



Charoen Pokphand Foods Public Company Limited

Annual Review 2022



# PUT OUR HEART INTO FOOD

*Food innovation  
for better life and better world*





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### Definition :

"The Company" in this Annual Review refers to Charoen Pokphand Foods Public Company Limited ("CPF") and its subsidiaries.



Annual Report 2022  
(56-1 One Report)



Sustainability  
Report 2022

“  
We push forward our innovation  
and creation of top-quality products  
with high safety standards  
to achieve food security  
for global consumers  
along with sustainability for all.  
”





## Innovation

### We put love into innovation

We believe that **“love”** can be felt in all senses, which inspires us to **“put our heart”** into innovation throughout value chain to deliver products of top quality and safety for consumers in every corner of the world.

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## People

### We put a smile on every face

We endeavor to put a **“smile”** on the face of all stakeholders sharing their journey with us, including farmers, employees, business partners, shareholders, and consumers. We put our heart into delighting all stakeholders while rooting firmly on the good governance principle.

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## Planet

### We put our soul into saving the world

We **“contribute to”** and **“care for”** better environment. Our production process promotes environmental care, optimal use of resources, and zero waste based on **the circular economy** principles to preserve the balance of nature in a sustainable manner.





# Message from Executives



“ The Company has made a commitment to the **Science Based Targets initiative (SBTi)**, to reduce GHG emissions and achieve **Net Zero by 2050** ”



Charoen Pokphand Foods PCL. operates a fully integrated agro-industrial and food business with the goal of establishing food security to become the **“Kitchen of the World”** with sustainable growth. The Company and its joint investments have manufacturing base in 17 countries around the world, and exports from Thailand to over 40 countries. The Company is on a mission to develop and deliver highly nutritious and tasty products which satisfy consumers. Concurrently, we strive to maintain the balance of business success and the value delivered to all stakeholders in alignment with The ‘3-Benefit’ principles which aims to create prosperity for the country, local communities as well as the company and its people, under the foundation of good corporate governance.

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Last year, the COVID-19 pandemic severely impacted the global economy, resulting in changes in consumer preferences and behaviors. Additionally, foreign conflicts, particularly in Ukraine and Russia, caused sharp increases in energy and raw material prices for animal feed, leading to inflation in many nations and increased interest rates. These factors presented challenges for the business, and as a result, the Company adopted policies to adjust to the shifting consumer preferences and remained cautious in making investments, as well as focus on effective cost management by increasing operating efficiency through various innovations and technologies in the manufacturing process, such as digital systems and blockchain technology.

Aside from the aforementioned factors, the livestock industry in many countries has also faced epidemics such as African Swine Fever (ASF) in the swine industry. During this time, the Company has implemented stringent biosecurity measures in our farms and operations to keep our animals safe which in turn deliver high-quality meat products for consumers.

In 2022, The Company recorded **revenue from sales totaling 614,197 million Baht**, representing growth from 2021 by 20%. Asset values were 926,987 million Baht, taxes paid to the state were 6,003 million Baht and net profit was 13,970 million Baht, or growth from 2021 by 7%.

The Company's Board of Directors resolved to propose to the 2022 Annual General Meeting of Shareholders to approve the payment of dividends for 2022 at a rate

of 0.75 Baht per share, comprising the interim dividend payment for shareholders on 14 September 2022 of 0.40 Baht per share, and an annual dividend payment proposed to be paid to shareholders on 25 May 2023 of 0.35 Baht per share.

The Company prioritizes economic growth alongside maintaining a balance with sustainable development, environmentally and socially, with good corporate governance. In 2022, the Company signed up for the Science Based Targets initiative (SBTi), which commits the Company to reduce GHG emissions to **Net Zero by 2050**. The Company has supported the reduction of coal energy usage and increased the adoption of renewable energy. Specifically, the Company ceased the use of coal energy at our facilities in Vietnam in June 2020 and completed the phase-out of coal energy at our facilities in Thailand in December 2022. Furthermore, the Company has worked with banks in many countries on programs to support suppliers and customers, by giving them access to the capital which will improve their liquidity during an economic slowdown.

On behalf of the Board of Directors, executives, and employees, we would like to extend our gratitude to all stakeholders for the continuous trust and support. We shall continue to drive business growth following our vision **"Kitchen of the World"** in order to strengthen food security, based on the foundation of good corporate governance and contribution to the society, community, and environment, as well as to achieve sustainable economic growth.



**Mr. Soopakij Chearavanont**  
Chairman



**Mr. Prasit Boondoungprasert**  
Chief Executive Officer



# Our Purpose

## Vision

### Kitchen of the World

To deliver top quality products to consumers in every corner of the world.

## Mission

The Company operates vertically integrated agro-industrial and food businesses to offer top quality products in terms of nutrition, taste, food safety, and traceability. The Company is determined to build business growth in strategic locations with the focus to maintain world-class, modern production process as well as efficient and ecofriendly consumption of natural resources in order to enhance its competencies and competitive edge on an international level. We take into account the interests of all stakeholders to ensure sustainable growth, while being able to continuously generate appropriate returns to shareholders.



### Kitchen of the World

#### Corporate Strategic Direction

#### Sustainability

##### Sustainable Growth



Expand integrated agro-industrial and food business

##### Aiming for Excellent



Be a leader in quality and food safety

##### Building Solid Foundation



Focus on people development



Enhance capability to become a global company



Promote innovation and efficiency enhancement



Take responsibility for society and environment

#### Corporate Governance



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



Adapt to Change



Speed and Quality



Simplification



Integrity, Honesty and Reciprocity

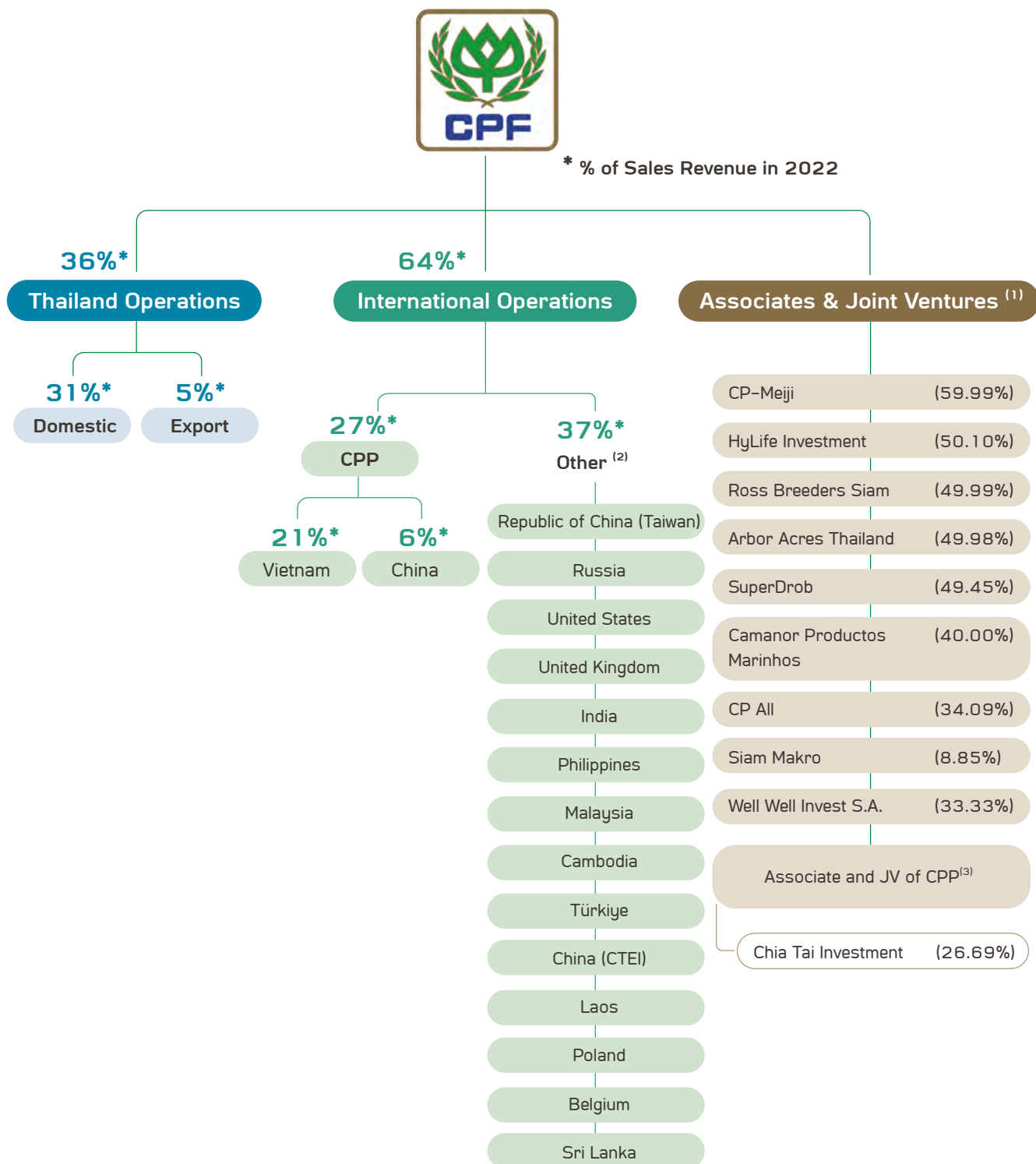


Innovativeness



# CPF Operation Structure

as of December 31, 2022



Note :

(1) % of shareholding represent both direct and indirect holding. Presenting only major associates and joint ventures.

(2) List of other operation areas.

(3) Group of associate and joint venture of CPP. Details are available in Note to the Financial Statements for the year 2022.



# CPF Worldwide

The Company\*, associates, and joint ventures operate in agro-industrial and food business in **17** countries

The Company\* operates in **15** countries  
Associates and joint ventures operate in **2** countries

Export to

**>40** countries **5** continents

Cater to

**>4,000** million people



**North America**  
**2** countries



**Europe**  
**5** countries



**South America**  
**1** country



**Asia**  
**9** countries

### Detail of the Company's\* operation in each country

	Feed	Swine	Poultry	Aquaculture	Food
<b>Asia</b>					
Thailand	●	●	●	●	●
China	●	●	●	●	●
Republic of China (Taiwan)	●	●	●	●	●
Vietnam	●	●	●	●	●
India	●	●	●	●	●
Cambodia	●	●	●	●	●
Philippines	●	●	●	●	●
Malaysia	●	●	●	●	●
Laos	●	●	●	●	●
Sri Lanka	●	●	●	●	●
<b>Europe</b>					
United Kingdom	●	●	●	●	●
Russia	●	●	●	●	●
Türkiye	●	●	●	●	●
Belgium	●	●	●	●	●
Poland	●	●	●	●	●
<b>North America</b>					
United States	●	●	●	●	●

Note : The Company\* refers to Charoen Pokphand Foods Public Company Limited ("CPF") and its subsidiaries.



# Milestones and Developments



Over  
**4**  
decades

Of quality innovation, To be  
the **Kitchen of the World**  
for everyone.



1997-2006

1977-1986

**1978**

- Established a company in the name of “**Charoen Pokphand Animal Feed Company Limited**” to produce and distribute animal feed in Thailand.

1987-1996

**1987**

- Listed ordinary shares as securities on the Stock Exchange of Thailand under the ticker “**CPF**”.

**1992**

- Invested in India** to manufacture and distribute animal feed and engage in animal farming.

**1994**

- Converted into a public company on March 27, 1994.

**1998**

- Invested in Vietnam** to manufacture and distribute animal feed, engage in animal farming and food processing.

**1999**

- Changed the name to “**Charoen Pokphand Foods Public Company Limited**” and announced the vision as “**Kitchen of the World**”.

**2002**

- Invested in the United Kingdom** to produce chilled foods for further distribution in the European Union.
- Invested in China** to produce and distribute aquaculture feed, engage in aquaculture farms, and breeding of aquatic animals.
- Invested in Belgium** to import and distribute processed meat and Ready-to-Eat food within the European Union.

**2004**

- Invested in Türkiye** to produce and distribute livestock feed and engage in integrated broiler business.

**2005**

- Invested in Malaysia** to produce and distribute aquaculture feed and an integrated shrimp farming and processing operation.

**2006**

- Invested in Russia** to manufacture and distribute livestock feed and engage in livestock farming operation.
- Invested in Laos** to manufacture and distribute livestock feed and engage in livestock farming operation.



## 2007-2021

### 2007

- **Invested in the Philippines** to manufacture and distribute livestock feed and engage in livestock farming operation.

### 2009

- Acquired ordinary shares of **Charoen Pokphand Enterprise (Taiwan) Company Limited (“CPE”)**. CPE is a listed company on the Taiwan Stock Exchange under the ticker TWSE: 1215. The company operates businesses in animal feed production and distribution, animal farming operation, and meat processing in the Republic of China (Taiwan).

### 2011

- **Invested in Cambodia** to operate business in animal feed production and distribution, animal farming, and food production.

### 2012

- Acquired shares in **C.P. Pokphand Company Limited (CPP), which was listed on the Hong Kong Stock Exchange** under the ticker HKSE: 00043. The company is a leading animal feed manufacturer in China as well as a leader in the integrated agriculture, livestock industry, and aquaculture business in Vietnam.

### 2016

- **Invested in the United States** to engage in production and distribution of single serve frozen food.
- **Invested in Sri Lanka** to engage manufacturing and distribution of Ready-to-Eat food products.

### 2017

- **Invested in Poland** to operate an agro-industrial and food business mainly in fresh and processed chicken, sausages, and ham.

### 2018

- **Invested in Brazil** to operate shrimp farms and primary processing business mainly fresh shrimps and frozen processed shrimps.

### 2019

- **Invested in Canada** to operate an integrated swine business, ranging from feed production, animal farming and primary processing export to premium markets such as Japan, Korea, and China.

### 2020

- **Invested in swine farming operations in China** to expand into a fully integrated swine operation in China.
- **Invested in 20% Tesco Asia Group**, which operates in retail business.

### 2021

- **Tesco Asia operations was transferred** to Siam Makro Public Company Limited (“MAKRO”), and received a settlement of 1,002 million ordinary shares of MAKRO. Subsequently the Company jointly offered 66 million shares of MAKRO to general public.
- **Launched the plant-based meat product, MEAT ZERO**, which is produced by the innovative ‘PLANT-TEC’ technology as an alternative to meat, with similar taste and texture. The product has been launched in both Ready-to-Cook and Ready-to-Eat forms in Thailand with plans to expand to other Asian markets.



## 2022

- **Delisted C.P. Pokphand Co., Ltd (“CPP”)** from the Hong Kong Stock Exchange.
- **CP Vietnam has launched an integrated chicken operation** in Binh Phuoc Province, one of the first integrated chicken processing facilities in the country.

- **Thailand operation start exporting chicken to Saudi Arabia** for the first time since 2004.

Note : Sorted by month of notice made to the Stock Exchange of Thailand (SET).



# Business at a Glance

Scope of business operations consisted of 2 main categories



## Thailand Operations

Operates an integrated agro-industrial and food business for domestic distribution in Thailand, as well as export to more than 40 countries worldwide.

## International Operations

Operates in integrated agro-industrial and food business across 16 countries outside Thailand namely, Vietnam, China as well as Republic of China (Taiwan), Russia, India, United States, United Kingdom, Philippines, Cambodia, Malaysia, Türkiye, Laos, Poland, Belgium, Sri Lanka, Canada, and Brazil.

The Company operates in the agro-industrial and integrated food business, from the production of animal feed to the manufacturing of Ready-to-Eat products. The businesses are categorized into 3 product categories.

### Feed Business

**Production and distribution of animal feed as well as pet snacks.**

Committed to developing innovation in feed production processes as well as pet snacks, while prioritizing environmental conservation, and taking responsibility for surrounding communities. In addition, raw material are sourced locally to support local agricultural production and implement the traceability system of raw materials, fostering transparency and trust from stakeholders.



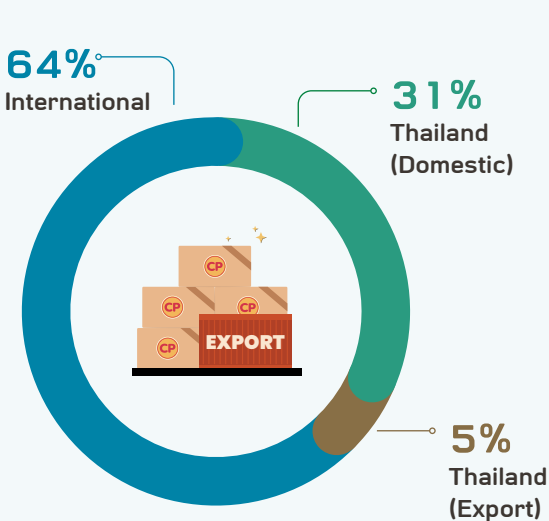
### Farm and Processing Business

**Animal breeding, farming, and primary processing as well as distribution of meat.**

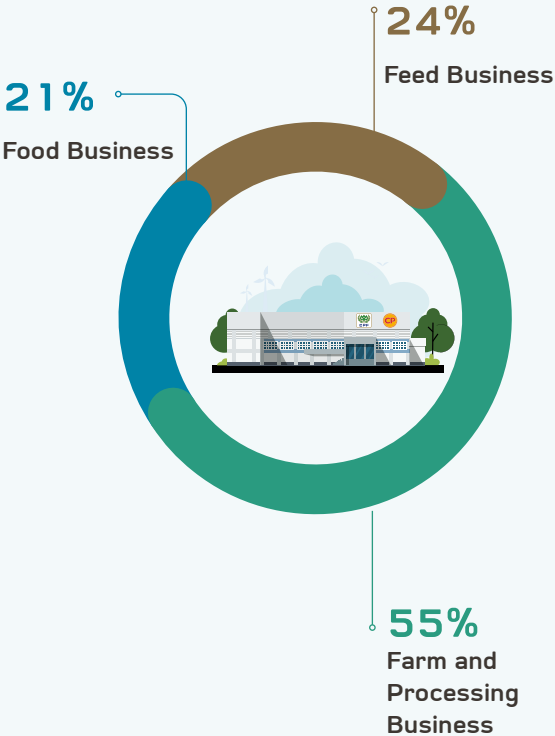
The Company leverages modern technology and extensive field experience to foster competitive and environmentally friendly practices. Throughout the entire farm process well-being of animals are prioritized based on international animal welfare principles, in order to produce products of the highest quality and safety that meet international safety standards.



## Sales Revenue Breakdown by Operations



## Sales Revenue Breakdown by Products



### Food Business

Produces and distributes a variety of processed meat products, including semi-cooked, cooked or Ready-to-Eat. The Company also operate food distribution channels and restaurants.

Focus on enhancing the value of processed food products, ensuring high nutritional quality in Ready-to-Eat meals, and offering competitive pricing for healthy food products. The Company also prioritize modern and eco-friendly production innovations and maintain a comprehensive traceability system throughout the entire production process.



### Distribution Channels

The Company distributes products through various channels to ensure consumer convenience access, including wholesale stores, retail stores, Chester’s restaurants, Five Stars product point of sales, food courts, and etc.



# Nature of Business



## Feed Business



### Revenues from Feed Business in 2022

**146,121**  
million Baht

or 24% of the Company's total sales revenue.

The Company conducts animal feed business in 11 countries globally, namely Thailand, Vietnam, China as well as Republic of China (Taiwan), Russia, India, Philippines, Malaysia, Cambodia, Türkiye, Laos with joint ventures in China and Canada. In 2022 total revenues from sales of the feed business amounted to 146,121 million Baht or 24% of the Company's total revenue from sales.

Animal feed constitutes the foundation of the meat production and the creation of quality food. Given the critical role of animal feed in determining the health and nutritional status of animals, the Company places a high value on innovation in animal feed production and the continuous advancement of technology in animal nutrition science. This enables the Company to produce high-quality animal feed that conforms to international standards at a competitive cost, which can then be made available to farmers at reasonable prices. The Company's primary products include swine feed, chicken feed, duck feed, and shrimp feed, which are available in the form of feed concentrate, powder feed and pellet. The feed business is primarily focused on production and distribution within the country of operation. In addition to animal feed the Company also produce and distribute pet snacks.



## 6 Key Success Factors of Feed Business



1

Quality raw materials



2

Suitable formulation with sufficient nutrition for animal of different species and ages



3

Hygienic facilities with modern production process of international standard



4

Top quality products with traceability



5

Competitive cost



6

Sharing of advance know-how and knowledge base with farmers

- Plant Location and Layout :** The Company prioritized on the selection of an appropriate location and factory design. The location is selected based on its proximity to production areas with necessary utilities, access to adequate water sources, and a minimal impact on biodiversity. The plant model incorporates green factory principles that consider the environment and the surrounding community and includes a waste reduction process that converts waste into renewable energy for use within the plant. The Company also manages dust and odor pollution that may result from the animal feed production process. In 2020, the Company's Vietnam operation discontinued the use of coal energy in all plants. Subsequently, in 2022, the Thailand operation also ceased using coal energy in all production plants.
- Animal Feed Formulas :** The Company prioritizes the development of animal feed formulas that align with the nutritional needs of each type of animal at every stage of its life. The formulas aim to provide sufficient nutritional value for growth, as well as the use of probiotics in animal feed that promotes healthy digestive system which enhances animal health and supports natural growth.
- Raw Material Selection :** The main raw materials used in animal feed production are corn, soybean meal, fish meal, rice bran, and other vitamin and mineral components. The Company procures high-quality

raw materials in accordance with certified standards, as this constitutes a crucial starting point for producing quality animal feed. The Company follows a policy of purchasing raw materials from domestic sources first to support the local agricultural community, as well as established a sustainable procurement policy and guidelines with business partners.

- Production and Quality Control :** The Company employs automation and digital technology in the manufacturing and production control which operates under an international standard system certified by an independent third party. This helps to ensure the safety of employees and reduces the risk of contamination within the production process.
- Sales and After-Sales Service :** The Company recognizes that the success of animal farmers is crucial for the mutual sustainability of the animal feed business. Hence, the Company places great importance on sharing knowledge and understanding of animal farming and the proper use of animal feed. In terms of animal feed distribution, the Company sold animal feed directly from the plant to farmers, and through dealers as well as developed an online sales platform to reach farmers in remote areas. The animal feed market continues to grow in line with the increasing demand for meat and the modernization of industrial animal farming.



# Farm and Processing Business



Revenues from Farm and Processing Business in 2022

**339,686**  
million Baht

or 55% of the Company's total sales revenue.

The Company operates farm and processing businesses in 15 countries, including Thailand, Vietnam, China as well as Republic of China (Taiwan), Russia, United States, India, Philippines, Malaysia, Cambodia, Türkiye, Laos, Poland, Sri Lanka and joint ventures in Canada and Brazil. Each country presents its own unique business characteristics, which vary based on market opportunities and suitability of the location. In 2022, farm and processing business generated sales revenue of 339,686 million Baht, constituting 55% of the Company's total sales revenue.

The Farm and Processing business of the Company is comprised of commercial animal breeding, farming, and primary processing operations. The Company selects and cultivates animal breeds that align with market demands and integrates modern technology and digital systems into the farming process. Animal welfare is practiced in accordance with international standards to produce safe and high-quality products, while efficiently using resources to minimize food loss and embracing the principles of the circular economy to care for the environment. The main products include animal breeds, live animals, primary processed meats, and eggs. The main products are swine, broiler, layer, duck, and shrimp.

## 7 Key Success Factors of the Farm and Processing Business



1  
Strong breeds



5  
Safe production procedures certified by international standards



2  
High quality feeds



6  
Efficient logistic system



3  
Proper facilities and equipment



7  
Biosecurity system throughout supply chain



4  
Good farm management

- Location and Suitable Farm Design :** The Company selects suitable locations for its animal farming operations, with focus on minimizing the impact on the community and environment. Adequate infrastructure and farm design based on biosecurity measures are implemented to prevent the spread of disease, and animal welfare is a top priority. The Company strives to create a green and sustainable farm by utilizing resources efficiently and using waste management systems and water treatment processes. The Company also makes use of biogas and biomass generated from farm waste to produce electricity within the farm.

- Animal Breeds :** The Company selects and develops animal breeds that are well-suited to the environment and demands of each country where it operates. The breeds are developed based on genetics science, with a focus on breeding strong, healthy animals with good disease resistance and high yields.
- Farming Operations :** The Company continuously invests in the development of systems and technologies that prioritize animal welfare. The Five Freedoms of animal welfare are always taken into consideration, and hormone-free methods are used to raise animals in a humane manner where animals are free to express their natural behavior.

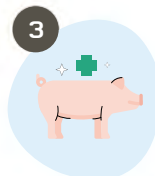
## The 5 Freedoms Principle



1  
Freedom from hunger and thirst



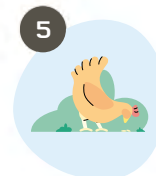
2  
Free from discomfort



3  
Free from pain, injury or disease



4  
Raised with care



5  
Freedom to express natural behavior



- **Primary Processing :** The Company complies with the highest standards of animal welfare in its primary processing, from transportation to processing. Business in each country seeks their independent external certification, locally while complying to the Company's and customers' requirement and the laws of the respective country.
- **Packaging :** The Company is committed to reducing its environmental impact, including through the use of eco-friendly packaging materials such as biodegradable plastic trays made of Polylactic Acid (PLA). These materials do not compromise the quality of food preservation.
- **Sales and Distribution Channels :** The Company primarily sells its animal breeds and live animals at the farm. Processed meat, eggs, and byproducts, distribution occurs through dealers, traditional markets, and modern trade channels, as well as through the export of frozen meat using the Company's representatives.





## Food Business



Revenues from  
Food Business  
in 2022

**128,390**

million Baht

or 21% of the Company's  
total sales revenue.

The Company food operations are bases in 16 countries, including Thailand, Vietnam, China as well as Republic of China (Taiwan), Russia, United States, United Kingdom, India, Philippines, Malaysia, Cambodia, Türkiye, Laos, Poland, Belgium, Sri Lanka and joint ventures in Canada. In 2022 these operations contribute revenue from sales of 128,390 million Baht or 21% of the Company's total sales revenue.

The Company prioritize on research and development to produce quality food products that are nutritionally valuable, delicious, and processed with safety in mind. The aim is to provide consumers with accessible, healthy food options at an affordable price, and to offer a variety of options that cater to the needs of consumers of different ages and locations. The Company's food business includes a range of processed food products and Ready-to-Eat meals, as well as restaurants and a variety of distribution channels to ensure convenience and accessibility for consumers.



- **Quality Ingredient :** The Company prioritizes the quality and sources of raw materials, which serve as the primary ingredients for food production. Apart from the Company’s fresh meat, the Company works closely with farmers to procure other ingredients from certified sources to ensure their quality, which in turn creates shared value and supports local agriculture. Additionally, the Company promotes sustainable farming practices through knowledge sharing and provides a Sustainable Procurement Policy and Guidelines for Suppliers to ensure systematic environmental and social responsibility throughout the supply chain.
- **Production :** Quality and safety measures are prioritized throughout the production process. The Company is committed to conducting extensive research and development to continually improve its production innovations, thereby ensuring the production of high-quality and safe food products. In pursuit of enhanced production efficiency, the Company has **incorporated automation and robotic technologies** into the production process. To further drive progress within the food industry, **CPF Food Research and Development Center** was established in Thailand to drive research and development efforts

that satisfy the evolving needs of consumers and the industry.

- **Packaging :** The Company recognizes the importance of packaging in preserving the safety and nutritional value of its food products. To minimize food waste, food loss and reduce its impact on the environment, the Company has implemented packaging that protects the food products while preserving its nutritional value as well as included product labeling that indicate nutritional information and Guideline Daily Amounts to support good hygiene practices.
- **Distribution Channels :** The Company has used various distribution channels to make its food products accessible to consumers. These include 1.) Traditional markets 2.) Modern trade and wholesale channels and 3.) Food service channels such as hotel restaurants and food courts. These products are distributed through both the Company’s own channels and those of trade partners’ including Five-Star and through the Company’s restaurant business, such as Chester’s and food chain. Additionally, the Company exports its products through representative branches, distributors, and importers in various countries.

The food industry is marked by rapid changes and intense competition, largely attributable to urbanization. As consumer lifestyles continue to evolve, there is a growing demand for convenient, Ready-to-Eat food products. Despite this trend, consumers still prioritize high-quality food, particularly health-focused products that are sourced from credible suppliers. As a result, the Company must conduct comprehensive research and development to continuously produce products that meet these needs while also tailoring production to suit the consumption culture of each region.

**“Quality and Safety”**  
throughout the production process is the key to good health

The fully integrated business allows the Company to exercise absolute quality control and assurance throughout the production process. The Company obtained various international standards as well as those required for different customers from third-party accreditation organization, all of which are applied in production of feeds, farming, and food businesses in conjunction with compliance with laws, rules, and regulations of each country in which the Company has business operations.

	Feed Business	Farm and Processing Business	Food Business		
Production Standards	<ul style="list-style-type: none"> <li>• GMP</li> <li>• HACCP</li> <li>• ISO 9001</li> <li>• ISO 22000</li> <li>• ISO/IEC 17025</li> <li>• GMP+ B1 B2 B3 B4</li> <li>• FAMI-QS</li> </ul>	<ul style="list-style-type: none"> <li>• RWA</li> <li>• ALO</li> <li>• Global GAP</li> <li>• BAP</li> <li>• Marin Trust</li> <li>• AI Compartment</li> <li>• CPF Food Standard</li> <li>• PS 7818:2018</li> </ul>	<ul style="list-style-type: none"> <li>• GAP</li> <li>• GMP</li> <li>• GHPs</li> <li>• HACCP</li> <li>• ISO 9001</li> <li>• ISO 22000</li> <li>• Halal Standard</li> <li>• Gobar GAP</li> <li>• CoC Dept. of Fisheries</li> <li>• BAP</li> </ul>	<ul style="list-style-type: none"> <li>• FMD Free</li> <li>• AI Compartment</li> <li>• BRC</li> <li>• QS</li> <li>• RWA</li> <li>• ALO</li> <li>• Genesis GAP/ Lloyd's Register Poultry Schem</li> <li>• CPF Food Standard</li> <li>• PS 7818:2018</li> </ul>	<ul style="list-style-type: none"> <li>• GMP</li> <li>• GHPs</li> <li>• HACCP</li> <li>• ISO 9001</li> <li>• Halal Standard</li> <li>• BRC</li> <li>• QS</li> <li>• ALO</li> <li>• RSPO</li> <li>• BAP</li> <li>• ASC</li> <li>• CPF Food Standard</li> <li>• PS 7818:2018</li> </ul>
Environment Standards	<ul style="list-style-type: none"> <li>• ISO 14001</li> </ul>	<ul style="list-style-type: none"> <li>• CPF SHE&amp;En Standard</li> </ul>			
Occupational Safety Standard	<ul style="list-style-type: none"> <li>• Good Labour Practice (GLP)</li> <li>• TLS 8001-2010</li> </ul>	<ul style="list-style-type: none"> <li>• ISO45001</li> <li>• CPF SHE&amp;En Standard</li> </ul>			

Note :  
Policies and guidelines of the Company are in compliance with the above standards. In this regard, the operation in each country will decide on application of standard certification as deemed appropriate based on the country's laws as well as requirements of the Company and customers.





# We are passionate about selecting quality and safe food products to satisfy consumers all over the World.



## Pork Products



## Chicken and Duck Products



## Egg Products





## Aquaculture Products



## Sausage Products



## Ready-to-Eat Products



Note : Image of the products presented are samples of the Company's products manufactured and distributed.



## Plant-Based Products



เทคโนโลยีการสร้างสรรค์ผลิตภัณฑ์เนื้อสัตว์  
พัฒนาโดย CPF R&D Center  
ร่วมกับนักโภชนาการในต่างประเทศ



## Sauces, Condiments and Soup Products



## Health and Wellness Beverage Products



## Bakery Products



## Pet Snacks Products



Note : Image of the products presented are samples of the Company's products manufactured and distributed.



# Innovation from the Heart to the Table



## Feed Innovation



### Paddy Rice as Substitute Raw Material to Increase Local Farmers' Income

In response to rising raw material costs, the Company has utilized paddy rice as a substitute raw material. Furthermore, the Company has collaborated with Charoen Pokphand Seeds Co., Ltd. to research and develop new rice varieties, namely **“Benjanil”** and **“Benjamook”**, which has higher content of antioxidants than brown rice and riceberry rice and provide equal protein and energy levels compared, to corn, wheat, and barley. Additionally, the Company’s research team has worked with experts to develop enzymes that enhance the digestion efficiency of rice in animal feed that in turn improved nutrient absorption by livestock. Furthermore, the application of rice as substitute raw material helps generate incomes for local farmers.

### Probiotic in Animal Feed to Promote Health

To ensure the natural growth and promote health in livestock, it is important to maintain their immunity. Probiotics play a crucial role in maintaining a healthy digestive system, therefore the Company has collaborated with leading global institutions to introduce a Probiotics-Fed innovation in animal feed. The probiotics are rigorously selected and blended into the feed to promote healthy digestive system to be disease resistance, and promote growth in the animals naturally.





## Farm Innovation



### Integrated ASF Management in Swine

The swine farm biosecurity system is designed to effectively prevent disease outbreaks adhering to the CPF swine farm standards, the system involves raising pigs in a closed environment, which protects against potential disease vectors such as rats, birds, and insects. Additionally, all raw materials used on the farm, such as feed, water, and others, must be fully traceable, and there must be stringent control over all vehicles entering and exiting the farm. All vehicles and employees must undergo a disinfection process to eliminate the risk of disease transmission. A separate delivery point has also been established to ensure the safety of the animal. The Company has implemented a **Zero ASF policy by upgrading swine farms to achieve 100% biosecurity**. This policy also applies to swine farms of contract farmers.





## Water Management Innovation



### Water Production and Management System

The Company recognizes the growing severity and frequency of droughts and their impact on the agricultural operations, which are heavily reliant on water resources. To address this issue as well as reduce production costs, the Company has established a water production system in areas close to natural water sources and away from community sources. The system generated water that meets the standards of tap water with enhance quality for usage within the Company's production process. Furthermore, the Company has installed an automatic water control system with a command center for supervision and a continuous **Online Monitoring** before the water is pumped into the factory. Additionally, the surplus water production capacity can be utilized to produce tap water for sharing with surrounding communities.

### Wastewater Management Technology

The Company has devised a method for treating high organic content wastewater generated from the production process. The wastewater is treated to produces biogas, which is then converted into renewable energy for usage within the facility. The treated wastewater meets the standards set by the Department of Industrial Works and is subsequently discharged into public water sources. **The treatment plant employs a high-precision membrane filtration** which is an automatic, world-class and modern wastewater recycle technology. This results in treated water that have qualities similar to that of tap water, which can then be recirculated within the facility for non-food related purposes.



## Value Added Innovation

### Chicken Ribs and Inner Skirt

The Company is constantly develop products that add value to its by-products, and the broiler business is a prime example. The Company has employed meat cutting technology to create cuts that meet consumer demand, such as the **CP chicken rib**, which is made from special back rib chicken meat cuts, and **Harami**, which uses chicken inner skirt meat suitable for Japanese-style cooking.



## Food for Well-Being Innovation

### Plant-Based Protein

The CPF Food Research and Development Center team has collaborated with leading plant-based meat companies to invent and develop the **innovative technology “PLANT-TEC”**. This technology is used to produce alternative protein products from plants that taste like meat, catering to health-conscious consumers who wish to reduce their meat consumption. The production process of the plant base product has low environmental impact that promotes sustainability.





# Driving the Business for Sustainability

The Company has announced a mission of supporting the fight against climate change with management policies and targets for sustainability. The objective is to reduce green house gas to net zero from innovations in clean energy. This includes reviving ecosystems in every process to build food security and reduce hunger, alongside adapting to join in addressing the problems of climate change.

## Management Policies and Targets for Sustainability

The Company has a mission to operate its business on a basis of good corporate governance and compliance with the pertinent regulations and laws in every country the Company operates. The Company is dedicated to foster a culture of working which favors the development of sustainability which supports success.

More details regarding and available in the Sustainability Report 2022

### CPF 2030 Sustainability Targets



## CPF 2030 Sustainability in Action





<b>FOOD SECURITY</b>	<b>SELF-SUFFICIENT SOCIETY</b>	<b>BALANCE OF NATURE</b>
<b>Sustainable Food</b>	<b>Human Rights</b>	<b>Climate, Water &amp; Waste Excellence</b>
<b>Responsible Marketing</b>	<b>Lifelong Learning</b>	<b>Responsible Sourcing for the Planet</b>
<b>Animal Welfare</b>	<b>Social Impact</b>	<b>Waste to Value</b>





# Managing Impacts on Stakeholders Throughout the Value Chain

The Company has considered sustainability issues covering risks and Material topics, which reflects the perspectives and expectations of stakeholders consistent with GRI Standards 2021. In 2022, the Company assessed sustainability issues covering the following risk and material topics.

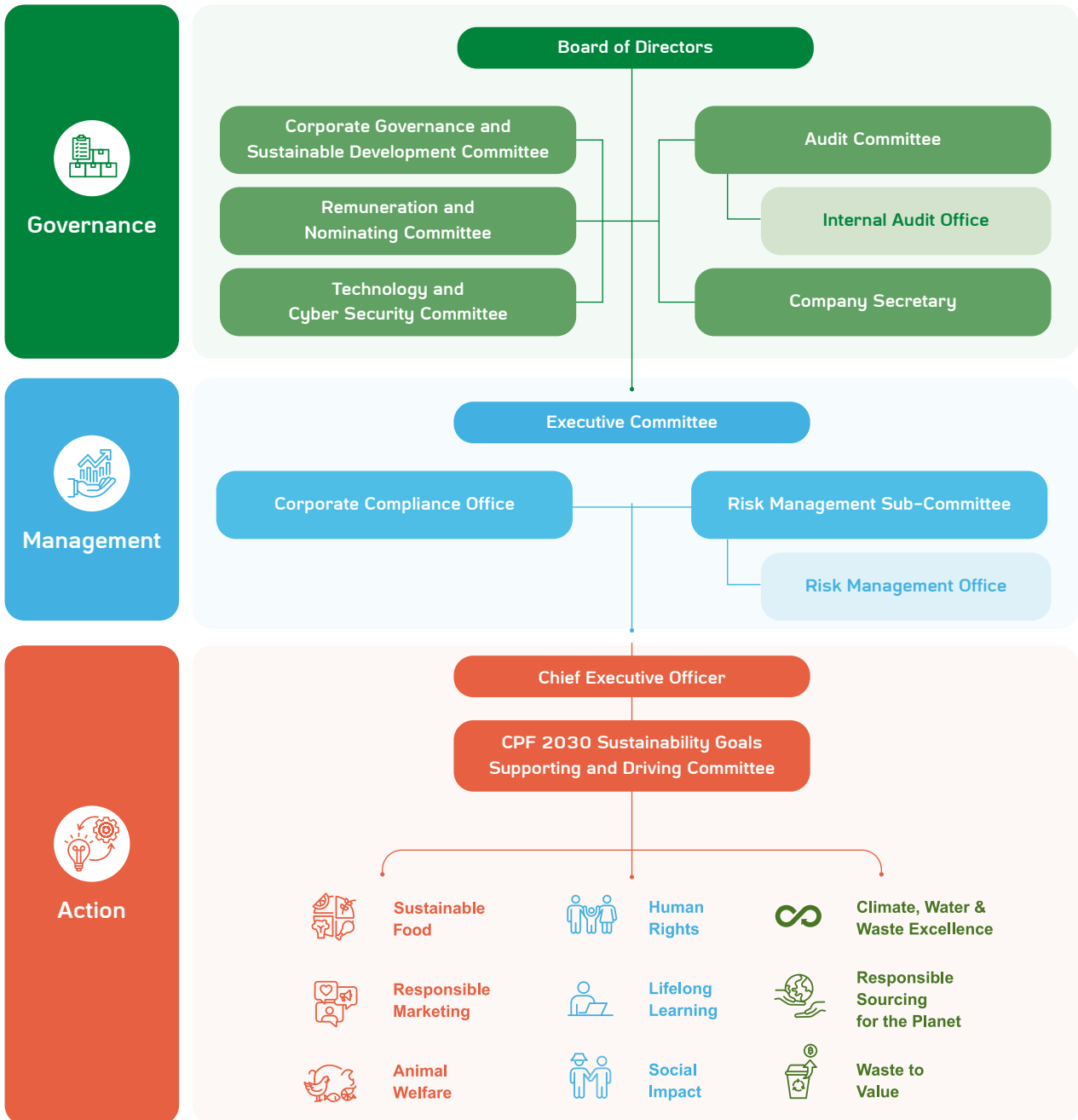
Dimensions	Material Topics	Sub-Topics	Impact Level to Stakeholders			
			1	2	3	4
 <b>Foundation of Sustainability</b>	<b>Governance, Risk Management and Compliance</b>	Governance and Risk Management	2.88			
		Compliance	2.84			
		Stakeholder Engagement and Transparency	2.75			
 <b>Economic</b>	<b>Food Security</b>	Food Quality and Safety	3.09			
		Innovation and Technology	3.37			
 <b>Social</b>	<b>Food Security</b>	Animal Welfare	3.33			
		Responsible Marketing and Product Labelling	3.32			
		Health and Nutrition	3.51			
	<b>Human Rights and Labor Practices</b>	Human Rights and Labor Practices	3.37			
		<b>Employees and Communities</b>	Community Development and Support	2.94		
	Occupational Health, Wellbeing and Safety		2.56			
	Organizational Culture and Management		2.54			
Talent Management	2.32					
 <b>Environment</b>	<b>Water Stewardship</b>	Water Stewardship	3.21			
	<b>Climate Action</b>	Climate Action	2.84			
		Waste Management	2.16			
		Circular Economy and Packaging	3.38			
	<b>Biodiversity and Ecosystems</b>	Responsible Sourcing	3.11			
Biodiversity and Ecosystems		3.06				



# Structure of Supervisory Oversight to Achieve CPF's Sustainability Targets

The Company has stipulated a structure of governance and achieving sustainability targets. Sustainability topics and strategic plans are reviewed annually under the supervision of the Company's Board of Directors, while there are also subcommittees to provide oversight and management, which are as follows : Corporate Governance and Sustainable Development Committee, Remuneration and Nominating Committee, Technology and Cyber Security Committee, Audit Committee, Internal Audit Office, Company Secretary, Audit Committee and Executive Committee.

The Company has implemented and monitored sustainability performance under the leadership of the CEO, in which the roles of executives, working groups or responsible executives for each mission are clearly specified. These are for continuity in driving the business to achieve its targets under the oversight of the Board of Directors.



# Operations to Drive Sustainability

The Company is committed to the strategy, CPF 2030 Sustainability in Action, which is in line with the rapidly changing global situation.



## Food Security

The Company promotes a sustainable food system according to the principles of the One Health Program of the World Health Organization (WHO) to maintain food security amidst volatile economic, environmental and public health conditions. The Company maintains strict biosecurity systems coupled with traceability throughout the process, through integrated control of production with Big Data. The Company also continues with a range of food innovations to combat non-communicable diseases, a crucial public health problem. The Company is dedicated manufacture and supply food that promote the immune system and provide nutritional value to over 4 billion consumers of all ages worldwide, as well as building knowledge and understanding of sustainable consumption for consumers.





The Company has been strictly compliant with measures to ensure food safety, and there has been communication giving knowledge and understanding to consumers in a transparent manner, trading responsibly, and developing knowledge both domestically and internationally, as well as being a party to **the Positive Consumption initiative of the World Business Council on Sustainable Development (WBCSD)** which is for the sustainable benefit of consumers worldwide.

The Company has been driving and upgrading guidelines for business operations which are animal-friendly under the principles of the **“Five Freedoms”**. It has incubated consciousness among employees to promote animal welfare, both at the Company’s farms and those of farmers in the Livestock Promotion Program. As part of CPF’s global vision on using micro-biotic medications with livestock, the Company has announced animal welfare policies and has set up a committee to drive animal welfare operations, from selecting good breed stock to raise on the farm in a modern, closed Smart Farming system. This helps to boost efficiency of production and promotes animal welfare on the farm under hygienic conditions. A key innovation in livestock farming is probiotics to build internal immunity for the animals, and reducing antibiotics. Data processing is with a database of Big Data applied to production for better efficiency and quality. There is also communication and exchange of knowledge with business partners, state agencies, civil society organizations and other stakeholders at both the national and international level, such as the Responsible Meat Initiative (ReMI) under the FReSH network of the WBCSD.



## The Self-Sufficient Society

The Company is aware of stakeholders’ basic rights throughout the value chain. This includes employees, workers in the supply chain, consumers and including communities neighboring work premises. The Company is therefore committed to both encouraging internal personnel and supporting small farmers to develop local economies delivering a mutually improved quality of life.

### Managing Human resources

People are at the **“Heart of the Organization,”** and are the motor powering it to achieve sustainable growth and success. In 2022, the Company delineated its human resources strategy by :

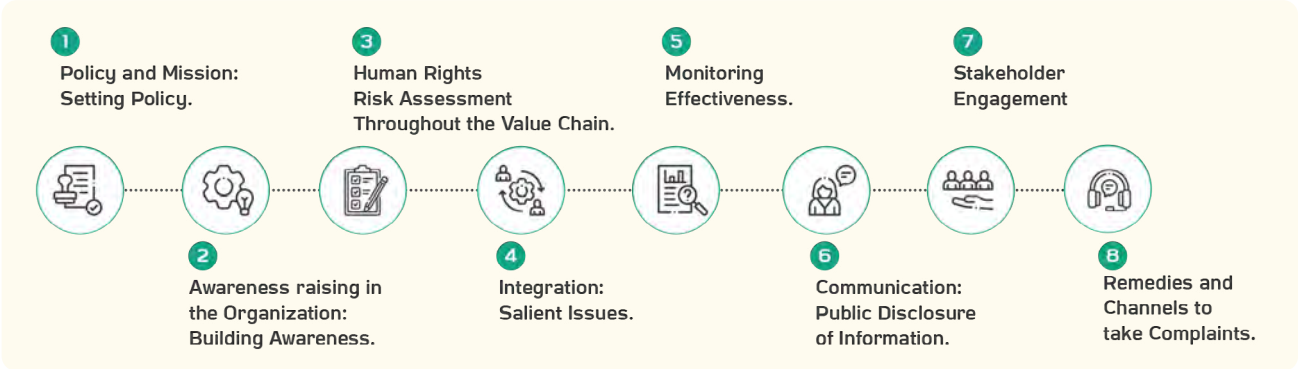
- 1) HR Digitalization upgrading work processes to be systematic and deploying technology to support HR operations.
- 2) Leadership 5.0 for good and smart people with succession planning processes for key positions and a plan of strategic rotation.
- 3) Organization Design – streamlining for agility to rapidly meet the needs of business operations.
- 4) Creating **“good people-smart people”** with all-round knowledge who are ready to grow in their careers and a strategy of building educational partnerships to prepare personnel for CPF’s future.
- 5) Instilling a culture of employees to have love and loyalty to the organization.

### Care and Respect for Human Rights

The Company is dedicated to respect and promote the protection of human rights in every aspect of the Company’s operations, considering personal values and dignity and groups of individuals equally, which is basic morals of working and living together.

Since 2016, the Company has initiated a process of inspecting and assessing to perform Human Rights Due Diligence (HRDD), covering every group of stakeholders and including vulnerable groups. This comprises analysis and assessment of human rights risk, the management

of risk with continuous and comprehensive monitoring and reports, and including guidelines to manage possible complaints, to reduce the chance of negative impacts in a timely manner, through the following 8-step process :



The Company organizes training in human rights for employees coupled with building awareness of labour issues through cooperation with the Labour Protection Network Foundation (LPN) and promoting female employees to understand their rights and opportunities, coupled with developing leadership with the Women Empowering Workshop activity, with channels of communication through **the Labour Voices Hotline** as an external Neutral Organization. The Company has supported the establishment of a Business and Human Rights Academy as a member of the Global Compact Network Thailand (GCNT). The Company is determined to build knowledge and understanding on issues concerned with rights and business organizations, and develop the potential of implementing good compliance on rights to be effective.

The Company joined a leading consultant to conduct the Human Rights Risk Assessment (HRRRA) and a Human Rights Impact Assessment (HRIA). The complete human rights risk assessment is conducted every 3 years, with a review of risk and risk management regularly every year. The Company assessed activities of operations in every business throughout the value chain in both Thailand and abroad, in 17 countries in which the Company has production bases. This covered the Company’s employees and right-holders in the value chain at risk of violations.

### Process to Receive Complaints and Remedies

The Company gives top priority to building confidence among every group of stakeholders that they will be looked after fairly by the Company in terms of their legal rights and according to existing commitments with the Company. In the case of damage, the Company will provide remedies which are efficient and appropriate for every party impacted negatively.

Cooperation with the Labour Protection Network Foundation (LPN) has the objective of getting every employee at every level and of every nationality to access their basic rights on an equal basis, through the establishment and operations of the **Labour Voices Hotline**, for further development and management of issues, and efficiently in a timely manner. Hotlines were set up with posters in four languages : Thai, English, Burmese and Cambodian.





### Occupational Health and Safety

The Company has developed a standard of safety, health, environment and energy (CPF SHE&En Standard) to manage SHE&En risk in a business context. These standards have been reviewed and certified by independent auditors to be consistent with pertinent international standards such as ISO14001:2015, ISO45001:2018 and ISO50001:2018. CPF is focused on thorough implementation of these standards thoroughly, which is why assessments and certifications of operations are conducted by an independent certification body.



### Balance of Nature

The Company has a firm target of reducing greenhouse gas emissions to Net Zero with a proactive strategy to reduce greenhouse gas emissions throughout the manufacturing chain. The Company promotes renewable energy (bio-energy, biomass and solar) in production processes. For instance in Thailand in 2022, there was an increased amount of 30% renewables in the energy mix, up from 27% in the previous year. The Company has also completely replaced coal in its Thai operations, with corresponding emissions reductions of 190,000 tons CO<sub>2</sub>e.

The Company has made a commitment to the Science Based Targets initiative (SBTi) to make net zero targets sustainable.



The Company has planned to use water holistically, taking impacts on communities and ecosystems into consideration with monitoring water volumes and quality from critical water sources.

There is cooperation with local authorities and communities surrounding the construction of water storage facilities for the business, from which water is shared with communities in the vicinity of the site.

Reducing possible impacts on communities from drought which may occur in the future, the Company has developed cooperation with different stakeholders, such as listening to concerns over community water use, and sponsoring experts to give knowledge and awareness to business partners in the matter of managing water resources, and the preparation of contingency plans to cope with the risk of water shortages.

Apart from this, the Company has been developing its manufacturing processes to maximise the efficiency and benefits of water use, such as air chiller systems

to replace water chiller systems, to reduce the temperature for livestock in barns, water treatment with Biofloc and Ultrafiltration to recirculate water on aquaculture farms.

In using treated effluent for cleaning tools and equipment in meat processing plants, the Company monitors and inspects the quality of water that has been treated. The Company controls the quality of waste water before external release to be equal to or better than the pertinent legal standards. Moreover, the Company also monitors water quality in water collecting sources and assesses the impact of waste water from business on the sources, for confidence in the quality of water released from the Company's facilities into ecosystems.



In responsible sourcing, the Company has promoted guidelines for responsible business operations by communications and training in policy for sustainable sourcing, and guidelines for business partners. Business partners have been set up for sustainability self-assessment, under CPF's guidelines for sustainable supply chain management. The Company has plans to develop suppliers sustainably with on-site visits, assessments and training in the annual **CPF Capacity Building for Partnership Conference** held with key business partners.

The Company does not support areas for growing key raw materials which do not have valid title deeds, or which encroach on forest. The Company does not use fishmeal obtained from sources with a risk of marine species extinction, or a resulting risk to damaging biodiversity under the definitions of the IUCN Red List. The Company will procure key raw materials which are traceable to the growing area or source, and it has a target to procure key agricultural raw materials used in its production

processes comprising 5 items which are fish meal, corn, soybean meal, palm oil and tapioca which are entirely traceable to their source or growing area.



The Company engages in addressing the problem of food loss, food waste and packaging as determined by targets of reducing food waste by 2030. This is conducted under comprehensive guidelines which start from making a database of food loss and food waste data. Processes have been developed to continuously collect and inspect food waste, while taking excess food and food waste to use in other ways. For instance, egg shells can be made into soil nutrients, and effluent treated with a biogas system producing steam is used for production processes. Communications and awareness-raising activities have also been held through various programs for employees.

The Company gives priority to designing and developing packaging which can be recycled according to the principles of the Circular Economy. The Company is proceeding with its target for 100% green plastic packaging by 2030. These emphasize reuse and biodegradability. The Company also has a policy to collect packaging from every process and holds activities with a network of partners to collect food boxes to enter the recycling process.

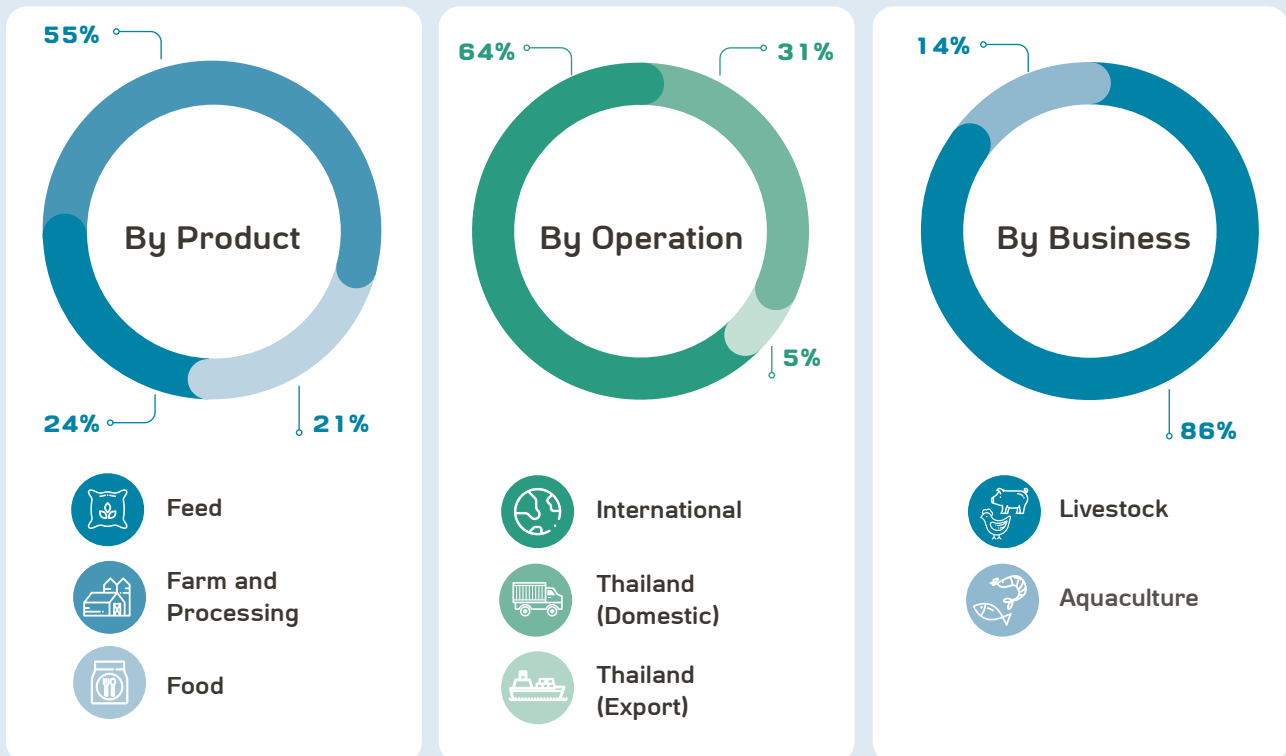




# Performance Highlights 2022



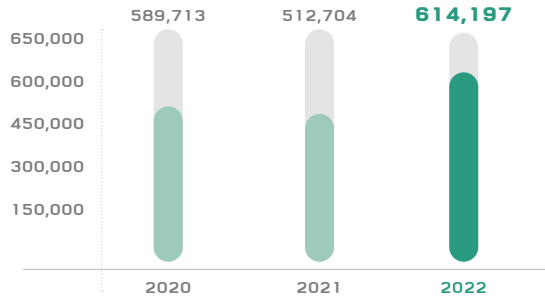
## Sales Revenue Breakdown





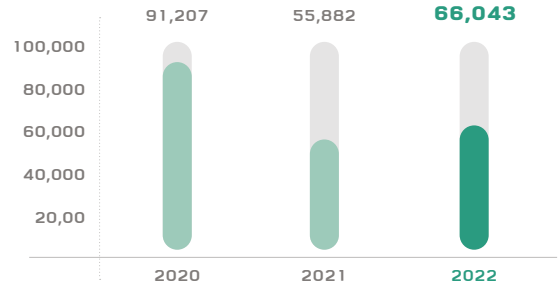
## Revenue from Sales

Unit : million Baht



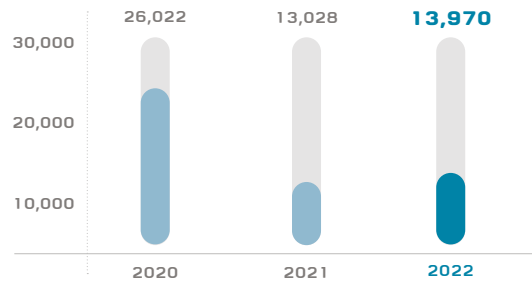
## Earnings Before Interest, Tax, Depreciation, Amortization (EBITDA)<sup>(1)</sup>

Unit : million Baht



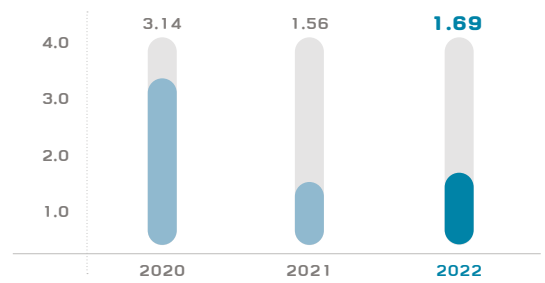
## Net Profit<sup>(2)</sup>

Unit : million Baht



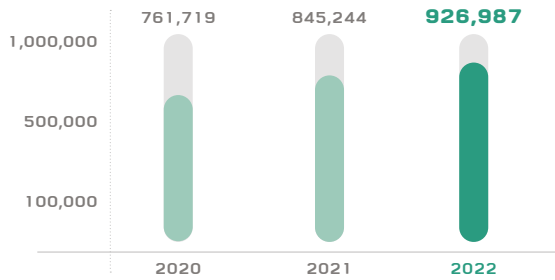
## Earnings Per Share

Unit : Baht per Share



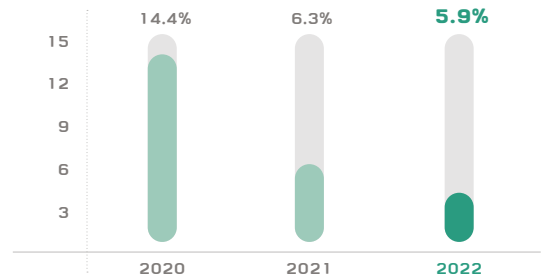
## Total Asset

Unit : million Baht



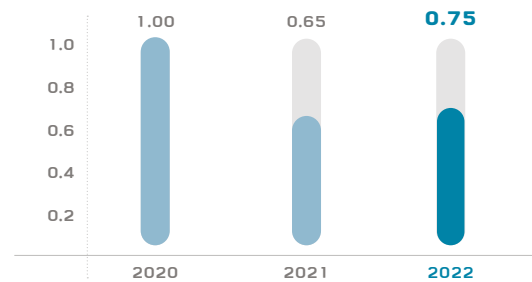
## Return On Equity<sup>(3)</sup>

Unit : %



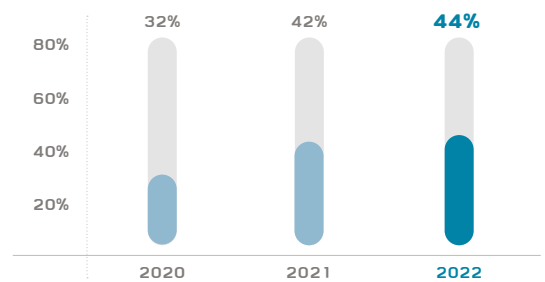
## Dividend Per Share

Unit : Baht per share



## Dividend Payout Ratio

Unit : %



<sup>(1)</sup> EBITDA = Revenue from Sales - Cost of Sales Goods + Net Other Income - Selling & Administrative Expense + Gain (Loss) from Foreign Exchange + Depreciation & Amortization + Depreciation of Biological Asset + Dividend Income from Associate and Joint Venture

<sup>(2)</sup> Net Profit = Profit Attributable to Equity Holder of the Company

<sup>(3)</sup> Return on Equity = Profit Attributable to Equity Holders of the Company / Average Shareholders' Equity Attributable to Equity Holders of the Company



# Awards and Achievements in 2022



## Awards for Corporate Excellence

1

The 12<sup>th</sup> Asian Excellence Awards 2022 hosted by Corporate Governance Asia Magazine presented 5 awards as follows :

- Asia’s Best CEO
- Asia’s Best CFO
- Asia’s Best Investor Relations Professional
- Asia’s Best Investor Relations Professional Company
- Asia’s Best CSR Award



7

1



2

The Most Outstanding Company in Thailand – Agriculture Sector Award from Asia’s Outstanding Companies Poll 2022 conducted by ASIAMONEY Magazine.

2



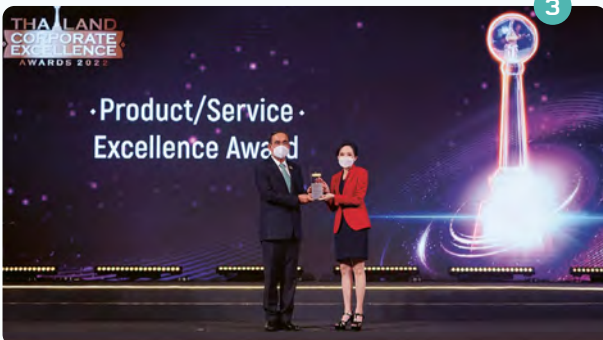
3

Thailand Corporate Excellence Award 2022 Distinguished in Product and Service Excellence, hosted by Thai Management Association (TMA) and Sasin Graduate Institute of Business Administration of Chulalongkorn University, reflecting dedication to product development for consumers worldwide.

4

Thailand Sustainability Investment (THSI) 2022 in Food and Agriculture, organized by the Stock Exchange of Thailand (SET), for operating with social and environmental responsibility and management with good corporate governance.

3





**9** **Most Popular Investment Franchise in Thailand 2022** organized by Thai Franchise Center, to “Five Star”, as the Number 1 popular investment destination and the prize for “New Arrival Hot Franchise in Thailand 2022”, presented to “Hi Pork” for leadership in food franchise business supporting Thai people with secure businesses of their own.



**10** **Prime Minister’s Export Award 2022**, Best of the Best, from Department of International Trade Promotion presented to International Pet Food Co., Ltd., the Company’s pet food manufacturing and distribution, reflecting operations aligned with modern contexts of innovation, design and branding.

**5** **SET Awards 2022 Highly Commended Sustainability Awards**, organized by the Stock Exchange of Thailand (SET) in collaboration with Money and Banking Magazine reflecting commitment to good corporate governance principles with all-round attention to every stakeholder group.

**11** **Plaques and Awards for Zero Accident Campaign 2022** from the Institute for Occupational Health and Safety, with two of the Company’s farms receiving Platinum Awards, reflecting the Company’s focus on occupational health safety and environment for every employee.

**6** **Certification from the Thai Private Sector Collective Action Against Corruption (CAC) and CAC Change Agent Awards 2022** from the Thai Institute of Directors (IOD) and CAC, as a model company in operating with fairness, honesty and transparency.



**7** **Bangkok Post CEO of the Year 2021**, presented to Mr. Prasit Boondoungprasert (CEO) in Food and Beverages industry.



**8** **Excellent Franchise Award at Thailand Franchise Award 2022** hosted by the Department of Business Development of the Ministry of Commerce, presented to “Five Star”, the best franchise business with good standards and outstanding in every area.





## Marketing Awards



**1 Superior Taste Award 2022** from International Taste Institute in Belgium for **Benja Chicken, CP Sausage** in 3 flavors and **Meat Zero** in two flavors, the first time Thailand has won such awards.

**2 Superbrands Thailand 2022** award for Leadership in Food Products, With the highest votes from consumers nationwide, highlighting the trust placed by consumers in the Company's brands and products.

**3 Marketing Award of Thailand 2022** hosted by the Marketing Association of Thailand, which presented 4 awards. **"MEAT ZERO"** won the Grand Prize for Marketing Campaign of the Year, and a Gold Award for Excellence in Strategy. **"MEAT ZERO"** and **"CP Bologna"** also received awards for Marketing Excellence in Innovation and Technology.

**4 ADMAN AWARDS 2022** organized by the Advertising Association of Thailand, presented to Five Star for Online ad campaign of the year, as well as SOCIAL & INFLUENCER : SOCIAL INSIGHTS & ENGAGEMENT : BRAND STORYTELLING highlights achievement of excellence in communicating with consumers each in each age cohort.

**5 Marketeer No. 1 Brand Thailand 2021-2022 Awards** from Marketeer Magazine, in frozen food products and microwavable ready-to-eat products, highlighting leadership in consumer food preferences.



## Human Resource Awards

**1 Second runner-up award** in the Gender-Inclusive Workplace category from the **"UN Women 2022 Thailand WEPs Awards"**, organized by UN Women. This demonstrates the Company's outstanding efforts to advance gender equality, continuously promote respect for diversity and inclusive practice.

2

**Human Rights Awards 2022** was bestowed to the Company by The Rights and Liberties Protection Department, Ministry of Justice of Thailand, to CPF for having integrated human rights principles into its business operations across its value chains, promoting best practices among its business partners and bringing benefits to all stakeholder groups.

3

**The Sustainability Model Organization 2022 in the Thai Capital Markets by Supporting Disabled People** was presented by The Securities and Exchange Commission, to honor listed companies supporting improved quality of life for vulnerable groups to be more self-reliant.

4

**A plaque for distinguished organizations that support the disabled, Excellent Level, of 2022** from The Ministry of Social Development and Human Security for the sixth consecutive year, to honor listed companies supporting improved quality of life for vulnerable groups to be more self-reliant.

5

**HR Asia Best Companies to Work for in Asia 2022** for the second consecutive year, from HR Asia Magazine, as an Asian company model for excellence in human resources management, and that prioritized employees.

6

**Recognized as Model Business Establishment under the Sufficiency Economy and Outstanding Workplace Welfare Committee 2022**, organized by the Ministry of Labor, for Shrimp Hatchery JR2-3 in Trat province, as part of applying the principles of the Sufficiency Economy to develop quality of life for labor.

4



## Foreign Awards

### Vietnam

Received two awards from the National Youth Federation of Vietnam for “Excellent Performance”, for CP Vietnam, and the category of “Engagement in Activities with the Federation from 2019-2022”, presented to CP Vietnam Charitable Fund for supporting the Federation and improving quality of life for the Vietnamese.

**10 Year Honorary Award** from the Government of Vietnam, for support for national Blood Donation drives in Vietnam through various programs over 10 years, under the Hanh Trinh do : Red Journey program.

### United States

**Merchandising Impact Award of Sustainability** from the Walmart Annual Supplier Growth Forum 2022 judged on sustainability for the company’s promotion of environmentally-friendly packaging.

### Republic of China (Taiwan)

**Taiwan Top 100 Best-Performing Business Leader 2022**, hosted by Harvard Business Review Chinese Edition, was presented to the Company’s President, Mr.Zheng Wuyue who was chosen from senior executives in 300 Taiwanese companies, for outstanding management for the environment, society and governance.



# Corporate Governance



## Policy and Guidelines for Good Governance and Sustainable Development

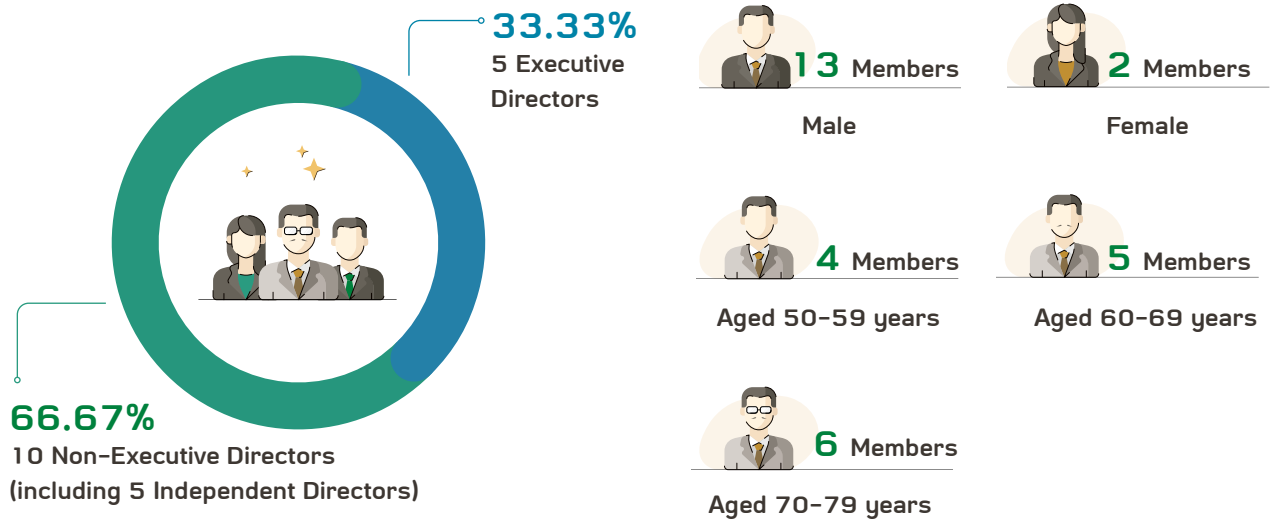
The Company has the objective to build food security by dedication to driving the business under the principles of sustainable development on the basis of good corporate governance. Economic growth is driven alongside maintaining Environmental balances, while adding Social value to surrounding communities, for maximal efficiency and effectiveness. Therefore, applying principles and practice as stipulated in the Company's policy of good governance and sustainable development is a key commitment of the Company's Board of Directors, executives and employees, who can put it into practice across the organization.

The Company also **conducts assessments of compliance with policy and the pertinent regulations, with the results of the assessment reported to the Company's Board of Directors at least once annually.** This includes the promotion of learning about good governance and sustainable development among employees, for every employee to be aware of having business operations with integrity, and having a part in preventing operations or other actions that are incorrect.

# Board of Directors

## Composition of the Company's Board of Directors

As of December 31, 2022, the Company's Board of Directors has 15 members.



**The Board of Directors is independent of Management** and has the freedom to hold debates, exchange opinions and pass resolutions at meetings. This includes proposing agenda items to meetings, and supporting senior executives to participate in the meetings for their acknowledgement of proposals and suggestions from the Company's Board of Directors.

In 2022, **the Board of Directors held 9 meetings, non-executive directors have held meetings** on matters concerning the management of the Company, in which management was not in attendance, **on one occasion.**

# Performance Evaluation of the Chief Executive Officer

The Board of Directors shall assess the performance of the Chief Executive Officer each year for further consideration on the remuneration based on two main indicators :



**1. Financial Return Indicators**

**Financial Return indicators** are such as Market Capitalization, Profitability, including EBITDA Margin, Return on Equity, and Net Profit Margin, etc.



**2. Sustainability Performance Indicators**

**Sustainability performance indicators** consist of sustainability assessment results by external organizations such as the Dow Jones Sustainability Indices (DJSI), FTSE4Good Index, MSCI ESG, Carbon Disclosure Project (CDP) and survey project on corporate governance of listed company, etc. as well as the organization implementation result on sustainable development goals 2030, which includes employee engagement.

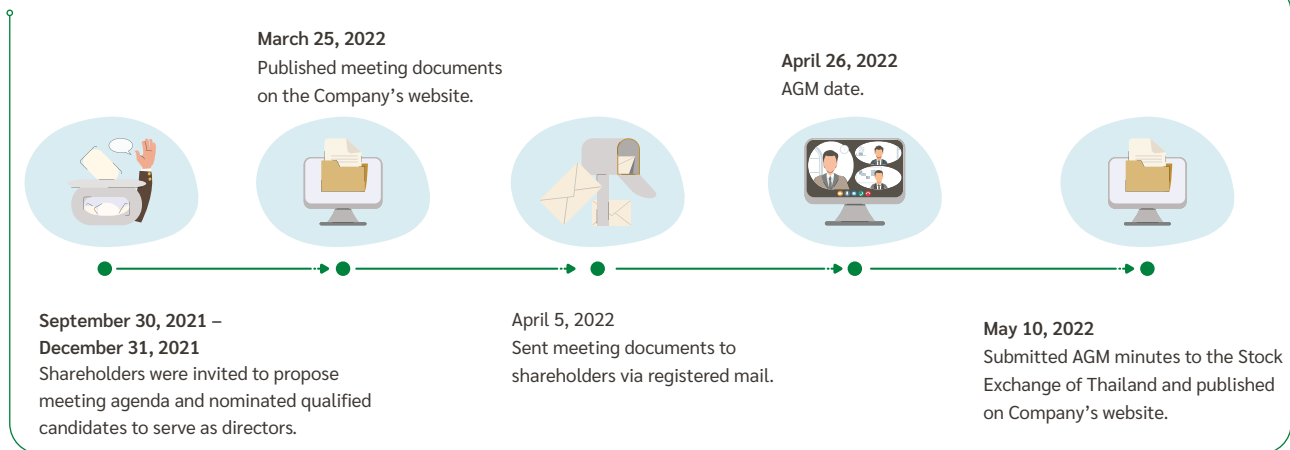


# Shareholders' Rights

The Board of Directors is aware of the rights of shareholders as stipulated by law, and thus **supports shareholders to exercise their rights as appropriate**. For these purpose, the Company communicate the information and documents pertinent to the AGM through the Company's website by means such as :

- Allowing **minority shareholders to propose agenda items** in advance of the meeting.
- **Proposing qualified individuals suitable** to be appointed as Directors.

## Procedure for Conducting AGM



# Equal Treatment for Shareholders

The Company supports and promotes every shareholder of the Company to received equal and fair treatment pursuant to their existing basic rights. Therefore, the Company has **policy and guidelines to ensure that the Company's internal information is not used for unlawful gain, personal or otherwise**, which may damage shareholders as a whole. There is also a process to hold shareholders' meetings supporting equal treatment for every shareholder, including rights to propose items to be included in the meeting Agenda, and propose the names of individuals qualified to serve as directors. The Company **gave shareholders the opportunity to make such proposals 3 months before the end of the accounting year**. The Board of Directors has stipulated criteria for accepting such matters for consideration, including channels and time periods for accepting proposals. There has been communication through the Company's website, and channels of the Stock Exchange of Thailand.

# Role with Regards to Stakeholders

The Company looks after and treats the surrounding society fairly on the basis of human rights principles to achieve mutual sustainable development. The Company has identified stakeholder groups and has guidelines and policy on maintaining the existing rights of every group as appropriate. This includes the prevention, solution or remedy of impacts arising from the Company's operations, whether directly or indirectly, and the holding of activities and maintaining good relationships with each of the stakeholder groups.





## Corporate Governance and Sustainable Development Policy



Conflict of Interest Policy



Human Rights and Labor Practices Policy



Anti-Corruption Policy



Whistleblowing Policy



No Gift Policy



Personal Data Protection Policy



Sustainability Policy



Occupational Health and Safety Policy



Supplier Code of Conduct



Information Management Policy



Supply Chain Management Policy



Anti-Money Laundering Policy

Besides guidelines and operations to look after each group of stakeholders, the Company also gives priority to protecting all stakeholders' personal data. The Company is committed to protecting personal data safety in compliance with the law and acceptable international standards. It has thus implemented **the Personal Data Protection Policy** as good practice for employees at every level to conduct fully legal operations. Besides this, the Company has also made **Privacy Notice announcements** about protecting personal data to inform the owners of personal data that they should be confident that every transaction they have made with the Company is secure, safe and trustworthy and with appropriate measures in place to prevent loss and damage from the use of personal data to seek dishonest advantage.

## Business Code of Conduct

“**CPF Code of Conduct**” is the basic principle, guidelines to be upheld by the Company's directors and personnel in line with the Company's expectations. It specifies the principles of business operations, corporate values, compliance with the Business Code of Conduct, laws and regulations, as well as the supervision of compliance with expectations for the benefit of establishing performance standards among the Company's directors and personnel and to ensure integrity and honesty. The details in this manual shall not address every specific situation; however, it will help suggest proper and appropriate behaviors in each situation. The Company's directors and personnel must comply with the following :



1

To understand principles and practices.



3

Communicate to relevant parties for acknowledgement.



2

Consult the supervisors or departments involved in the regulations or policies if you are not certain whether what you do is correct based on the related code of conduct.



4

Report suspicious activities against business code of conduct using the provided whistleblowing mechanisms and provide cooperation in the investigation process. The informants shall be protected based on the policies that correspond to applicable laws.



To ensure that all employees comply with the code of conduct upon the same standards, the Company has set a total of **12 related policies, divided into 4 categories** as follows :



**Moral**

- Conflict of Interest Policy
- Anti-Corruption Policy
- No Gift Policy



**Quality**

- Sustainability Policy
- Supplier Code of Conduct
- Supply Chain Management Policy



**Personnel**

- Human Rights and Labor Practices Policy
- Whistleblowing Policy
- Personal Data Protection Policy
- Occupational Health and Safety Policy



**Asset**

- Information Management Policy
- Anti-Money Laundering Policy

 Additional details related to : [www.cpfworldwide.com/th/sustainability/policy/code\\_of\\_conduct\\_th.pdf](http://www.cpfworldwide.com/th/sustainability/policy/code_of_conduct_th.pdf)

## Overseeing the Operations of Subsidiaries and Joint Ventures

CPF exercises supervision over subsidiary companies, in which the Board of Directors considers and approves operational targets, strategies and plans, including key policies such as financial policies, management of capital, risk management, procuring and managing resources and **supervising management in their execution** of these policies efficiently and effectively. There is **an executive committee tasked with reviewing and monitoring** closely. CPF also has **a policy of appointing representatives to serve as directors with authority over subsidiary companies which CPF held directly**, to monitor and supervise the management of subsidiaries to be according to the companies strategies and policies efficiently and effectively. In the case of a company in which CPF is a shareholder holds a shareholders meeting, CPF's Board of Directors will consider the vote on agenda items, including the appointment of a proxy to attend that meeting.

Corporate governance work, which includes supervising the business, managing risk, **supervising operations and internal control, is conducted by a central agency**, to be confident that the Company's subsidiaries are conducting internal operations to the same standard in compliance with the pertinent rules, regulations and criteria. There is **consistent monitoring, supervision and reporting of operations to the pertinent subcommittee** appointed by the Board of Directors to consider or acknowledge (whichever is the case), such as the Audit Committee and Corporate Governance and Sustainable Development Committee.



# Monitoring Operations to Follow Policies and Guidelines in Overseeing the Business

## Preventing Conflicts of Interest


The Company is dedicated to operating its business with honesty, integrity, transparency and accountability. To prevent in appropriate use of authority, which may lead to the seeking of personal gain, and which is a conflict of interest which may damage the Company's reputation, the Company has **mandated its employees to avoid any actions that may be construed as a conflict of interest**, and they must report any conflict of interest arising to their line managers or other relevant persons, and line managers are expected to inform the HR Office as the HR Office has stipulated.

As for meetings of the Board of Directors, **if any director has an interest in the matter under discussion, that director must immediately disclose the details of that interest to the Board of Directors, and must not take part in passing resolutions on that agenda item.** Also, directors and executives as defined by the SEC are required to **report their personal interests and those of related individuals to the Company when they become a director for the first time, and when there is a change to the information.** The Office of the Company Secretary will send a copy of this report to the Chairman of the Board and the Chairman of the Audit Committee to investigate within 7 days of the Company receiving the report, to provide the Company with supporting information for action according to stipulations concerning related transactions which may lead to a conflict of interest, and a transfer of the Company's benefits.

During 2022, the Company communicated guidelines to prevent a conflict of interest to all directors, executives and employees through electronic media at intervals. The Company also changed the format of reporting information about the interests of directors and executives to be an online system which is convenient for both the reporting and access to data, with the database regularly updated to be current.

## Supervising the Use of Internal Information

All of the Company's shareholders must receive equal treatment, fairly according to their existing rights. The Company therefore has policies and guidelines supervising the use of the Company's internal information illegitimately for personal gain, or that of others, which may cause damage or loss to shareholders overall as well as promote equal treatment to all shareholders.

 Additional details related to "Equal treatment for shareholders policies and practices" are available on the Company's Annual Report 2022 (56-1 One Report).

## Compliance Oversight

The Company prioritizes compliance with the laws and regulations pertinent to the Company's operations to nurture the Company to sustainable growth deserving of the trust placed in it by shareholders and other stakeholder groups. The Company has thus **specified policy to oversee compliance** for the executive directors and every employee at every level of the Company. **The Corporate Compliance Office (CCO) is a centralized office for coordination between different business units in supervising.**

In 2022, coordinators were appointed as intermediaries on compliance with regulations and risk management, the Compliance & Risk Champions, coming from each of the main businesses. This is to coordinate and support oversight to be more efficient. In the process of oversight, the CCO monitors newly announced criteria or changes with an impact on the business. Executives from each core business are informed through the Management Committee. The CCO has processes to monitor compliance by self-assessment and management processes in the case of discovering non-compliance. These processes aim to reduce the impact and prevent repeat occurrences. Compliance reports are presented to the Audit Committee and/or the relevant executives regularly.



# Anti-Corruption



The Company is confident that operating its business with fairness, honesty and transparency is a key support for sustainable business growth. The Company is party to the “**Thai Private Sector Collective Action Against Corruption (CAC)**” to illustrate its commitment to preventing and opposing corruption in all its forms. This includes cooperation with the government sector, civic society, the media and international organizations to set clean standards of business operations.

The Company has prepared anti-corruption policy in writing as guideline for the Company’s Board of Directors, executives and employees which are a framework for strict compliance. Values of business operations build a corporate culture based on honesty, integrity, transparency and accountability, with no trace of corruption. The Company has also endeavored to communicate its anti-corruption policy and guideline to employees at every level and a wide variety of formats and channels, covering every country in which investment is taking place.



Learning more about the Company’s anti-corruption policy on the website [www.cpfworldwide.com/content/th/governance/anti-corruption-policy-for-website.pdf](http://www.cpfworldwide.com/content/th/governance/anti-corruption-policy-for-website.pdf)

## Anti-Corruption Measures

1.



Communicating regulations to staffs to acknowledge correct and non-conflicting guidelines.

4.



Developing and adapting content of training anti-corruption courses, to enhance awareness and create understanding among personnel to conduct themselves correctly.

2.



Extended certification of membership of Thai Private Sector Collective Action Against Corruption (CAC).

5.



Coming together to oppose corruption on Anti-Corruption day 2022 under the concept, “Leader...in the fight against fraud”.

3.








Awarded the CAC Change Agent Award 2022 for promoting SME suppliers to engage with CAC SMEs program for transparency in the supply chain.



## Whistleblowing

The Company has a whistleblowing policy which can be seen at : ([www.cpfworldwide.com/content/th/governance/whistleblowingpolicy.pdf](http://www.cpfworldwide.com/content/th/governance/whistleblowingpolicy.pdf)) which provides an opportunity for employees, stakeholders or third parties to provide information or logic and play concerning any kind of illegal, unethical or corrupt behaviour, or any violation of personal rights through a variety of channels, including independent directors and the audit committee as follows :

### Audit Committee

-  1, 1/1 Soi Yenchtit 2 subsoi 1, Sapsamut Building 2  
Level 4, Yenchtit Road, Thong Wat Don, Sathorn,  
Bangkok 10120
-  +66 2780-8779 and +669 7190-5848
-  +66 2780-8787
-  [iaoffice@cpf.co.th](mailto:iaoffice@cpf.co.th)
-  [www.cpfworldwide.com/en/contact/form](http://www.cpfworldwide.com/en/contact/form)

### Consumer Center

-  +66 2800-8000
-  [consumercenter@cpf.co.th](mailto:consumercenter@cpf.co.th)

Whistleblowers receive appropriate protection from the Company. Whistleblowers are protected from threats. Information received is treated as confidential, and will not be disclosed to the relevant parties, except when mandated by the law. Importantly, there is no dismissal or suspension, change in position at the Company or disciplinary punishment for the whistleblower. There is justice and protection for employees who have refused to engage in any action which might be construed as corruption.



## The Whistleblowing Process

### Whistleblowing Procedure





# Risk Management



Modern business operations must deal with incidents in a volatile, uncertain and complex business environment. There may be sudden changes which are difficult to predict. Efficient risk management is a factor helping the Company to grow securely and sustainably, and provide suitable returns to stakeholders.

## Risk Management Culture



### Risk Management Work Environment

- o Create and communicate risk management policy.
- o Determining risk management to be part of the organization’s strategy.
- o Determining an acceptable level of risk (risk appetite).
- o Integrating principles with work processes.



### Risk Awareness

- o Making video clips to communicate the commitment and urgency of risk management of executives to work colleagues.
- o Making posters about probable risky situations for operators to acknowledge methods to prevent them.
- o Training sessions to build understanding and assess risk efficiently.



### In Practice

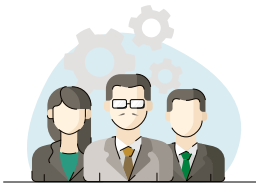
- o Having risk issues workshop, between the management of business units and the Office of Corporate Risk Management.
- o Organizing management measures and determining Key Risk Indicators (KRIs) as well as following up progress in operations.
- o Comprehensive risk assessment for large investment projects.
- o To promote meeting agendas concerning risk in monthly meetings of the business unit.
- o Sharing experience in risk management between business units.

# Risk Management Policy and Management Structure

The Company has specified systematic risk management covering every category of risk, conducted in and integrated across the corporation. This is consistent with the international standards of The Committee of Sponsoring Organizations of the Treadway Commission (COSO), to enable the identification of risk and business opportunities appropriately and in a timely manner. This includes managing acceptable levels of risk (Risk Appetite) and supporting business operations sustainably.

## This operation has the following committees and departments involved

### Governance



#### The Audit Committee

has been assigned by the Company’s Board of Directors to conduct adequate and effective reviews of risk, and compliance with risk management policy and strategy, as well as risk appetite.



#### The Executive Committee

oversee and monitor key risk, risk management and fostering risk management culture.



#### The Risk Management Subcommittee

chaired by Chief of Finance Officer, has the obligation to review key risks of the Company, and determines and monitors operations implemented under risk management measures and KRIs, in cooperation with all relevant departments who are the risk owners.

### Operation



#### The Risk Management Office

has the obligation to promote and disseminate knowledge and suggestions to different departments concerning risk management, and following up progress of the risk management.



#### Management of the Business Units

directly responsible for risk management, which falls within the scope of their responsibilities, which reports the results of risk management to the risk management subcommittee.



#### A Compliance & Risk Champion

who is the intermediary coordinating between business units, the Corporate Compliance Office and the Corporate Risk Management Office.



#### Internal Audit Office

has the obligation to assess work processes and give recommendations to develop risk management systems.

“ **The Company has determined that there will be assessment of risk every quarter, or whenever there are significant changes to the business environment.** The Risk Management Subcommittee will report the results of the assessment to the Executive Committee and the Audit Committee respectively. The results of the risk assessment will also be notified to the Management Committee for their acknowledgement and to implement the recommended measures. ”



# Risk Management Systems and Tools

The Company’s risk management policy has been compiled into the “Risk management handbook”, with the following procedures and tools to be used :



**1. Identifying risk** which may have an impact on the Company achieving its objectives, being both current risk and emerging risk.



**3. Managing key risk** by determining and monitoring progress of measures which have to be augmented.



**2. Assessing risk** according to the principles in which the Company has determined, on a basis of acceptable risk levels, as well as identifying the cause of risk with Risk Workshops and displaying the results of the assessment, as well as ranking risk in the form of a Risk Heat Map.



**4. Preparing a system of alerts** for risk incidents by determining KRIs.



**5. Reporting progress** of measures to manage issues and the status of KRIs in a specified cycle.

# Risk Factors in the Company’s Operations

The Company gives priority to analysis of risk factors, being both existing risks and emerging risks in the future which may affect the Company’s management of its supply chain, or the industry overall, 3-5 years into the future, with an objective to deploy this in determining business strategy and risk-management plans.



Emerging Risks



ESG Risks



Strategic Risks



Operational Risks



Risk from Fluctuations in the Financial Markets



Corporate Image and Reputational Risks



Risk from having One Major Shareholder Controlling more than 25% of the Issued Shares

Additional details related to “Risk Factors Against the Business” are available on the Company’s Annual Report 2022 (56-1 One Report).



# Capital and Shareholder Structure

Registered Capital  
9,291,530,318 Baht

Paid-up Capital  
8,611,242,385 Baht

## Shareholders Structure as of March 13, 2023



## Top 10 Major Shareholders as of March 13, 2023

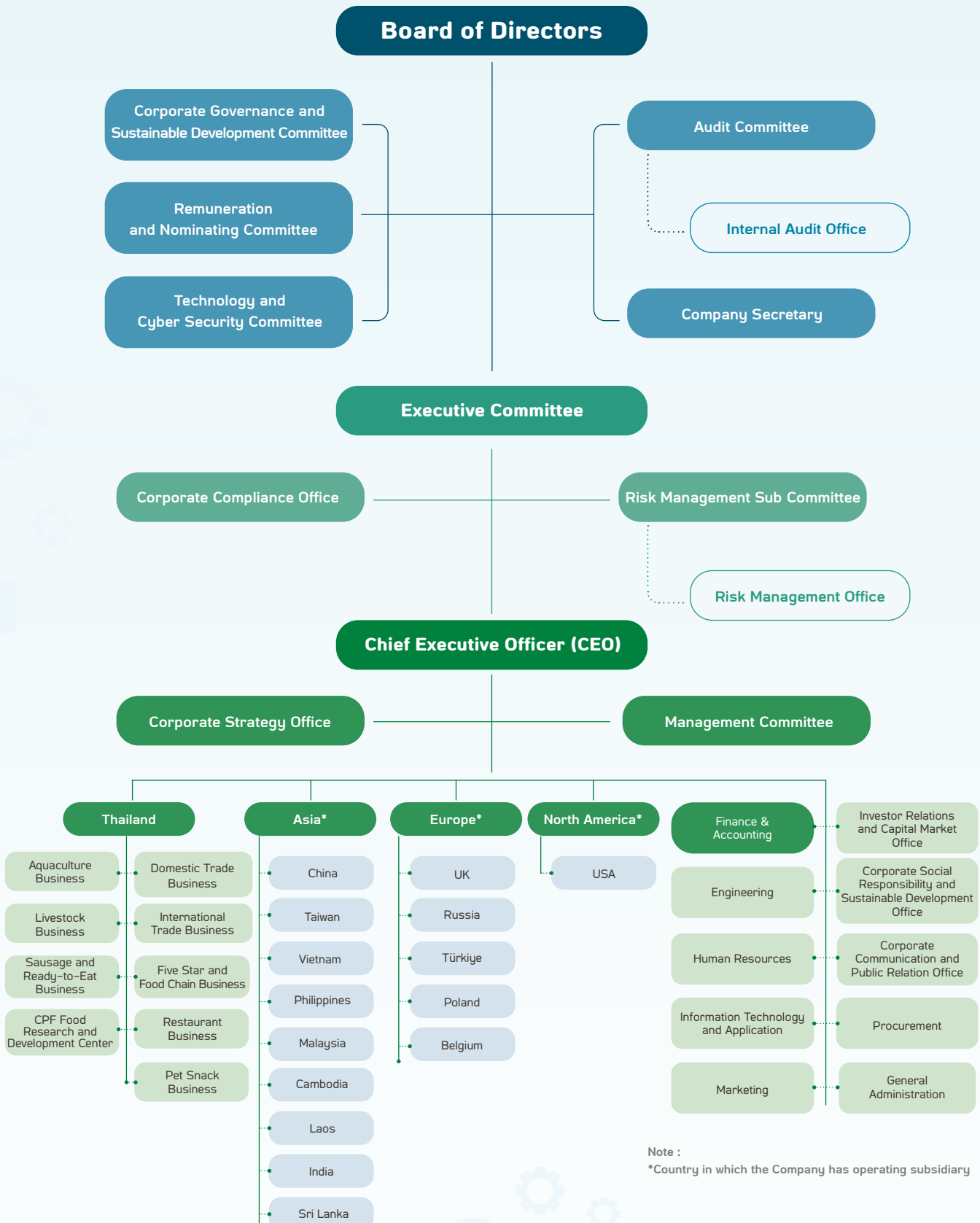
Name	No. of Shares	Percentage (before deduction of treasury shares for financial management)
1. CPG Group <sup>(1)</sup>	4,333,779,812	50.33%
2. Thai NVDR Co., Ltd. <sup>(2)</sup>	629,430,720	7.31%
3. Social Security Office	253,190,460	2.94%
4. SOUTH EAST ASIA UK (TYPE C) NOMINEES LIMITED <sup>(2)</sup>	176,546,946	2.05%
5. STATE STREET EUROPE LIMITED <sup>(2)</sup>	154,272,180	1.79%
6. UBS AG HONG KONG BRANCH <sup>(2)</sup>	126,895,600	1.47%
7. Mr. Prinya Tieworn	121,000,000	1.41%
8. CITIBANK NOMINEES SINGAPORE PTE LTD-A/C GIC <sup>(2)</sup>	68,494,906	0.80%
9. VAYUPAK FUND 1 <sup>(2)</sup>	66,450,600	0.77%
10. MORGAN STANLEY & CO. INTERNATIONAL PLC <sup>(2)</sup>	45,050,400	0.52%

Note : <sup>(1)</sup> CPG Group is a reporting group to be in compliance with Section 246 and Section 247 of the Securities and Exchange Act of 1992 (as amended)

<sup>(2)</sup> CPG Group does not have any shareholding



# Management Structure



Note :  
\*Country in which the Company has operating subsidiary

# Board of Directors

As of 16 February 2023, The Board of Directors consist of 15 directors of the following :



**Mr. Soopakij Chearavanont**  
Chairman<sup>(1)</sup>



**Mr. Phongthep Chiaravanont**  
Vice Chairman<sup>(1)</sup>



**Mr. Suphachai Chearavanont**  
Vice Chairman<sup>(1)</sup>



**Mr. Adirek Sripratak**  
Vice Chairman<sup>(1)</sup>



**Mr. Rungson Sriworasat**  
Director<sup>(2)</sup>



**Pol. Gen. Phatcharavat Wongsuwan**  
Director<sup>(2)</sup>



**Mrs. Vatchari Vimooktayon**  
Director<sup>(2)</sup>



**Mr. Vinai Vittavasgarnvej**  
Director<sup>(2)</sup>



**Professor Dr. Kittipong Kittayarak**  
Director<sup>(2)</sup>



**Mrs. Arunee Watcharananan**  
Director<sup>(1)</sup>



**Mr. Prasit Boondoungprasert**  
Director<sup>(1)</sup>



**Dr. Sujint Thammasart, D.V.M.**  
Director<sup>(1)</sup>



**Mr. Siripong Aroonratana**  
Director<sup>(1)</sup>



**Mr. Paisan Chirakitcharern**  
Director<sup>(1)</sup>



**Mr. Montri Suwanposri**  
Director<sup>(1)</sup>

**Note :**

<sup>(1)</sup> Authorized directors whereby any two of the authorized directors shall sign on behalf of the Company with the Company's seal affixed

<sup>(2)</sup> Independent director





















# Executives and Employees

As of 16 February 2023, the Company's Executives are as follows :

1. <b>Mr. Prasit Boondoungprasert</b> <sup>/1</sup> Chief Executive Officer (CEO)	2. <b>Dr. Sujint Thammasart, D.V.M.</b> <sup>/1</sup> Chief Operating Officer Aquaculture Business	3. <b>Mr. Siripong Aroonratana</b> <sup>/1</sup> Chief Operating Officer Livestock Business
4. <b>Mr. Paisan Chirakitcharern</b> <sup>/1</sup> Chief Financial Officer	5. <b>Ms. Pimonrat Reephattanavijitkul</b> <sup>/1</sup> Chief People Officer	6. <b>Mr. Rewat Hathaisattayapong</b> Head of Livestock Feed Business
7. <b>Mr. Somporn Jermpong</b> Head of Swine Business	8. <b>Mr. Panuwat Niamprem</b> Head of Integrated Poultry Business	9. <b>Mr. Somkid Wannalukkhee</b> Head of Layer Business
10. <b>Mr. Pairoj Apiruknosit</b> Head of Aquaculture Integrated Business	11. <b>Mr. Sujarit Mayalarp</b> President CPF Global Food Solution Public Co., Ltd. (Domestic Trade Business)	12. <b>Mr. Ekpiya Ua-wutthikrerk</b> President CPF Food Network Co., Ltd. (International Trade Business)
13. <b>Mr. Sunthorn Jaksukan</b> President CPF Restaurant and Food Chain Co., Ltd. (Five Star and Food Chain Business)	14. <b>Ms. Lalana Boongamsri</b> President Chester Food Co., Ltd. (Chester's Business)	15. <b>Mr. Kitisak Limamphai</b> President International Pet Food Co., Ltd. (Pet Snack Business)
16. <b>Mr. Paisarn Kruawongvanich</b> Chief Executive Officer Feed Ingredient Trading Business Group	17. <b>Mr. Robins Pharr Mcintosh Jr.</b> Head of Aqua Broodstock Business	18. <b>Dr. Ming Dang Chen</b> Head of Aquatic Feed Research and Development
19. <b>Mrs. Wilailuck Klodpeng</b> Acting Head of Corporate Food Quality Assurance	20. <b>Mr. Narerk Mangkeo</b> President CPF Food and Beverage Co., Ltd. (Ready-to-Eat Food Business)	21. <b>Mr. Peerapong Krinchai</b> Head of Central Engineering
22. <b>Mr. Premsak Wanuchsoontorn</b> Head of Aquaculture Research and Development	23. <b>Ms. Nalinee Robinson</b> Head of Research and Development	24. <b>Mrs. Wanthanee Chamnanshettakarn</b> Head of Egg Processing, Bread, and Ready-to-Eat (Paet Riew) Business
25. <b>Mr. Sunsern Samaisut</b> President CPF IT Center Co.,Ltd. (Information Technology and Applications)	26. <b>Mr. Voravit Janthanakul</b> Executive Vice President General Administration Unit	27. <b>Mrs. Kobboon Srichai</b> Company Secretary & Head of Corporate Affairs and Investor Relations

<sup>/1</sup> In accordance with the definition stipulated in Notification of the Securities and Exchange Commission No. Kor Chor. 17/2551  
Re: Definition under Notifications relating to Issuance and Offering of Securities.

## Executives International Operations

1. Mr. Bai Shanlin China		2. Mr. Montri Suwanposri Vietnam		3. Mr. Nick Shaw United Kingdom	
4. Mr. Thong Chotirat Republic of China (Taiwan)		5. Mr. Chairat Anchaleechamaikorn India – Livestock Business		6. Mr. Sirapong Na Pongsa India – Aquaculture Business	
7. Mr. Anat Julintron United States		8. Mr. Sakol Cheewakoset The Philippines		9. Mr. Montree Srihamontree Malaysia – Livestock Business	
10. Mr. Wirat Phothiphan Malaysia – Aquaculture Business		11. Mr. Thomas Norgaard Russia – Swine Business		12. Mr. Buree Srina Russia – Integrated Poultry Business	
13. Mr. Wittaya Kreangkriwit Cambodia		14. Mr. Mehmet Ali Tekin Türkiye		15. Mr. Thamnong Pholthongmak Laos	
16. Mr. Piotr Her Poland		17. Mr. Michel Tops Belgium		18. Mr. Habeeb Mohamed Ziauddin Sri Lanka	

## Employees

As of December 31, 2022, the Company had a total of 135,284 employees and workers.\*  
Number of employees and workers can be grouped according to the main business units as follows :

### Operation units :



Employee

**38,986**



Worker

**81,783**

### Central units :



Employee

**11,927**



Worker

**2,588**

\* Workers mean monthly workers, daily workers and part-time workers



# Contact Us



## Head Office

313 C.P. Tower, Silom Road, Silom, Bangrak, Bangkok 10500, Thailand

+66 2766-8000

+66 2638-2139

[www.cpfworldwide.com](http://www.cpfworldwide.com)



## Company Secretary Office

313 C.P. Tower 15<sup>th</sup> fl., Silom Road, Silom, Bangrak, Bangkok 10500, Thailand

+66 2766-8352

+66 2766-8354

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[csoffice@cpf.co.th](mailto:csoffice@cpf.co.th)



## Investor Relations and Capital Market Office

313 C.P. Tower 15<sup>th</sup> fl., Silom Road, Silom, Bangrak, Bangkok 10500, Thailand

+66 2766-8322

+66 2766-8323

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



## Recruitment Center

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+66 2766-8702-5

[job@cpf.co.th](mailto:job@cpf.co.th)



## Consumer Center

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confidence and joy to consumers  
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”





**Charoen Pokphand Foods Public Company Limited**

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