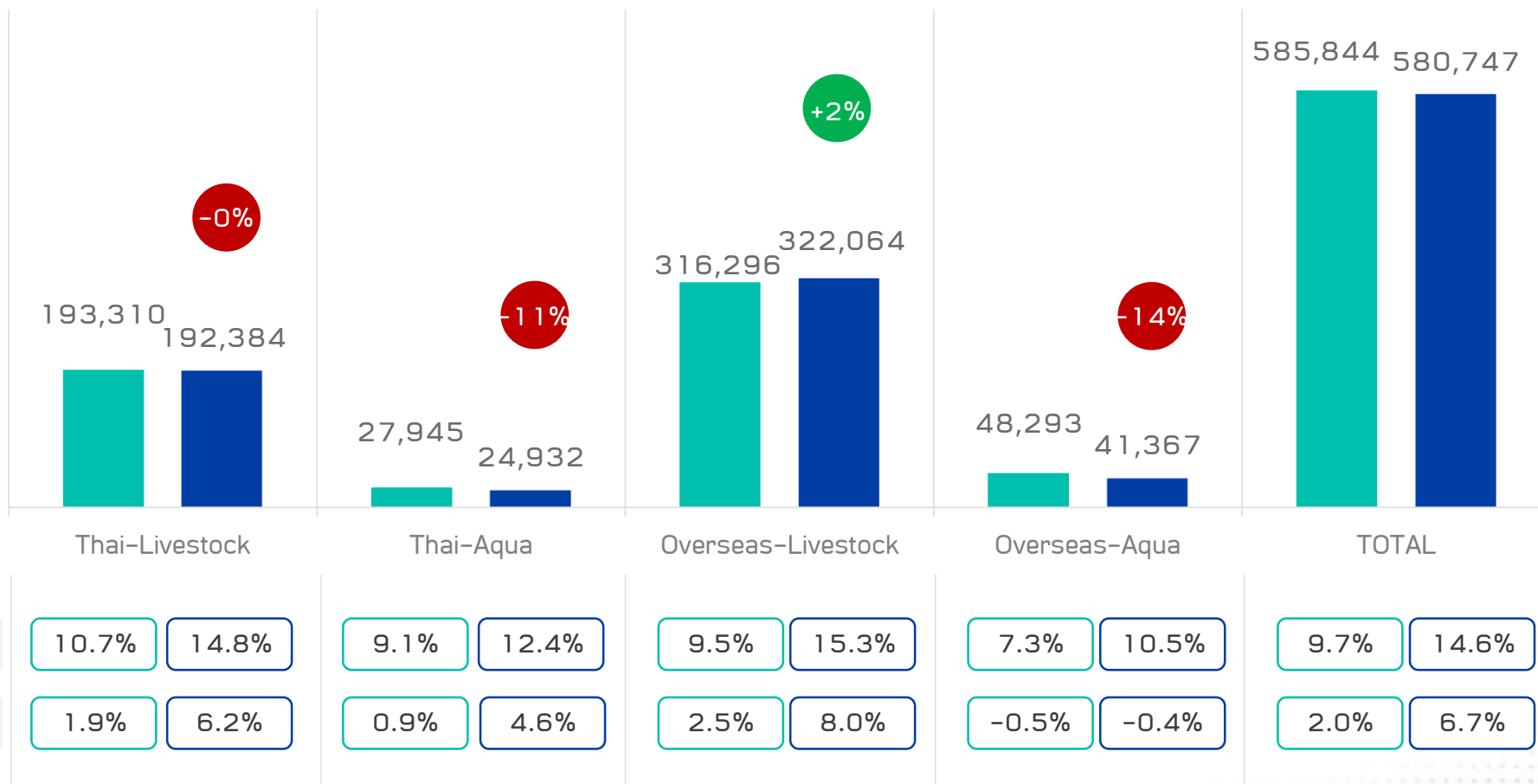


FY2024: Sales & Profit Margin by Business



In THB, m

FY2023 FY2024



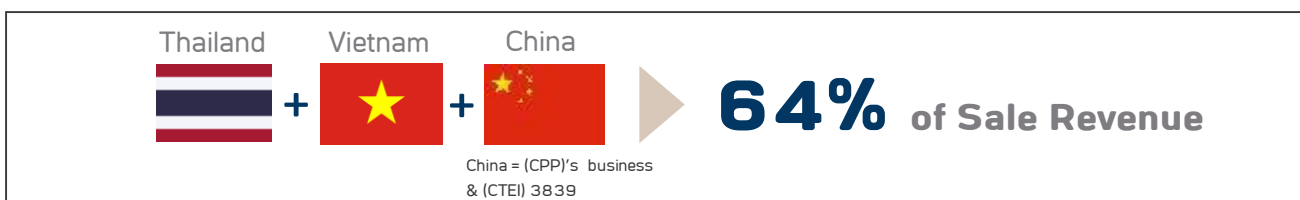
** Exclude gain/loss from fair value adjustment of biological assets



FY2024: Sales Structure by Business



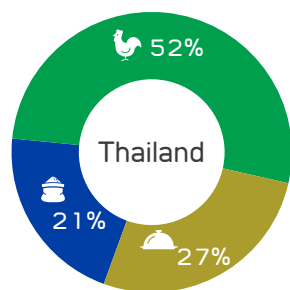
	Sales Breakdown								
	Livestock			Aquaculture			TOTAL		
	FY2023	FY2024	%Change	FY2023	FY2024	%Change	FY2023	FY2024	%Change
Thailand	193,310	192,384	0%	27,945	24,932	-11%	221,255	217,316	-2%
<i>Domestic</i>	163,132	162,618	0%	23,228	20,567	-11%	186,360	183,185	-2%
<i>Export</i>	30,178	29,766	-1%	4,717	4,365	-7%	34,895	34,131	-2%
Vietnam	98,854	106,747	8%	17,199	15,286	-11%	116,053	122,033	5%
China	44,705	35,886	-20%	551	354	-36%	45,256	36,240	-20%
Others	172,737	179,431	4%	30,543	25,727	-16%	203,280	205,158	1%
TOTAL	509,606	514,448	1%	76,238	66,299	-13%	585,844	580,747	-1%
% of Total Sales	87%	89%		13%	11%		100%	100%	



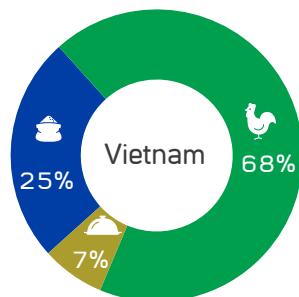
FY2024: Sales Structure by Products



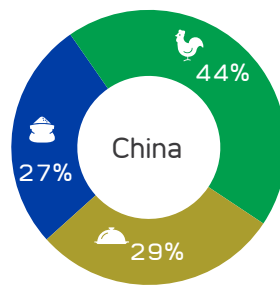
- Feed
- Farm
- Food



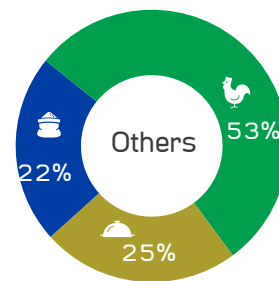
THB 217,316 m
% to sales **37%**



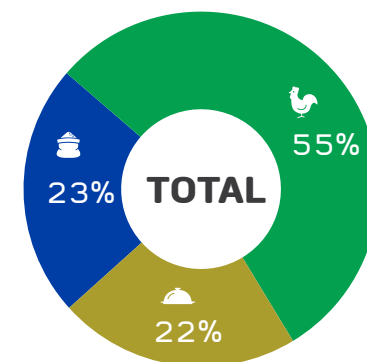
THB 122,033 m
% to sales **21%**



THB 36,240 m
% to sales **6%**



THB 205,158 m
% to sales **36%**



THB 580,747 m
% to sales **100%**

Sales Breakdown by Products

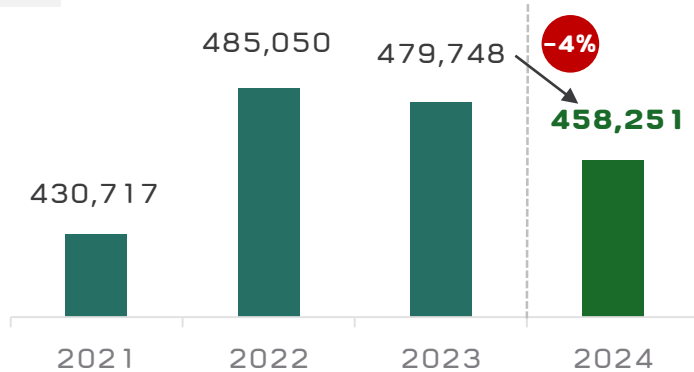
	Feed			Farm			Food			TOTAL		
	FY2023	FY2024	%Change	FY2023	FY2024	%Change	FY2023	FY2024	%Change	FY2023	FY2024	%Change
	Thailand	51,963	45,750	-12%	112,647	113,447	1%	56,645	58,119	3%	221,255	217,316
Domestic	51,837	45,631	-12%	104,079	105,561	1%	30,444	31,993	5%	186,360	183,185	-2%
Export	126	119	-6%	8,568	7,886	-8%	26,201	26,126	-0%	34,895	34,131	-2%
Vietnam	33,678	30,187	-10%	74,561	83,379	12%	7,814	8,467	8%	116,053	122,033	5%
China	5,707	9,706	70%	25,888	15,819	-39%	13,661	10,715	-22%	45,256	36,240	-20%
Others	45,653	45,721	0%	105,006	107,595	2%	52,621	51,842	-1%	203,280	205,158	1%
Total	137,001	131,364	-4%	318,102	320,240	1%	130,741	129,143	-1%	585,844	580,747	-1%



Financial Status (As of Dec 31, 2024)

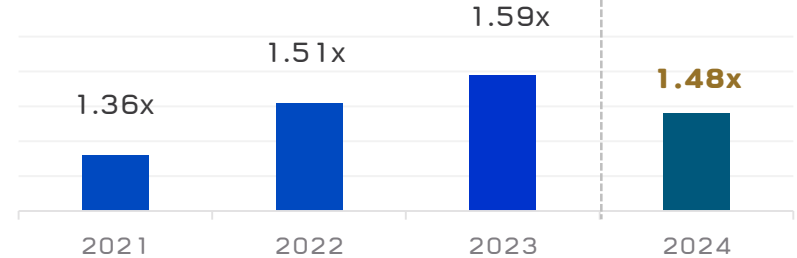
Interest Bearing Debt: THB 458,251 m*

(THB, m)

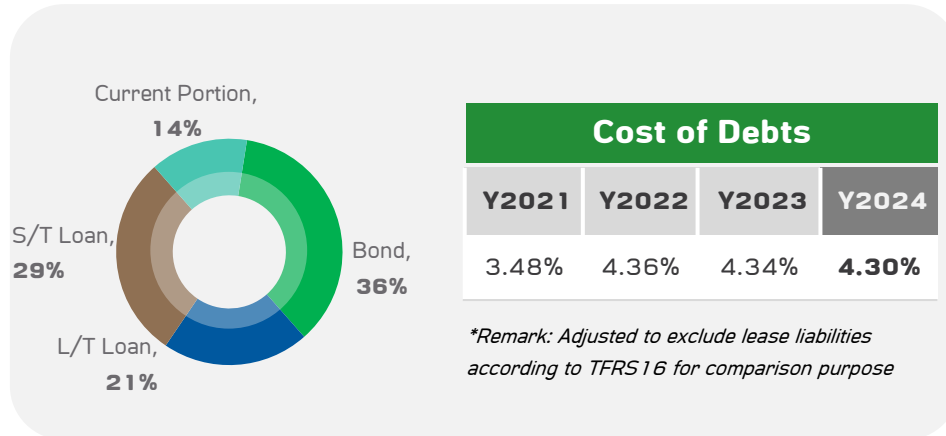
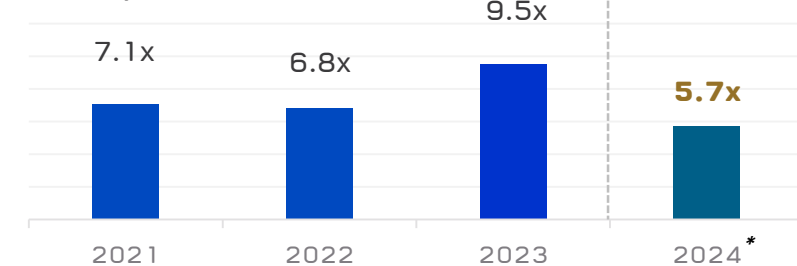


Net Debt to Equity & Net Debt to EBITDA

Net D/E



Net D/EBITDA



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

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

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

* LTM basis

FY2024 Investment and Financing Activities



1Q

2Q

3Q


4Q

February


April


September

October

 **Thai Baht Debenture**
THB 14,000 m by CPF
Tenor 1.8,5,7,10 yrs. (@ 3.6%)

 **Establishment of a New Subsidiaries**
RBPI (Thailand) Co., Ltd.
Investment & consulting services

 **Dissolution of an overseas subsidiary**
Yipeng, LLC
A restaurant business in USA

 **Acquisition of Newburgh Foods Limited**
a processed food processing and trading business in England
65.00%
(THB 648 m)

 **Change in status of CPF Poland**
CPF Poland S.A. has changed its status from a subsidiary to a joint venture

AHM Lifestyles Pte Ltd.
Restaurant consulting service in Singapore



CPF's Investment in Listed Companies

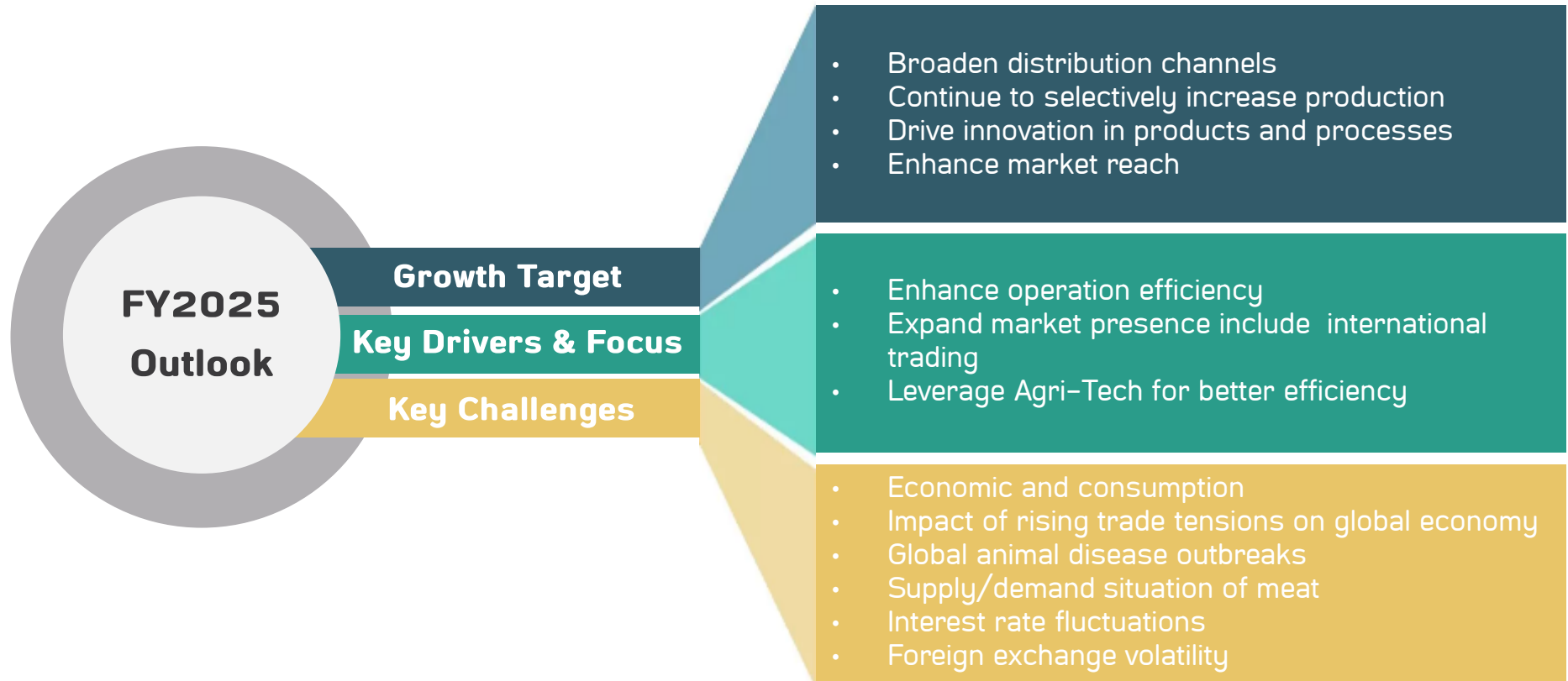


As of Dec 31, 2024

	Stock Price (Local Curr.)		Market Cap. (THB mm)	CPF Holding (%)	Holding Value (THB mm)
CPALL (SET:CPALL)	<i>THB</i>	55.75	500,808	34.50%	172,779
CP AXTRA (SET:CPAXT)	<i>THB</i>	27.25	288,314	8.85%	25,516
TRUE (SET:TRUE)	<i>THB</i>	11.10	383,528	1.28%	4,909
CPE (TWSE:1215)	<i>TWD</i>	90.30	25,409	39.00%	9,910
CTEI (HKSE:3839)	<i>HKD</i>	1.49	1,585	50.43%	799
Total					213,913



FY2025 Outlook





Appendix A

Highlights : 3Yr Historical Results

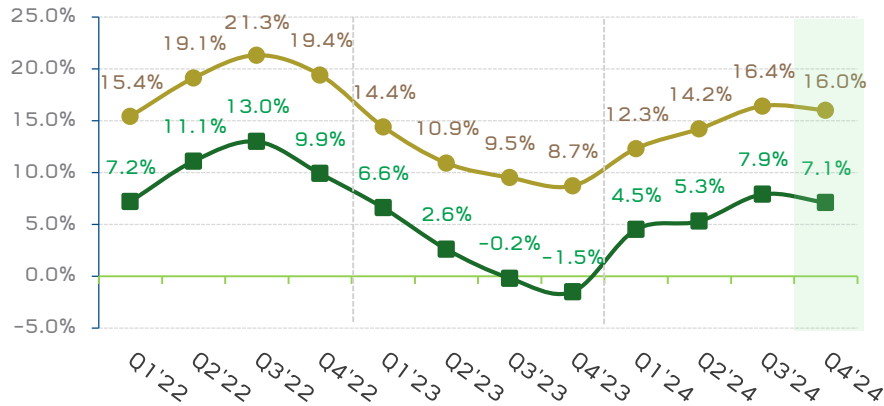


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Gross Profit Margin & Operating Profit Margin

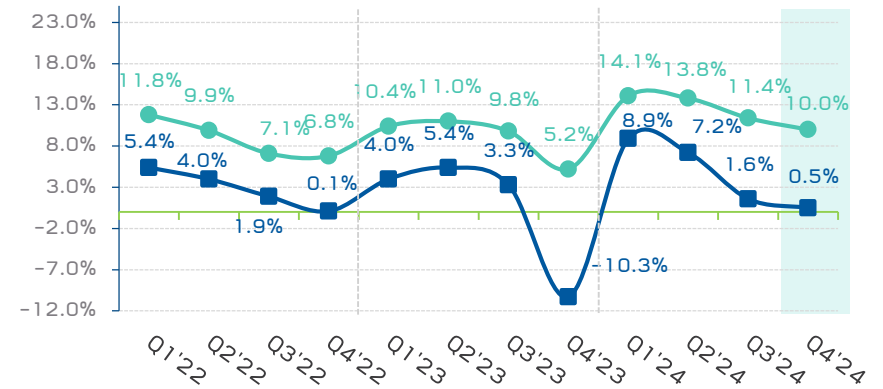
Thai-Livestock

● GPM
■ OPM**



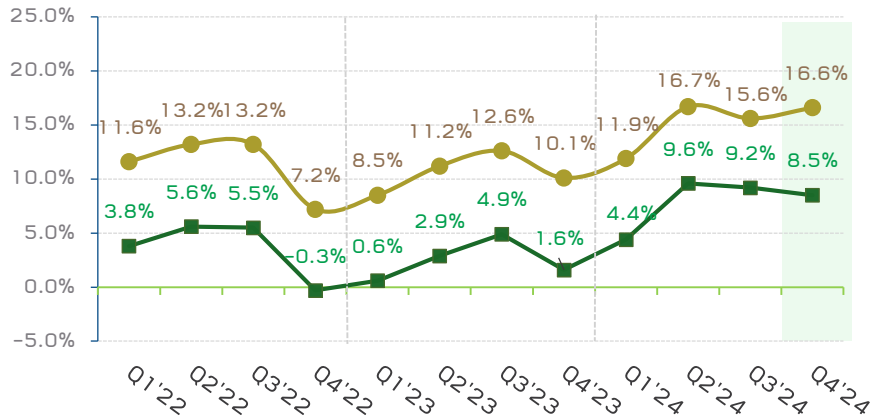
Thai-Aqua

● GPM
■ OPM**



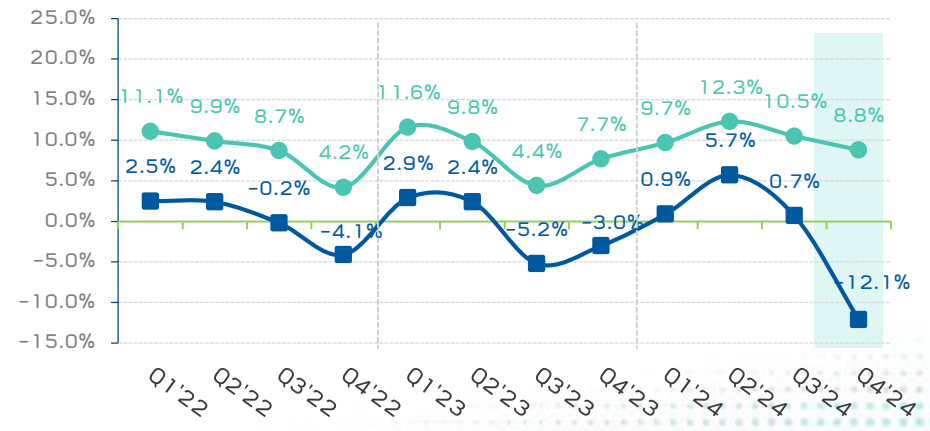
Oversea-Livestock

● GPM
■ OPM**



Oversea-Aqua

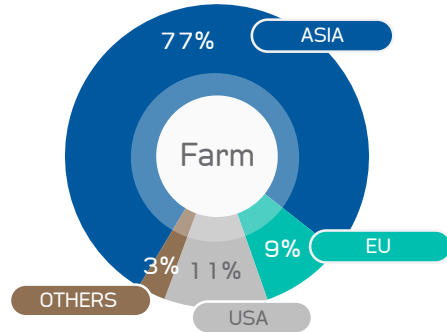
● GPM
■ OPM**



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

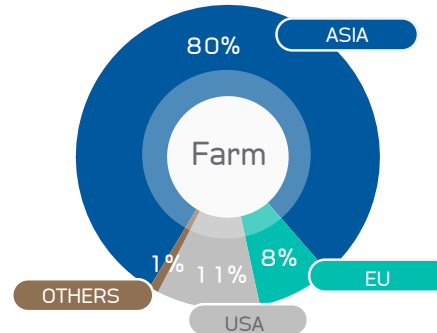
Thailand Operations - Export Destination

FY2022



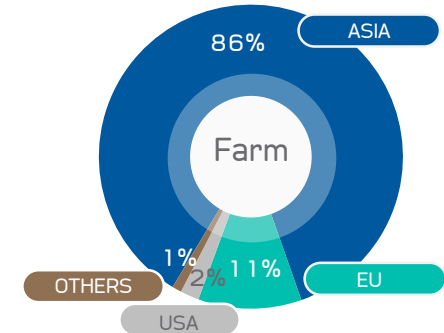
THB 9,369 million ▲ +35%

FY2023

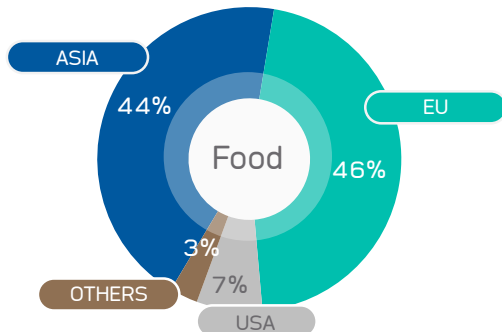


THB 8,568 million ▼ -9%

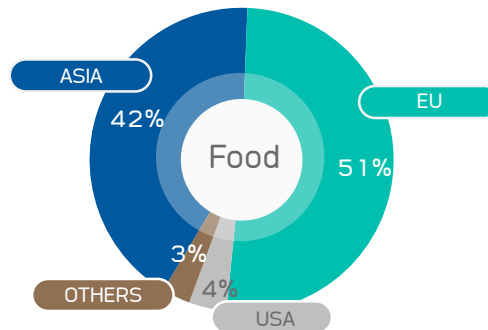
FY2024



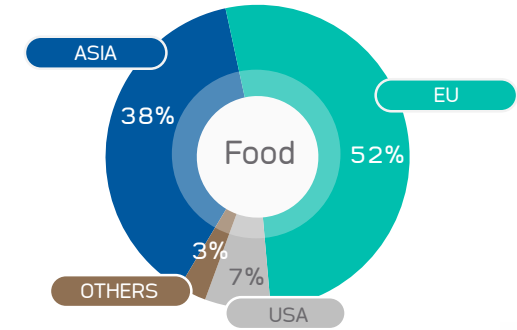
THB 7,886 million ▼ -8%



THB 23,718 million ▲ +7%



THB 26,201 million ▲ +10%



THB 26,126 million ▼ -0%

Consolidated Income Statement Highlight

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

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

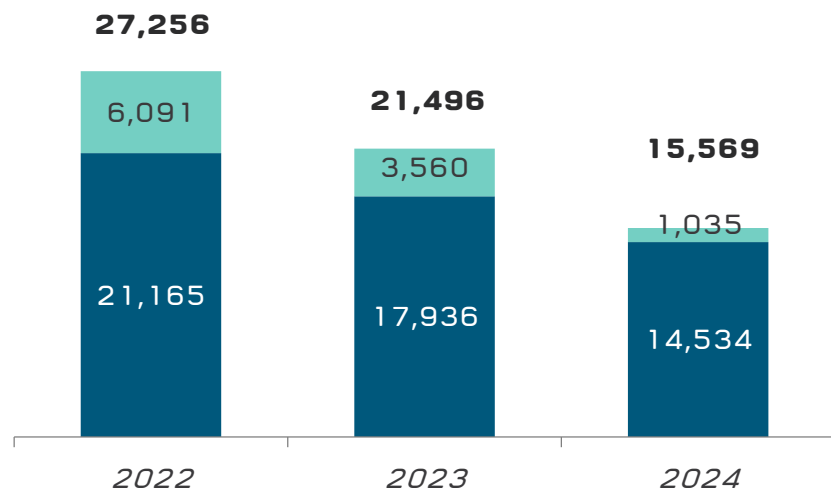
CAPEX & EBITDA



CAPEX

Unit: THB, m

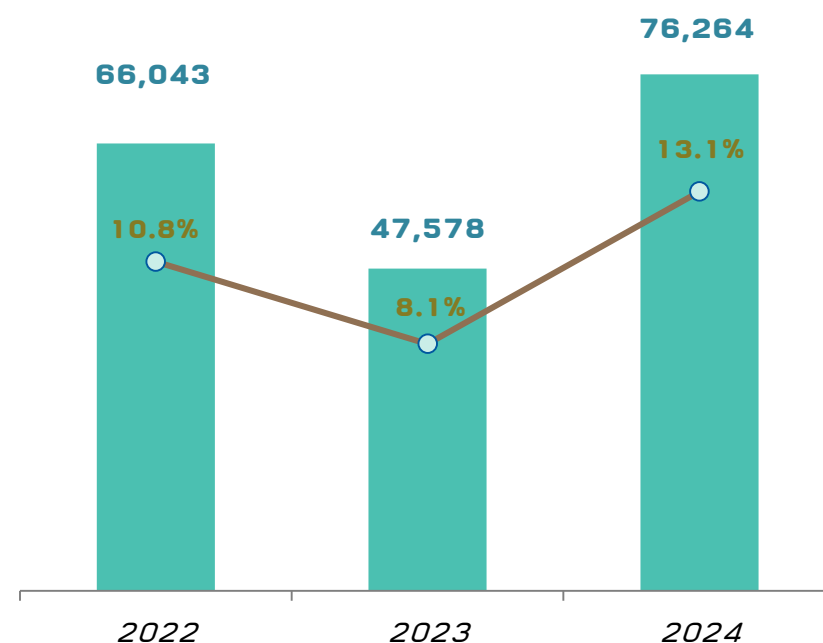
■ CPP ■ CPF



EBITDA

Unit: THB, m

—●— EBITDA Margin%



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

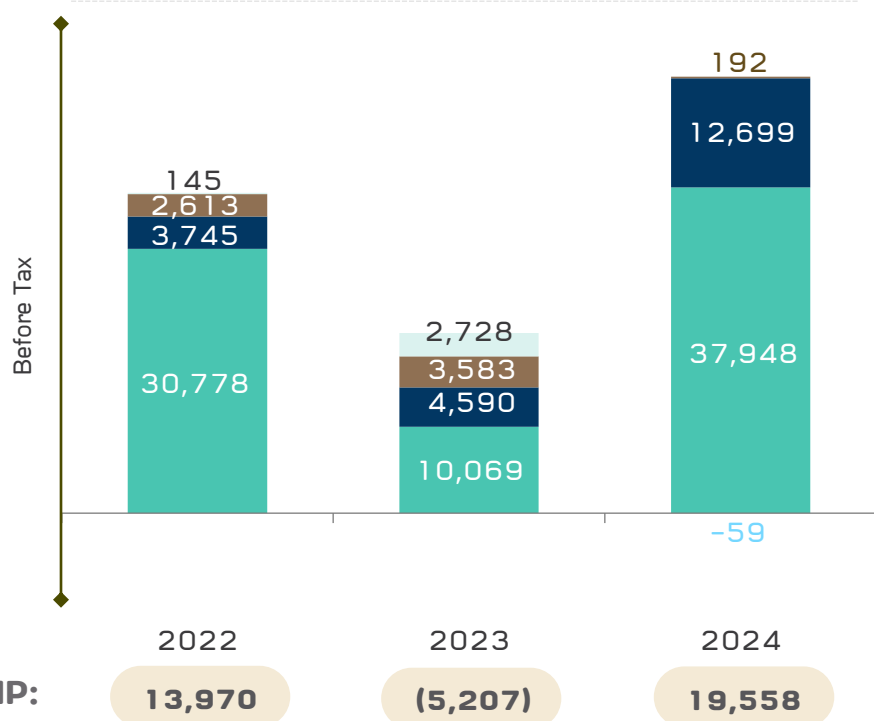


Consolidated Net Profit, ROA and ROE

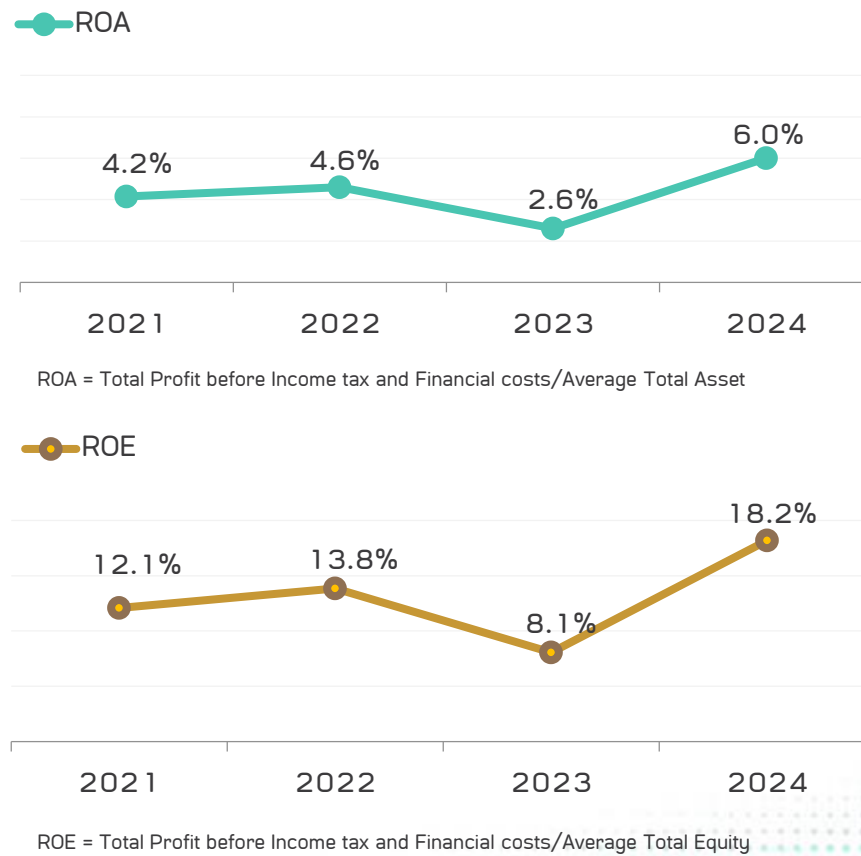
Net Profit

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

Unit: THB, m



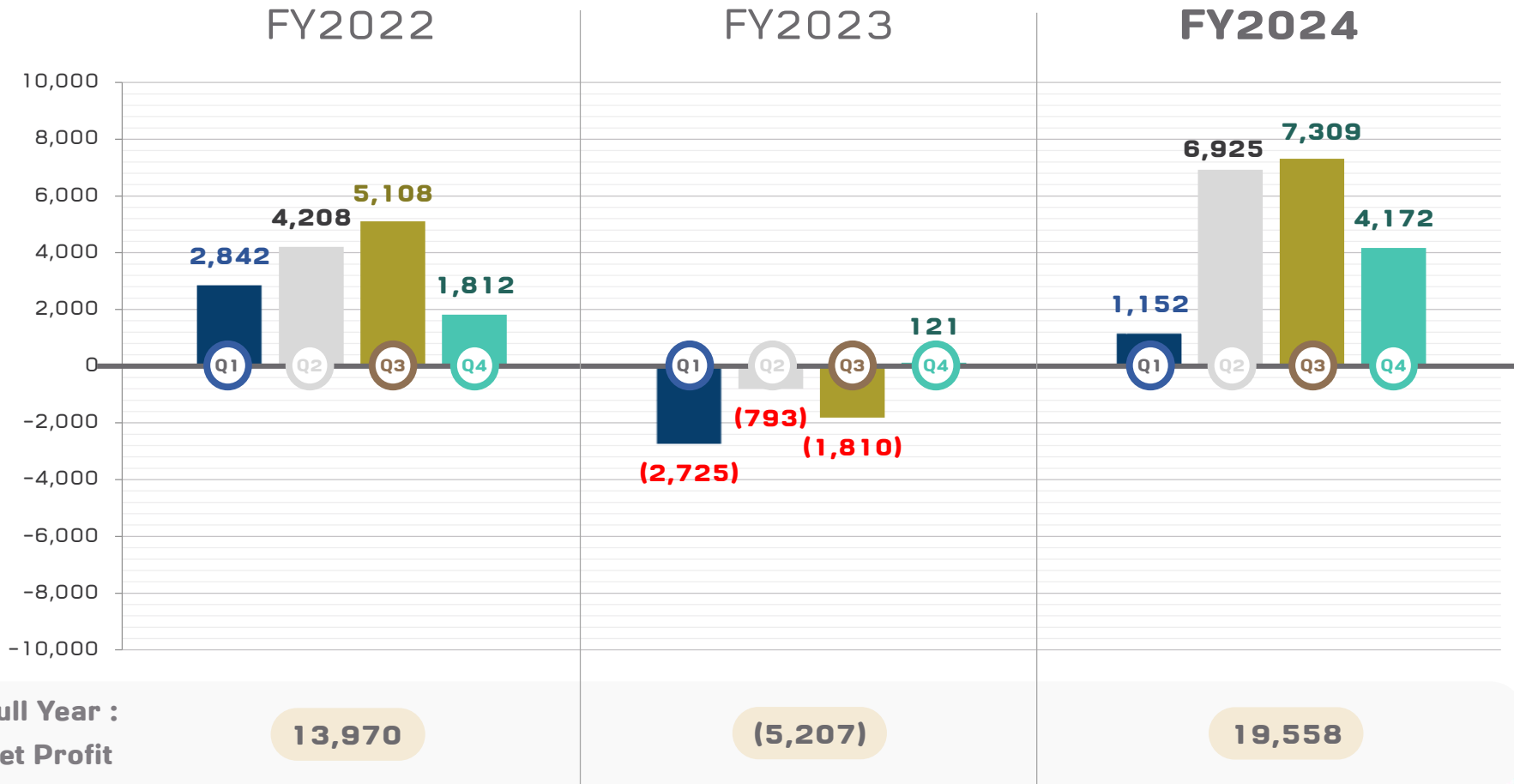
ROA & ROE



* Annualized basis

Consolidated Net Profit- Quarterly

Unit : THB, m ■ Q1 ■ Q2 ■ Q3 ■ Q4

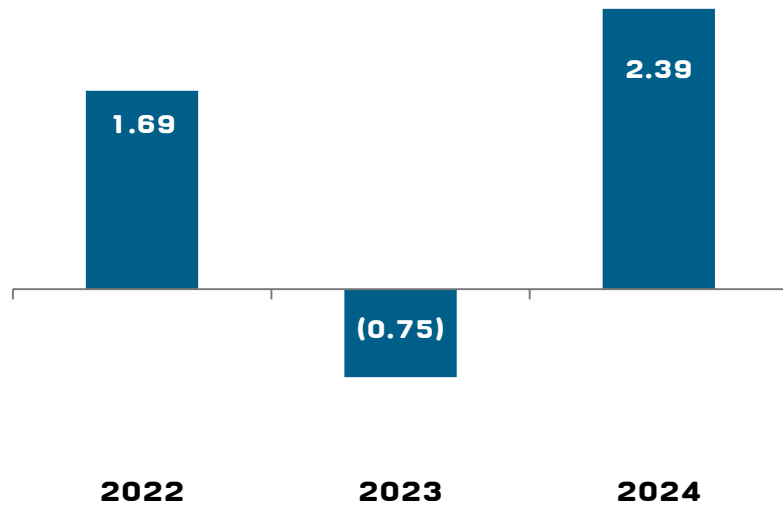


* Note: Including one time gain from divestment of CPP 's broiler integrated company in an amount of THB 2,675 million. in Q4/23

EPS & Dividends per Share

Earnings Per Share

Unit : THB Per Share



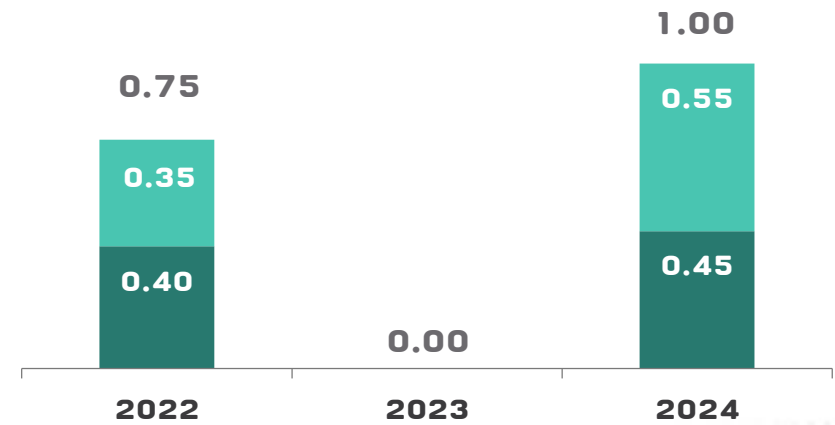
Dividends

Unit : THB Per Share

■ Final Dividend
■ Interim Dividend

Dividend Policy

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





Appendix B

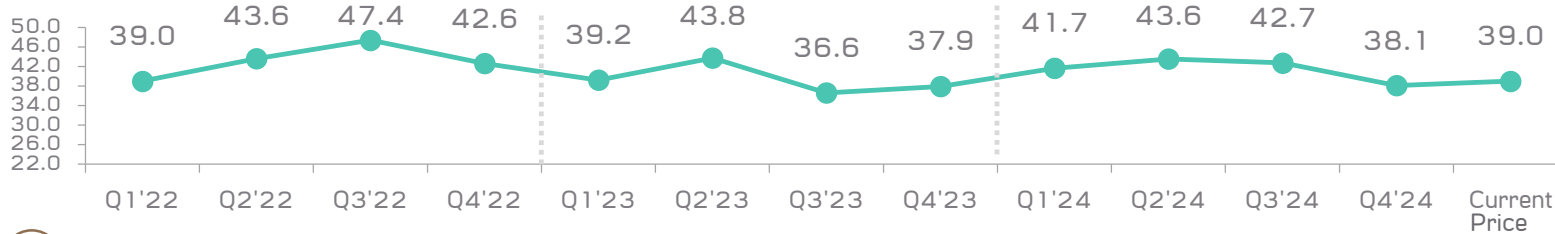
Products & Raw Materials Price Trend



Average Farm Prices - Thailand



Thailand's Broiler price (THB/kg)

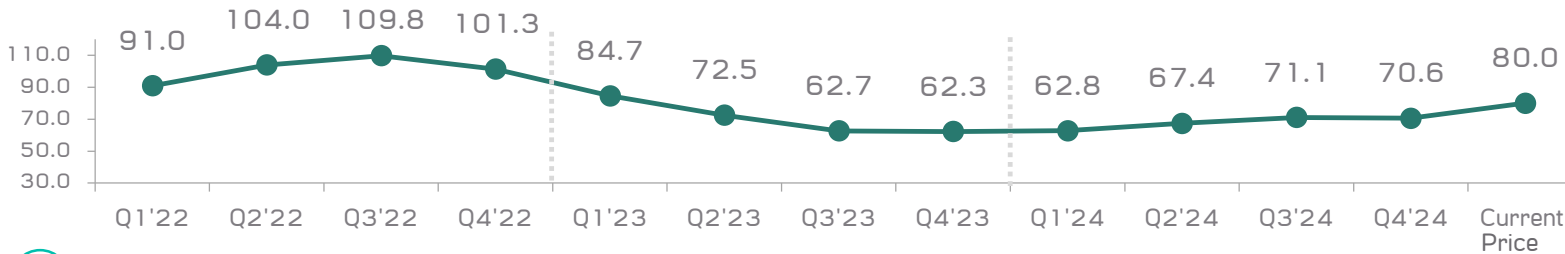


Average Price

Y22	Y23	Y24
43.4	39.4	41.5
% Chg	-9%	+5%



Thailand's Pork price (THB/kg)

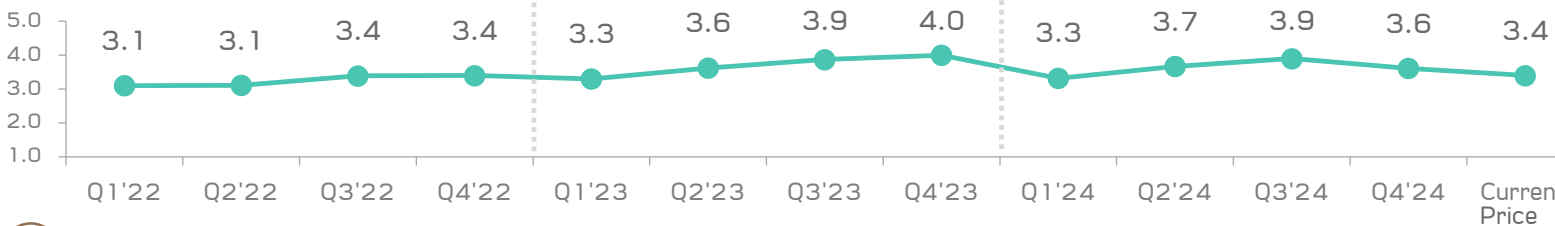


Average Price

Y22	Y23	Y24
101.5	70.5	68.0
% Chg	-31%	-4%



Thailand's Fresh Egg price (THB/piece)

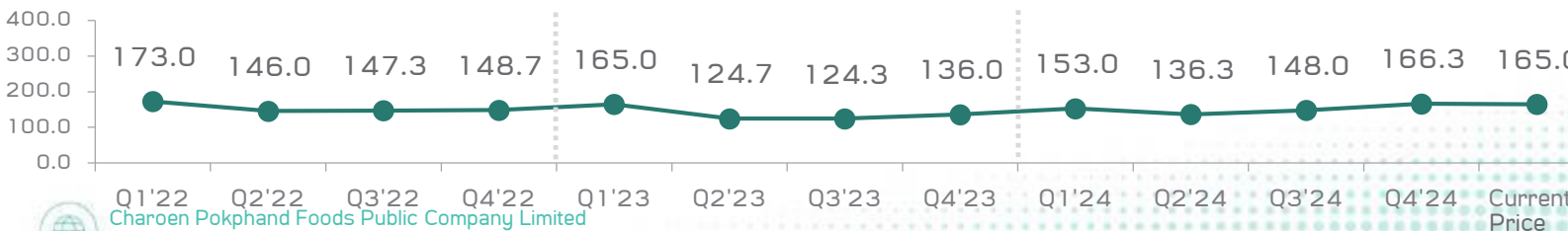


Average Price

Y22	Y23	Y24
3.2	3.6	3.6
% Chg	+13%	-1%



Thailand's White Shrimp price (THB/Kg)



Average Price

Y22	Y23	Y24
154	137	151
% Chg	-11%	+10%

Size 70 pieces/kg

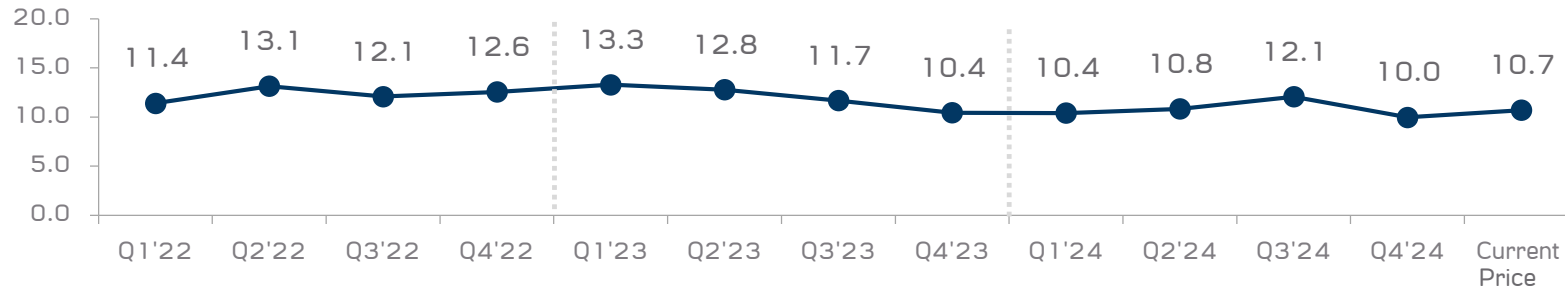
Source: CPF



Average Raw material Prices – Thailand

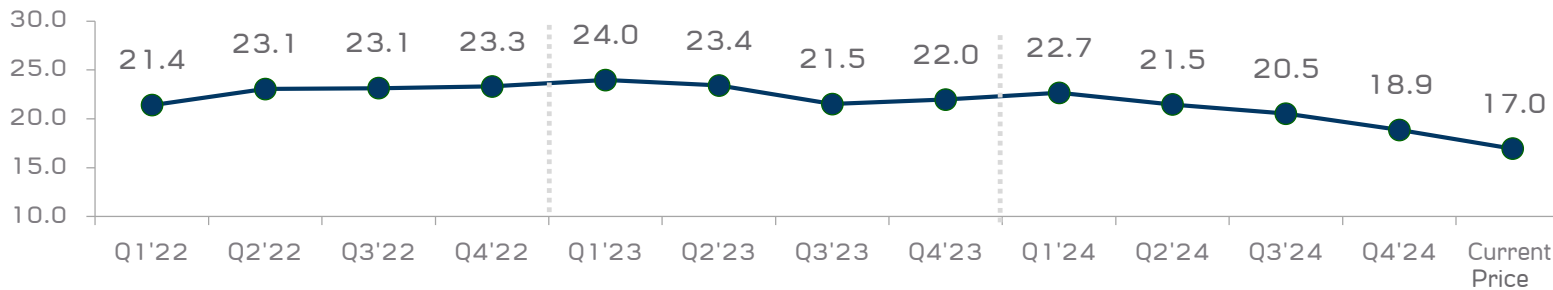


Thailand's Corn price (THB/kg)



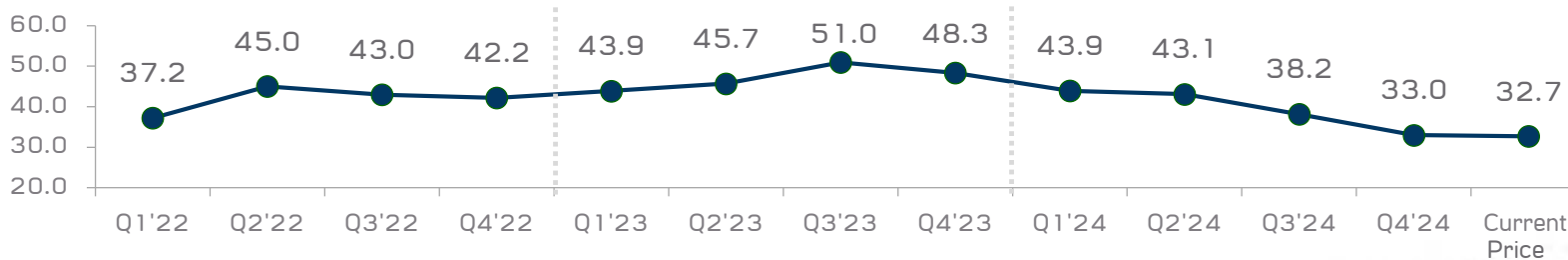
Average Price		
Y22	Y23	Y24
12.3	12.1	10.8
% Chg	-2%	-10%

Thailand's Soybean Meal price (THB/kg)



Average Price		
Y22	Y23	Y24
22.7	22.7	20.9
% Chg	0%	-8%

Thailand's Fishmeal price (THB/kg)



Average Price		
Y22	Y23	Y24
41.8	47.2	39.5
% Chg	+13%	-16%

Source: CPF



Vietnam: Average Market Price and Major Feed Raw Materials

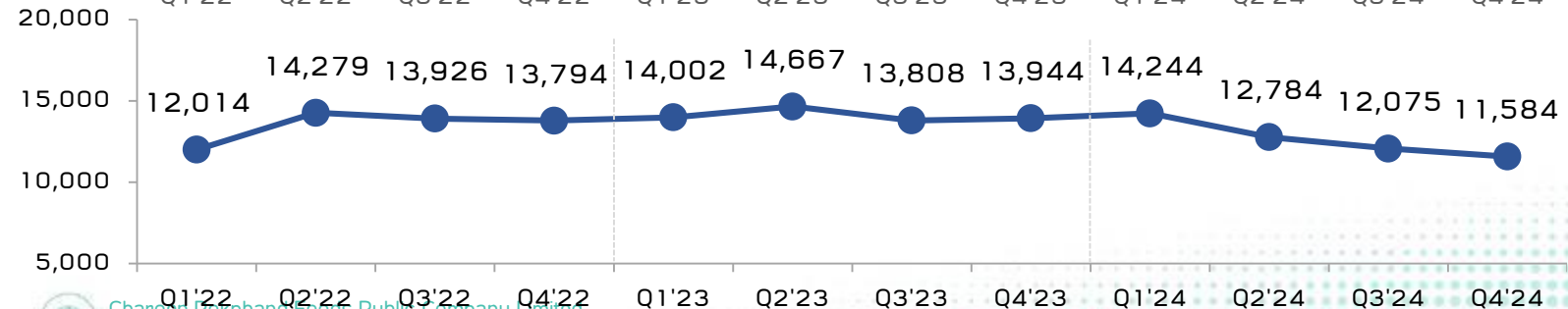
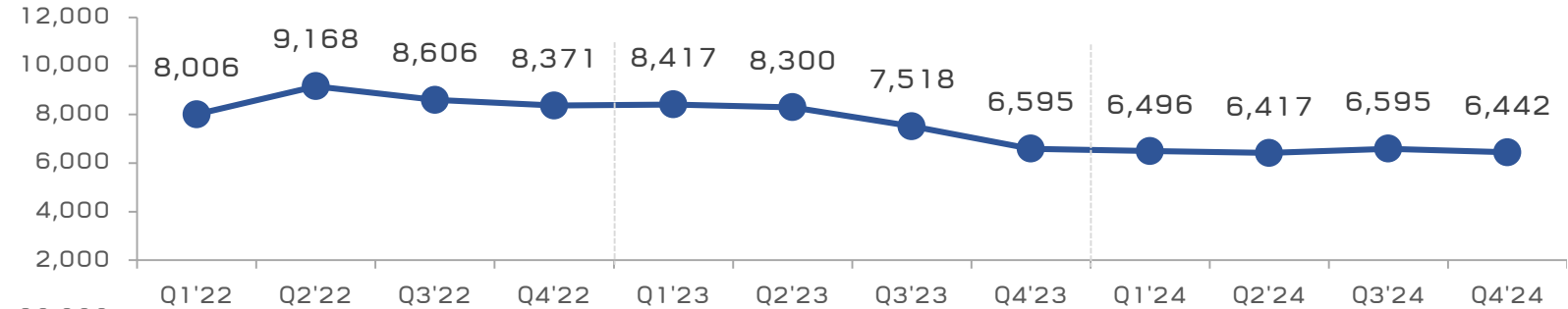
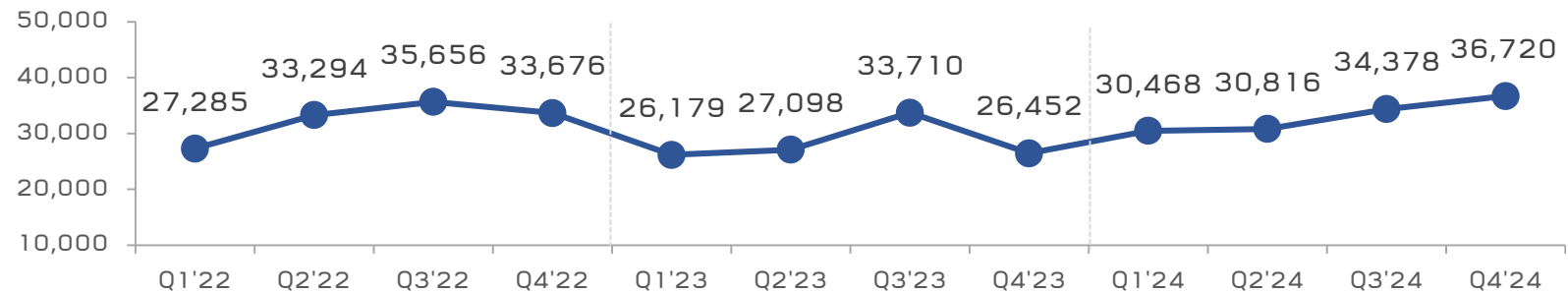
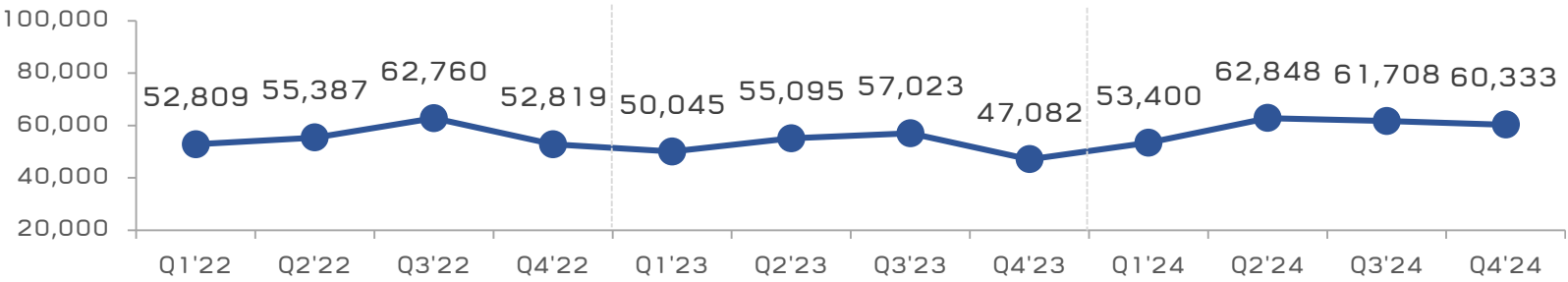


Swine
(VND/kg)

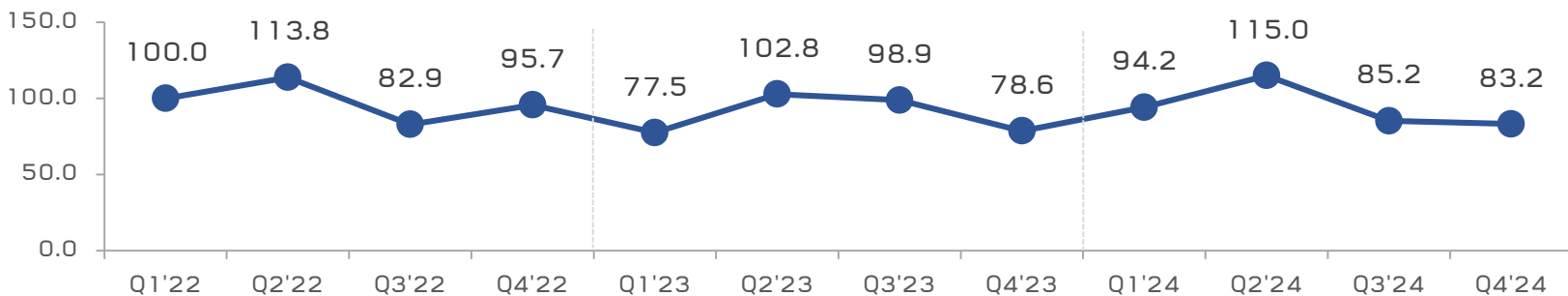
Broiler
(VND/kg)

Corn
(VND/kg)

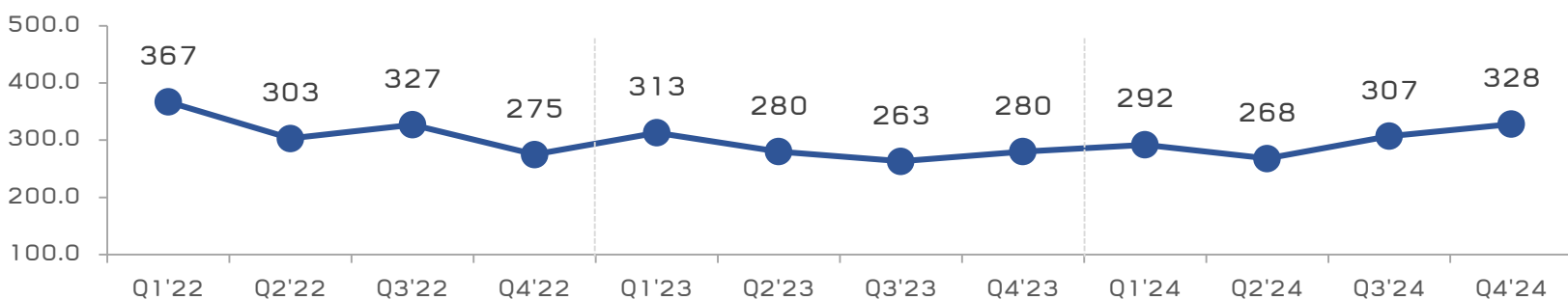
Soybean Meal
(VND/kg)



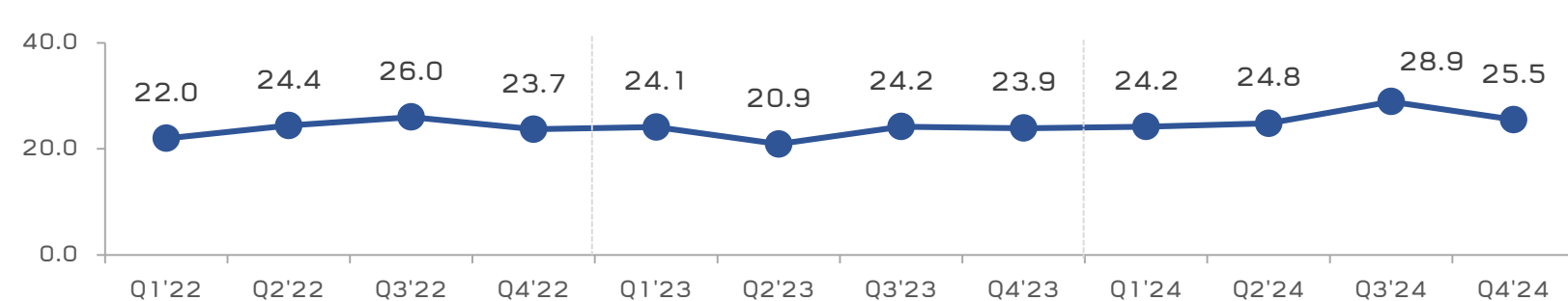
India: Average Market Price and Major Feed Raw Materials



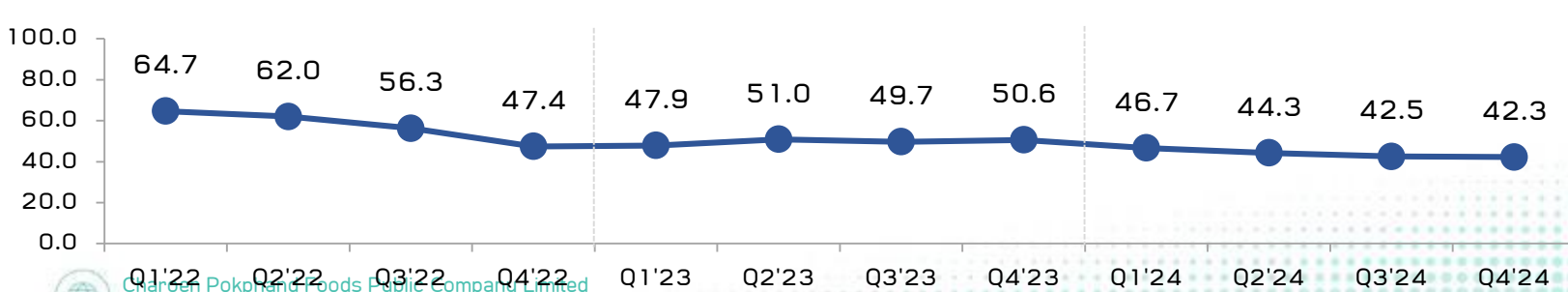
Broiler
(INR/kg)



Shrimp (60 pieces)
(INR/kg)



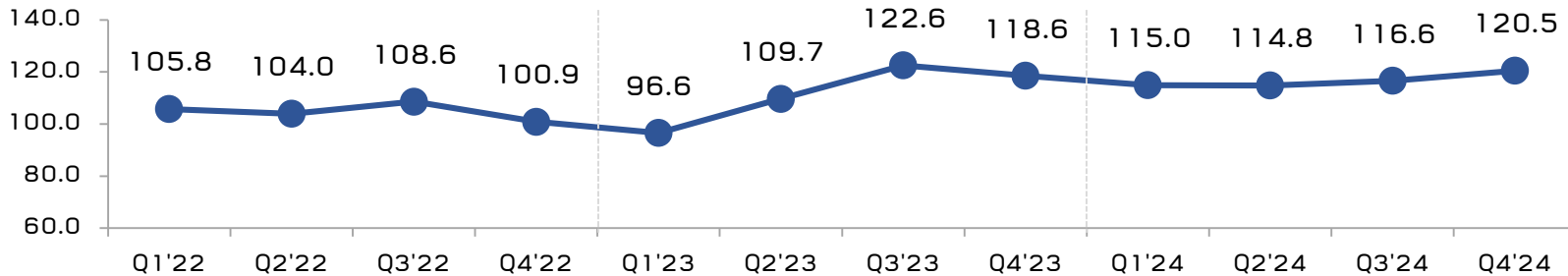
Corn
(INR/kg)



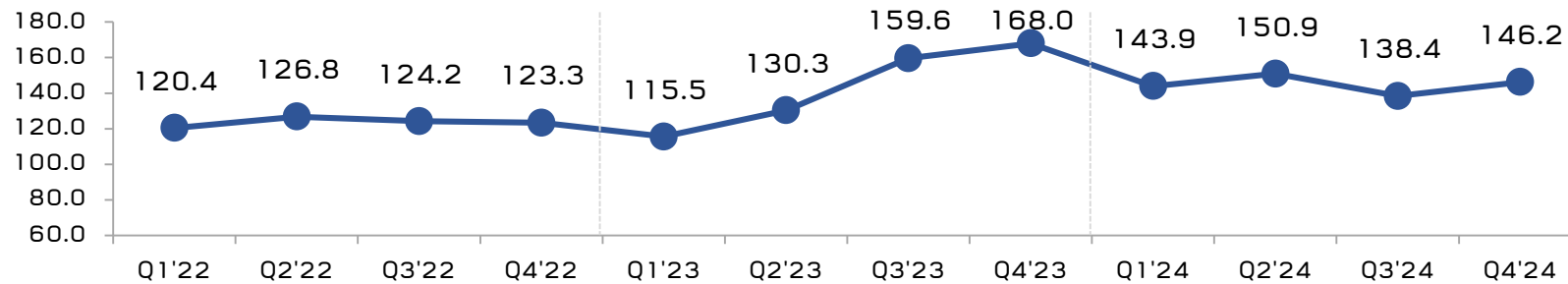
Soybean Meal
(INR/kg)



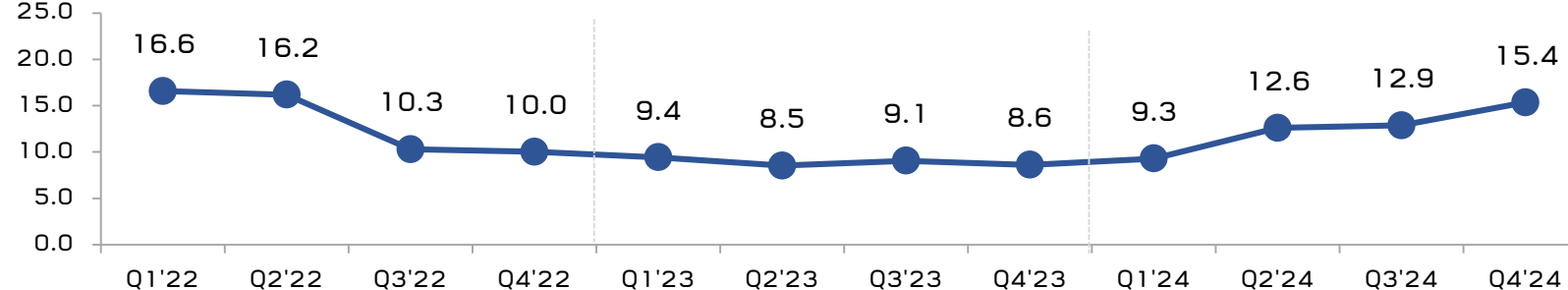
Russia: Average Market Price and Major Feed Raw Materials



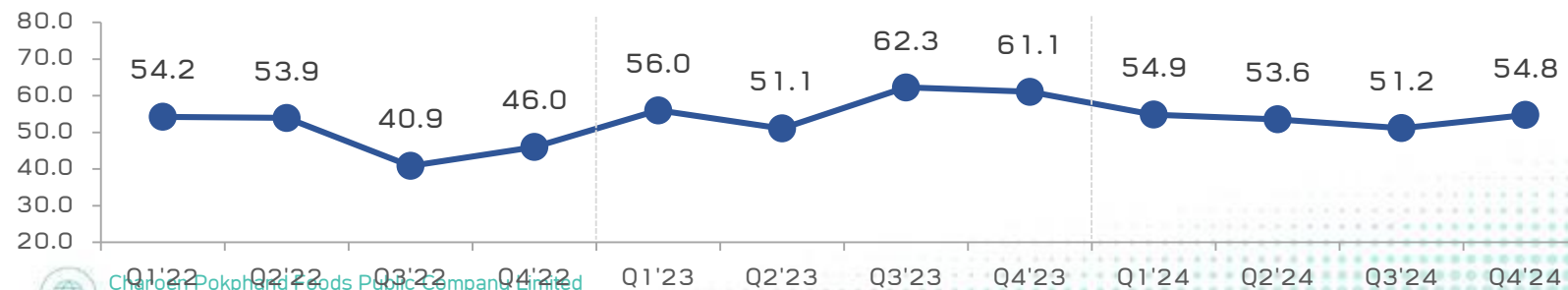
Swine
(RUB/kg)



Broiler
(RUB/kg)



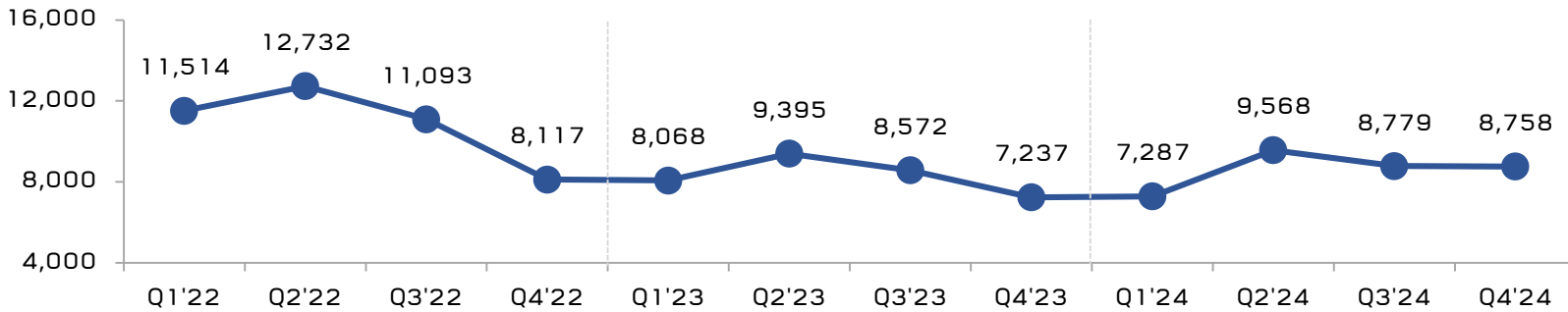
Wheat
(RUB/kg)



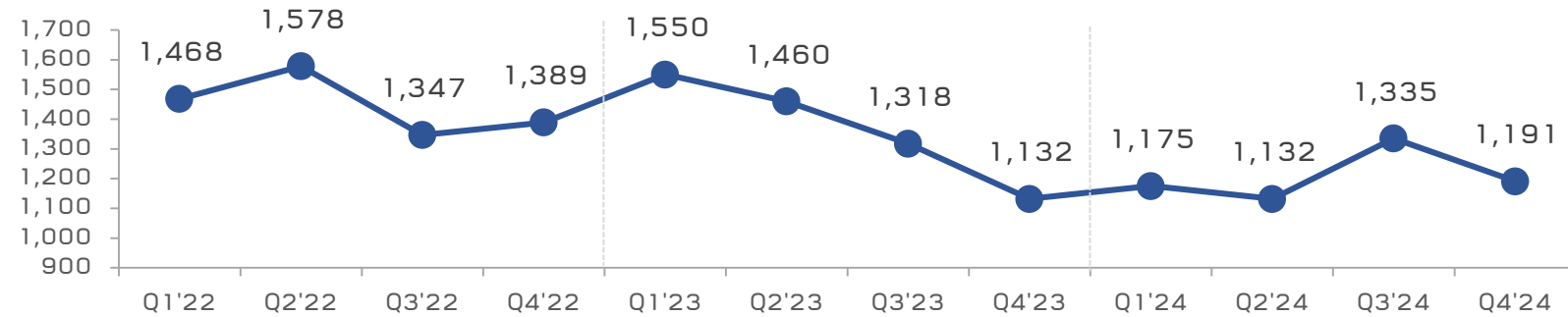
Soybean Meal
(RUB/kg)



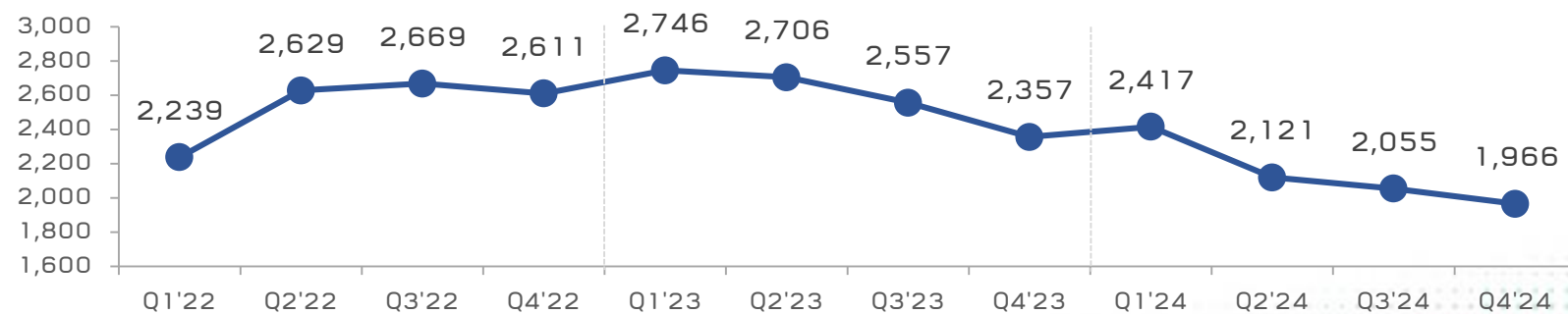
Cambodia: Average Market Price and Major Feed Raw Materials



Swine
(KHR/kg)



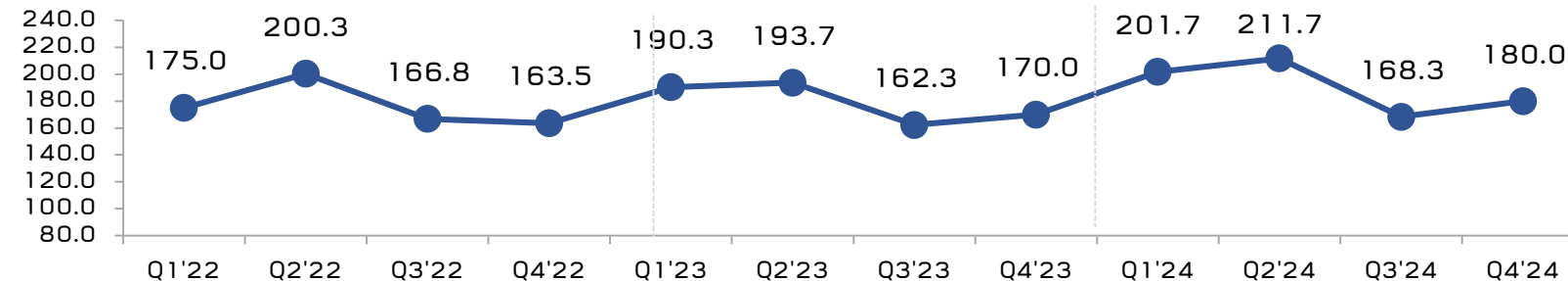
Corn
(KHR/kg)



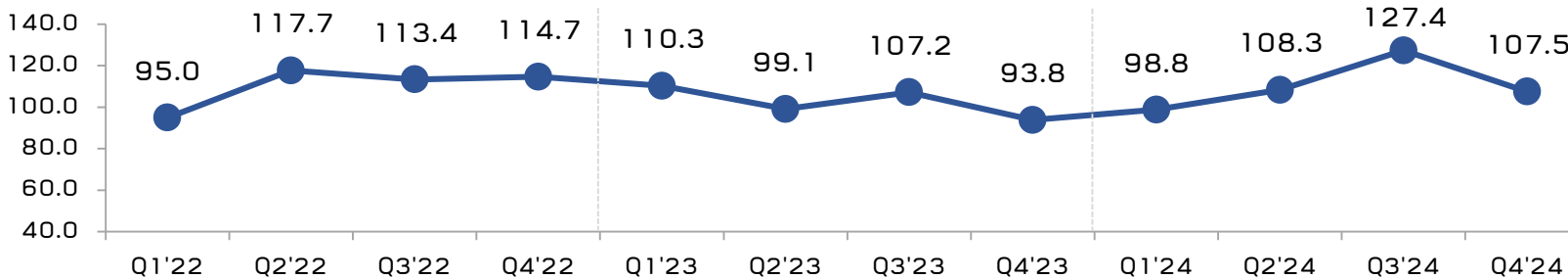
Soybean Meal
(KHR/kg)



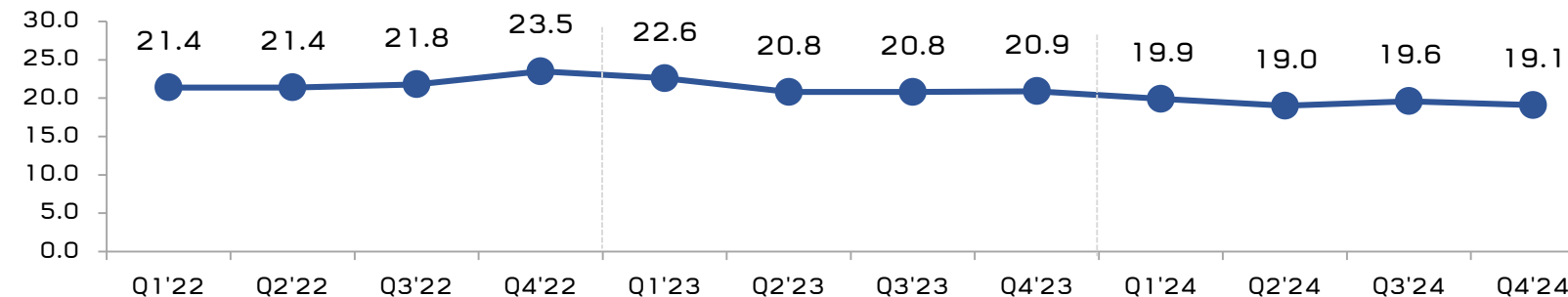
Philippines: Average Market Price and Major Feed Raw Materials



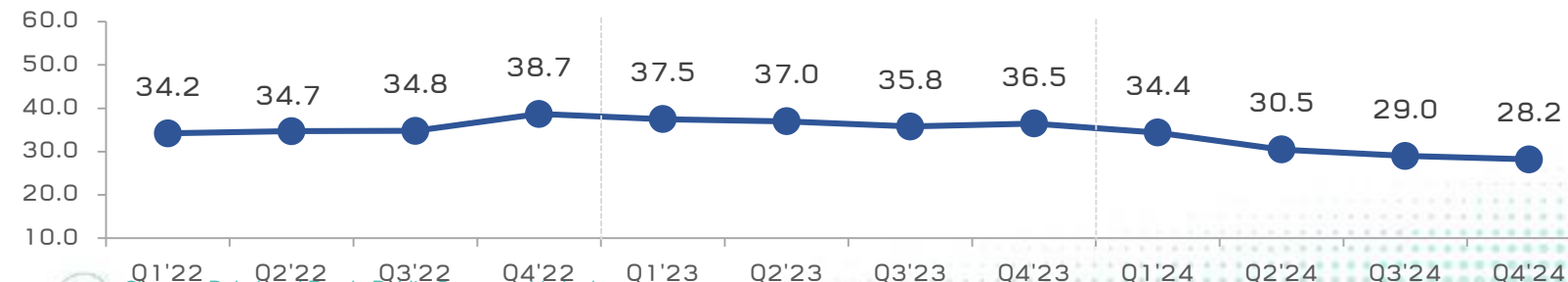
Swine
(RUB/kg)



Broiler
(RUB/kg)



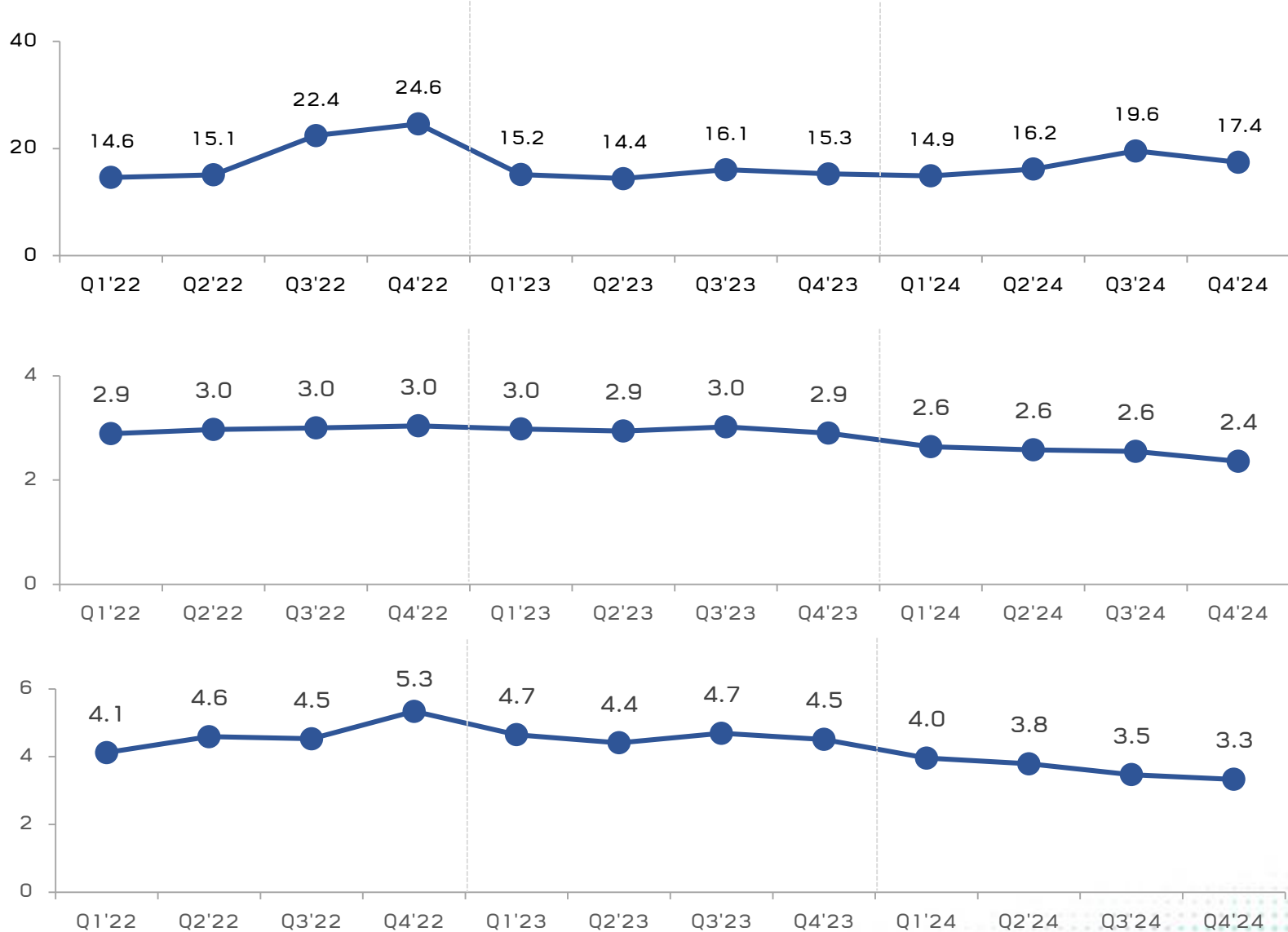
Corn
(RUB/kg)



Soybean Meal
(RUB/kg)



China: Average Market Price and Major Feed Raw Materials



Swine
(RMB/kg)

Corn
(RMB/kg)

Soybean Meal
(RMB/kg)



Appendix C

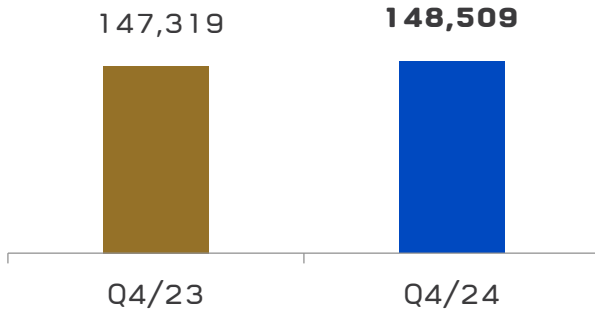
Highlights : Q4/2024 Results



Q4/2024 Results Highlights

Consolidated Revenue (THB millions)

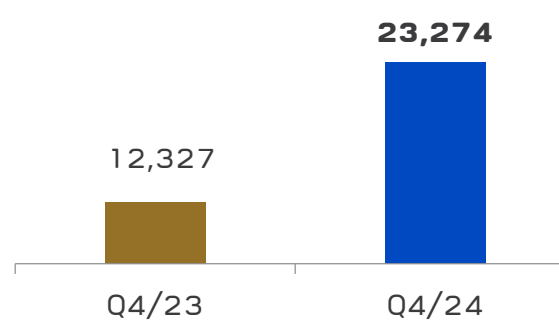
+0.8% YoY



Consolidated sales  +0.8% Y-o-Y

Gross Profit (THB millions)

+89% YoY



Gross profit margin

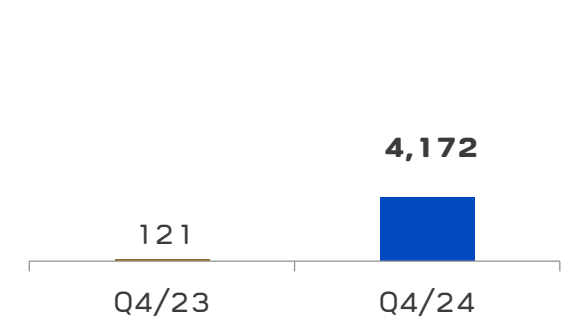
Q4/23 8.4%

Q4/24 15.7%

 +7.3%

Net Profit (THB millions)

+3,348% YoY



Net profit margin

Q4/23 0.1%

Q4/24 2.8%

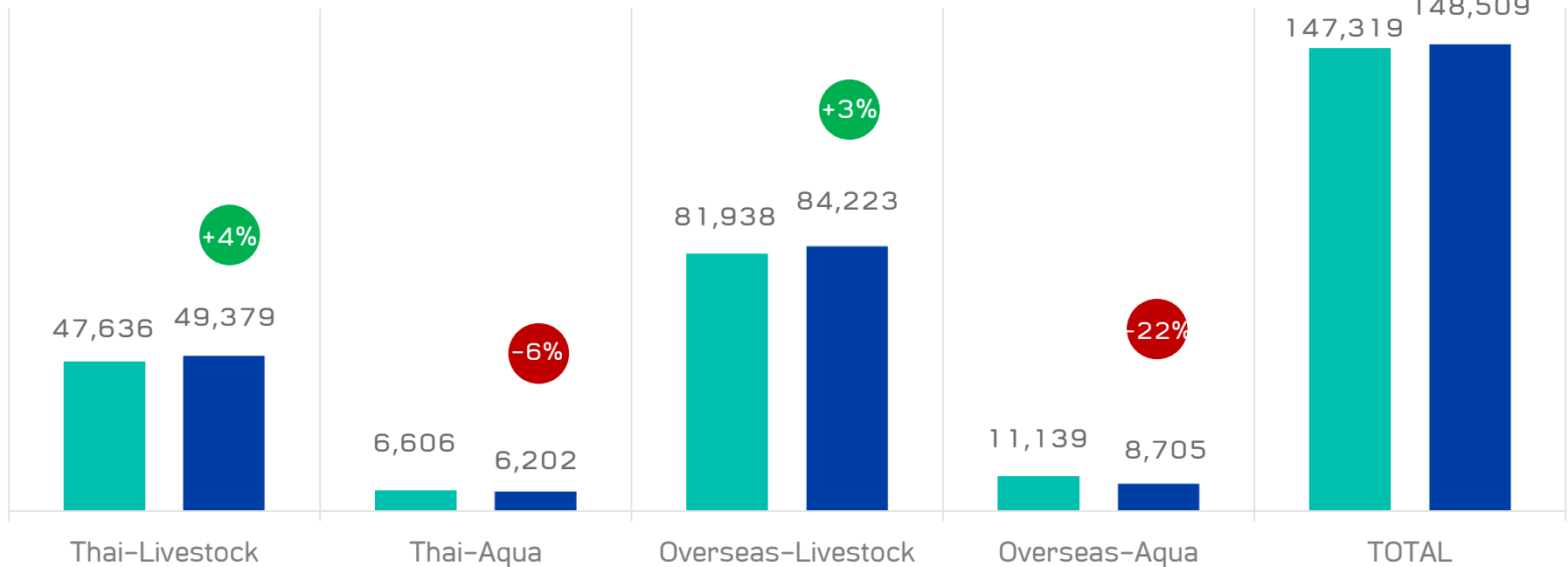
 +2.7%

Q4/2024: Sales & Profit Margin by Business



In THB, m

■ Q4/23 ■ Q4/24



	Thai-Livestock		Thai-Aqua		Overseas-Livestock		Overseas-Aqua		TOTAL	
GPM	8.5%	16.0%	5.0%	10.0%	8.8%	16.6%	6.5%	8.8%	8.4%	15.7%
OPM**	-1.5%	7.1%	-10.3%	0.5%	1.6%	8.5%	-3.0%	-12.1%	-0.3%	6.5%

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



Q4/2024: Sales Structure by Business

	Sales Breakdown								
	Livestock			Aquaculture			TOTAL		
	Q4/23	Q4/24	%Change	Q4/23	Q4/24	%Change	Q4/23	Q4/24	%Change
Thailand	47,636	49,379	4%	6,606	6,202	-6%	54,242	55,581	2%
<i>Domestic</i>	39,303	42,254	8%	5,361	4,861	-9%	44,664	47,115	5%
<i>Export</i>	8,333	7,125	-14%	1,245	1,341	8%	9,578	8,466	-12%
Vietnam	24,877	26,793	8%	3,507	3,030	-14%	28,384	29,823	5%
China	12,156	11,347	-7%	75	69	-8%	12,231	11,416	-7%
Others	44,905	46,083	3%	7,557	5,606	-26%	52,462	51,689	-1%
TOTAL	129,574	133,602	3%	17,745	14,907	-16%	147,319	148,509	1%
% of Total Sales	88%	90%		12%	10%		100%	100%	

Q4/2024: Sales Structure by Products



	Sales Breakdown by Products											
	Feed			Farm			Food			TOTAL		
	Q4/23	Q4/24	%Change	Q4/23	Q4/24	%Change	Q4/23	Q4/24	%Change	Q4/23	Q4/24	%Change
Thailand	12,026	11,055	-8%	27,326	29,608	8%	14,890	14,918	0%	54,242	55,581	2%
Domestic	11,986	11,009	-8%	24,883	27,691	11%	7,795	8,415	8%	44,664	47,115	5%
Export	40	46	15%	2,443	1,917	-22%	7,095	6,503	-8%	9,578	8,466	-12%
Vietnam	7,628	6,576	-14%	18,733	21,059	12%	2,023	2,188	8%	28,384	29,823	5%
China	1,675	4,153	148%	7,010	4,387	-37%	3,547	2,876	-19%	12,232	11,416	-7%
Others	10,405	10,771	4%	26,836	26,220	-2%	15,220	14,698	-3%	52,461	51,689	-1%
Total	31,734	32,555	3%	79,905	81,274	2%	35,680	34,680	-3%	147,319	148,509	1%





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	34.50
CP Aextra Public Company Limited	Wholesale business	8.85
Nava 84 Company Limited	Investment	25.00
Siam Rivea Company Limited	Restaurant	29.99
A.P.P.Enterprise INC.	Farm business	39.60
Sao Ta Foods Joint Stock Company	Seafood product preparation and packaging business	20.71
Sterling Park Corporation	Computer systems design and related services	14.27
Kamereo International Pte. Ltd.	Food Supplier	10.40
BaltFood LLC	Slaughter house	30.35
Norfolk Property Development (Private) Limited	Property development	39.20
Chia Tai Investment Co., Ltd. (Group)	Animal feed and swine business	26.69
Chia Tai Conti (Cixi) Investment Management Company Limited	Provision of Consulting service on economic and trade	38.12
Conti Chia Tai International Limited	Production and sale of animal feed	38.12
Cixi Zhuda Investment Center (Limited Partnership)	Investment	34.69
Zhanjiang 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
Superdrib 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 Produtos Marinhos Ltda.	Shrimp business	40.00
Andhra Pradesh Broodstock Multiplicationcentre Private	Aquaculture business	74.99
Hylife Group Holding Ltd.	Swine business	50.10
Feng Sheng Livestock Co.,Ltd.	Livestock business	19.52
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

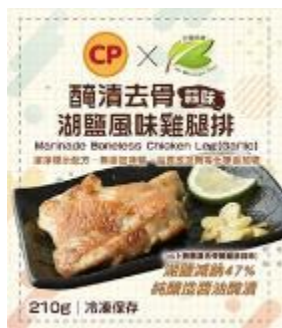
Product Samples & Retail Outlet Formats



Food Retail Products



Food Retail Products



Food Service : Five Stars Chain



More
Than
7,000
Outlets

Vietnam

India

Cambodia

Laos

Philippines



Food Service : Chester's



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Annual Report & Annual Review:

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

Sustainability Report:

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

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For Further Information

