



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

CHAROEN POKPHAND FOODS PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025



Table of Contents

	Page
Business Operations and Performance	
Group Structure and Operations	1
Risk Management	4
Sustainable Development	14
Corporate Governance	
Corporate Governance Policy	19
Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information	20
Performance Report on Corporate Governance	33

Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : CHAROEN POKPHAND FOODS PUBLIC COMPANY LIMITED

Symbol : CPF

Address : C.P. TOWER, FLOOR 15, 313 SILOM ROAD, BANG RAK

Province : Bangkok

Postcode : 10500

Business : The Company engages in agro-industrial and food conglomerate with 3 product categories : 1) Feed business involving in production and sale of animal feed, 2) Farm-Processing business involving in breeding, farming and basic meat processing, 3) Food business involving in production of semi-cooked and cooked meat as well as ready-meal products including food retail and food outlets.

Registration Number : 0107537000246

Telephone : 0-2766-8000

Fax (if applicable) : 0-2638-2139

Website : www.cpfworldwide.com

Email : csoffice@cpf.co.th

Total Shares Sold (shares)

Common Stock : 8,406,962,585

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2023	2024	2025
Total revenue from operations (Thousand baht)	585,844,121.00	580,747,250.00	571,134,512.00
Feed (Thousand baht)	137,001,066.00	131,363,988.00	131,057,546.00
Farm and Processing (Thousand baht)	318,102,264.00	320,240,403.00	308,850,769.00
Food (Thousand baht)	130,740,791.00	129,142,859.00	131,226,197.00

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Feed (%)	23.39	22.62	22.95
Farm and Processing (%)	54.30	55.14	54.08
Food (%)	22.32	22.24	22.98

By Geographical Area or Market

	2023	2024	2025
Total revenue from operations (Thousand baht)	585,844,121.00	580,747,250.00	571,134,512.00
Domestic (Thousand baht)	221,254,606.00	217,316,364.00	217,994,758.00
International (Thousand baht)	364,589,515.00	363,430,886.00	353,139,754.00

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	37.77	37.42	38.17
International (%)	62.23	62.58	61.83

Other income as specified in the financial statements

	2023	2024	2025
Total other income (Thousand baht)	13,844,596.00	5,592,441.00	5,033,736.00
Other income from operations (Thousand baht)	0.00	0.00	0.00
Other income not from operations (Thousand baht)	13,844,596.00	5,592,441.00	5,033,736.00

Share of profit of joint ventures and associates accounted for using equity method

	2023	2024	2025
Share of profit (Thousand baht)	4,590,349.00	12,698,902.00	11,120,671.00

Information on Products and Services (1.2.2)**Product/Service Information and Business Innovation Development (1.2.2.1)**

Research and Development (R&D) Policy : Yes

(Unit : Thousand baht)	2023	2024	2025
R&D expenses in the past 3 years	2,700,000.00	4,600,000.00	4,299,000.00

Risk Management

Risk Management

Risk Factors (2.2)

Risk that might affect the company's business, including environmental, social and corporate governance issues (2.2.1)

Human rights in the supply chain

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- ESG risk

Operational Risk

- Human error in business operations
- Impact on human rights

Compliance Risk

- Corporate Governance
- Legal risk

Occupational health and safety risks

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- ESG risk

Operational Risk

- Corruption

Compliance Risk

- Change in laws and regulations

- Laws and regulations is not favorable for doing business
- Violations of laws and regulations
- Corporate Governance
- Legal risk

Legal risks and tisk from pertinent regulations

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- ESG risk

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business
- Violations of laws and regulations

Change in consumer behavior

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers

Operational Risk

- Impact from population structure

Investment and operational performance

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Policies or international agreements related to business operations
- Economic risk
- New business risk
- ESG risk

Operational Risk

- Delays in the development of future projects

Financial Risk

- Fluctuation in return on assets or investment
- Income volatility

Geopolitical Confrontation

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Business operations of partners in the supply chain
- Economic risk
- ESG risk

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources

Product quality and safety

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- ESG risk

Operational Risk

- Systems or internal control system
- Human error in business operations

Animal diseases and animal-to-humans disease

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Business operations of partners in the supply chain
- Competition risk

Operational Risk

- Systems or internal control system
- Human error in business operations

Financial Risk

- Income volatility

Volatility of raw material prices used in animal feed production

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Government policy
- Business operations of partners in the supply chain
- ESG risk
- Climate change and disasters

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources

Volatility of meat and livestock prices

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Government policy

Financial Risk

- Income volatility

Cyber risks

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies

Operational Risk

- Human error in business operations
- Information security and cyber-attack
- System disruption risk

Human resource management to support the future growth of the business

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Reliance on employees in key positions
- Shortage or reliance on skilled workers

Financial market volatility

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Change in financial and investment policies of financial institutions that affect business operations
- Fluctuation in exchange rates, interest rates, or the inflation rate

The risk arising from having major shareholders holding more than 25% of the issued shares

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Corporate ownership structure risk
- ESG risk

Compliance Risk

- Corporate Governance

Climate change

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Business operations of partners in the supply chain
- ESG risk
- Climate change and disasters

Compliance Risk

- Change in laws and regulations

Bio-diversity loss and sustainability in the value chain

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy
- Business operations of partners in the supply chain
- ESG risk
- Climate change and disasters

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources
- Climate change and disasters
- Impact on the environment

Compliance Risk

- Change in laws and regulations
- Corporate Governance

Debt repayment capability risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- ESG risk

Compliance Risk

- Corporate Governance

Financial Risk

- Default on payment or exchange of goods

- Liquidity risk

Risk from high-level debt arising from operations and acquisitions

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- ESG risk

Compliance Risk

- Corporate Governance

Financial Risk

- Default on payment or exchange of goods
- Fluctuation in exchange rates, interest rates, or the inflation rate
- Liquidity risk

Risk related to maintaining financial ratios

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- ESG risk

Compliance Risk

- Corporate Governance

Financial Risk

- Default on payment or exchange of goods
- Liquidity risk

Increase in sustainability laws and regulations

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy
- Policies or international agreements related to business operations
- ESG risk

Compliance Risk

- Change in laws and regulations
- Corporate Governance

Risk related to artificial intelligence

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Systems or internal control system
- Human error in business operations
- Information security and cyber-attack
- System disruption risk

Compliance Risk

- Corporate Governance

Market competition

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- ESG risk

Change in global trade policy and tariff

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Policies or international agreements related to business operations
- Economic risk
- ESG risk

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business

Financial Risk

- Income volatility

Risk to Securities Holder (2.2.2)

Investment risks to security holders

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder
- Other

Sustainable Development

Sustainable Development

Sustainability Management Policy and Targets (3.1)

Sustainability Management Policy and Targets

Corporate Sustainability Policy : Yes

URL of corporate sustainability policy : <https://sustainability.cpfworldwide.com/th/esg-reporting-library>
(if applicable)

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

URL of environmental policy and practice : <https://sustainability.cpfworldwide.com/th/esg-reporting-library>
(if applicable)

Company environmental guideline : Electricity Management, Fuel Management, Renewable/Clean Energy Management, Water Management, Waste Management, Biodiversity Management, Greenhouse Gas and Climate Change Management

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

	2023	2024	2025
Diesel (Litres)	18,730,199.49	18,519,639.00	18,965,681.00
Gasoline (Litres)	932,409.54	1,117,371.99	1,281,702.00
Fuel oil (Litres)	22,280,235.44	22,124,067.70	25,054,337.00
Natural gas (Standard cubic feet)	1,403,525,093.00	1,774,419,593.42	3,711,684,142.00
LPG (Kilograms)	9,736,589.64	738,169.87	13,440,106.00
Coal (Metric tonnes)	11,830.76	11,880.21	13,884,340.00

• Electricity consumption

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	2,634,378,448.95	2,842,954,002.65	2,826,367,997.07

Water management

• Water consumption

	2023	2024	2025
Total water withdrawal (Cubic meters)	234,110,270.11	217,726,567.55	193,450,121.62

Waste management

• Waste from operations

	2023	2024	2025
Non-hazardous waste (Kilograms)	34,240,827.66	44,656,060.93	47,668,475.05
Hazardous waste (Kilograms)	205,034.41	316,146.21	265,906.09
Total waste generated (Kilograms)	34,445,862.07	44,972,207.14	47,934,381.14

Greenhouse gas management

• Greenhouse gas emissions

	2023	2024	2025
Scope 1 (Tons of carbon dioxide equivalents)	262,261.00	290,193.49	407,064.00
Scope 2 (Tons of carbon dioxide equivalents)	1,138,069.00	1,179,822.00	1,130,796.00
Scope 3 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	1,400,330.00	1,470,015.49	1,537,860.00

• **Verification of greenhouse gas emissions over the past year**

Third-party verification : Yes

Name of verifying organization : LRQA (Thailand) Limited

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy and Practice : Yes

URL of human rights policy : <https://sustainability.cpfworldwide.com/th/document/viewer/88/>

Company human right guideline : Employee Rights, Migrant Workers, Child Labor, Consumer Rights, Community and Environment Rights, Safety and Occupational Health at Work, Non-discrimination

Results with Respect to the Social Aspect (3.4.2)

Information about employees

• Total number of employees

	2023	2024	2025
Number of male employees (Persons)	74,711	73,507	73,668
Number of female employees (Persons)	60,735	59,232	59,741
Total number of employees (Persons)	135,446	132,739	133,409

• Employee remuneration

	2023	2024	2025
Employee remuneration (baht)	61,254,000,000.00	61,338,000,000.00	62,952,000,000.00

• Employee development and training

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	13.93	16.44	31.63
Employee development and training expenses (baht)	231,194,343.00	219,200,104.00	210,828,865.00

• Health, safety and work environment

	2023	2024	2025
--	------	------	------

Total number of lost time injury incidents by employees (Cases)	191	189	107
--	-----	-----	-----

Remark : Revised data in 2022 and 2023

• **Employee retention**

	2023	2024	2025
Percentage of employees who voluntarily resigned (%)	25.26	26.18	26.81

• **Significant labor dispute**

	2023	2024	2025
Significant labor dispute	No	No	No

Corporate Governance Policy

Corporate Governance Policy

Overview of the Corporate Governance Policy and Guideline (6.1)

Corporate Governance Policy

Corporate Governance Policy : Yes

Company website on corporate governance policy : <https://www.cpfworldwide.com/content/th/governance/CG&SDPolicy.pdf>

Policy and Guideline Related to the Board of Directors (6.1.1)

Policy and guideline related to the board of directors

Company policy and guideline : Nomination of Directors, Compensation, Independence of the Board of Directors, Director Development, Board Performance Evaluation, Corporate Governance of Subsidiaries and Associated Companies

Code of Conduct (6.2)

Establishing a Code of Conduct

Establishing a Code of Conduct

Code of Conduct : Yes

Policy and Guideline related to the Code of Conduct

Company policy and guideline : Preventing of Conflicts of Interest, Preventing the Misuse of Inside Information, Anti-corruption, Whistleblowing

Corporate Governance Structure
and Significant Information Regarding
the Board of Directors, Subcommittees,
Management,
Employee and Other Information

Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information

Board of Directors (7.2)

Composition of the board of directors (7.2.1)

	Number of persons	Percentage (%)
Total number of directors	14	100.00
Number of male directors	12	85.71
Number of female directors	2	14.29
Number of executive directors	4	28.57
Number of non-executive directors	10	71.43
Number of independent directors	5	35.71

Information on the board of directors and persons with authority to control the company (7.2.2)

List of directors

General information	Position	Date position was assumed	Experience and expertise
1. Mr. SOOPAKIJ CHEARAVANONT Gender: Male Age: 61 years old Highest level of education: Honorary degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive) Director type: Re-elected as director	10 May 2019	Agribusiness, Corporate Management, Leadership, Sustainability, Economics

2.	Mr. ADIREK SRIPRATAK Gender: Male Age: 79 years old Highest level of education: Honorary degree Major: Food Technology Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Non-executive) Director type: Re-elected as director	1 Mar 2013	Agribusiness, Corporate Management, Sustainability, Leadership, Strategic Management
3.	Mr. PHONGTHEP CHIARAVANONT Gender: Male Age: 75 years old Highest level of education: Master's degree Major: Avian Sciences Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Non-executive) Director type: Original director	12 Jun 2019	Agribusiness, Governance/ Compliance, Marketing, Corporate Management, Economics
4.	Mr. SUPHACHAI CHEARAVANONT Gender: Male Age: 58 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Non-executive) Director type: Original director	12 Jun 2019	Corporate Management, Information & Communication Technology, Leadership, Sustainability, Strategic Management
5.	Mrs. ARUNEE WATCHARANANAN Gender: Female Age: 77 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	22 Feb 2000	Agribusiness, Finance, Accounting, Risk Management, Budgeting

6.	<p>Mrs. VATCHARI VIMOOKTAYON</p> <p>Gender: Female</p> <p>Age: 72 years old</p> <p>Highest level of education:</p> <p>Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	18 Feb 2019	Accounting, Commerce, Economics, Governance/ Compliance, Risk Management
7.	<p>Mr. VINAI VITTAVASGARNVEJ</p> <p>Gender: Male</p> <p>Age: 75 years old</p> <p>Highest level of education:</p> <p>Master's degree</p> <p>Major: Political Science</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p>	24 Apr 2019	Accounting, Finance, Economics, Governance/ Compliance, Risk Management
8.	<p>Mr. PRASIT BOONDOUNGPRASERT</p> <p>Gender: Male</p> <p>Age: 56 years old</p> <p>Highest level of education:</p> <p>Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Executive)</p> <p>Director type: Original director</p>	10 May 2019	Agribusiness, Sustainability, Marketing, Strategic Management, Corporate Management
9.	<p>Mr. SUJINT THAMMASART</p> <p>Gender: Male</p> <p>Age: 72 years old</p> <p>Highest level of education:</p> <p>Bachelor's degree</p> <p>Major: Veterinary Medicine</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Executive)</p> <p>Director type: Original director</p>	24 Jun 2020	Agribusiness, Governance/ Compliance

10.	Mr. PAISAN CHIRAKITCHARERN Gender: Male Age: 66 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	8 Jul 2020	Finance, Accounting, Risk Management, Agribusiness, Budgeting
11.	Mr. KITTIPONG KITTAYARAK Gender: Male Age: 67 years old Highest level of education: Doctoral degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	1 Sep 2021	Law, Sustainability, Corporate Social Responsibility, Governance/ Compliance, Human Resource Management
12.	Mr. MONTRI SUWANPOSRI Gender: Male Age: 63 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	15 Aug 2022	Accounting, Governance/ Compliance, Agribusiness, Corporate Management, Information & Communication Technology
13.	Mr. Sek Wannamethee Gender: Male Age: 61 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	1 Jan 2024	Economics, Governance/ Compliance, Corporate Management, Negotiation, Sustainability

14. Mr. Krisada Chinavicharana	Director	1 Mar 2025	Business Administration, Economics, Accounting, Finance, Governance/ Compliance
Gender: Male	(Non-executive, Independent director)		
Age: 62 years old			
Highest level of education:			
Master's degree	Director type: Newly appointed director to replace ex-director		
Major: Business Administration			
Thai nationality: Yes			
Residing in Thailand: Yes			

Remark : Mr. Krisada Chinavicharana was appointed as a director to replace Mr. Rungson Sriworasat, who resigned from the position after serving as an independent director for a consecutive period of nine years, effective from February 1, 2025. The appointment of Mr. Krisada Chinavicharana is effective from March 1, 2025.

List of directors who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
1. Mr. SIRIPONG AROONRATANA Gender: Male Age: 61 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)	Date position was assumed: 24 Jun 2020 Date directorship ended: 1 Jan 2026	No replacement director

Other Information pertaining to committees

The Chairman is an independent director : No

The Chairman and the manager are the same person : No

The Chairman and the manager are members of the same family : No

The company appoints at least one independent director to determine the agenda of the Board of Directors' meetings : Yes

Sub-committees (7.3)

Information about sub-committees (7.3.2)

Audit Committee

List of audit committee members

General information		Position	Date position was assumed	Experience and expertise
1.	<p>Mrs. VATCHARI VIMOOKTAYON [1]</p> <p>Gender: Female</p> <p>Age: 72 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Audit committee</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	18 Feb 2019	Accounting, Commerce, Economics, Governance/ Compliance, Risk Management
2.	<p>Mr. VINAI VITTAVASGARNVEJ [1]</p> <p>Gender: Male</p> <p>Age: 75 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Political Science</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Audit committee</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	10 May 2019	Accounting, Finance, Economics, Governance/ Compliance, Risk Management
3.	<p>Mr. KITTIPONG KITTAYARAK</p> <p>Gender: Male</p> <p>Age: 67 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Law</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Audit committee</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	15 Aug 2022	Law, Sustainability, Corporate Social Responsibility, Governance/ Compliance, Human Resource Management

4.	Mr. Krisada Chinavicharana [1] Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	1 Mar 2025	Business Administration, Economics, Accounting, Finance, Governance/ Compliance
----	--	--	------------	---

[1] A director with the accounting expertise needed to review financial statements

Remark : Mr. Krisada Chinavicharana was appointed as a Chairman of Audit and Risk Management Committee to replace Mr. Rungson Sriworasat, who resigned from the position after serving as an independent director for a consecutive period of nine years, effective from February 1, 2025. The appointment of Mr. Krisada Chinavicharana is effective from March 1, 2025.

Executive Committee

List of executive committee members

General information	Position	Date position was assumed
1. Mr. ADIREK SRIPRATAK Gender: Male Age: 79 years old Highest level of education: Honorary degree Major: Food Technology Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	16 Mar 2023
2. Mr. Sukhawat Darnsermsuk Gender: Male Age: 75 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Vice-chairman of the executive committee	16 Mar 2023

3.	<p>Mrs. Phatanee Leksisompong</p> <p>Gender: Female</p> <p>Age: 73 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Science</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	16 Mar 2023
4.	<p>Mr. PRASIT BOONDOUNGPASERT</p> <p>Gender: Male</p> <p>Age: 56 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Vice-chairman of the executive committee</p>	16 Mar 2023
5.	<p>Mr. PAISAN CHIRAKITCHARN</p> <p>Gender: Male</p> <p>Age: 66 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Vice-chairman of the executive committee</p>	16 Mar 2023
6.	<p>Mr. SUJINT THAMMASART</p> <p>Gender: Male</p> <p>Age: 72 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Veterinary Medicine</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	16 Mar 2023
7.	<p>Mr. Somporn Jermpong</p> <p>Gender: Male</p> <p>Age: 71 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Animal Sciences</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	16 Mar 2023

8.	<p>Mr. Rewat Hathaisattayapong</p> <p>Gender: Male</p> <p>Age: 69 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Animal Sciences</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	16 Mar 2023
9.	<p>Mr. Panuwat Niamprem</p> <p>Gender: Male</p> <p>Age: 50 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Engineering</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	16 Mar 2023
10.	<p>Mr. Narerk Mangkeo</p> <p>Gender: Male</p> <p>Age: 63 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	16 Mar 2023
11.	<p>Mr. Voravit Janthanakul</p> <p>Gender: Male</p> <p>Age: 79 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	16 Mar 2023
12.	<p>Mrs. Kobboon Srichai</p> <p>Gender: Female</p> <p>Age: 59 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	16 Mar 2023

13. Mr. MONTRI SUWANPOSRI	Member of the	1 May 2024
Gender: Male	executive committee	
Age: 63 years old		
Highest level of education: Bachelor's degree		
Major: Accounting		
Thai nationality: Yes		
Residing in Thailand: Yes		

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Corporate Governance and Sustainable Development Committee	Mr. KITTIPONG KITTAYARAK	Chairman
	Mr. Sek Wannamethee	Member
	Mr. ADIREK SRIPRATAK	Member
	Mr. VINAI VITAVASGARNVEJ	Member
Remuneration and Nominatine Committee	Mr. VINAI VITAVASGARNVEJ	Chairman
	Mr. SUPHACHAI CHEARAVANONT	Vice chairman
	Mr. Sek Wannamethee	Member
	Mr. ADIREK SRIPRATAK	Member
Audit and Risk Management Committee	Mrs. VATCHARI VIMOOKTAYON	Member
	Mr. VINAI VITAVASGARNVEJ	Member
	Mr. KITTIPONG KITTAYARAK	Member
	Mr. Krisada Chinavicharana	Chairman

Remark : Mr. Krisada Chinavicharana was appointed as a director to replace Mr. Rungson Sriworasat, who resigned from the position after serving as an independent director for a consecutive period of nine years, effective from February 1, 2025. The appointment of Mr. Krisada Chinavicharana is effective from March 1, 2025.

Roles of Sub-committees

Sub-committees responsible for risk management	: Audit and Risk Management Committee
Sub-committees responsible for nomination	: Remuneration and Nominatine Committee
Sub-committees responsible for remuneration	: Remuneration and Nominatine Committee
Sub-committees responsible for corporate governance	: Corporate Governance and Sustainable Development Committee

Sub-committees responsible for corporate sustainability development

: Corporate Governance and Sustainable
Development
Committee

Executives (7.4)

List and positions of the executive (7.4.1)

The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Mr. PRASIT BOONDOUNGPRASERT Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Business Administration	Chief Executive Officer	1 Jul 2019	Agribusiness, Sustainability, Marketing, Strategic Management, Corporate Management
2. Mr. PAISAN CHIRAKITCHARERN [1] Gender: Male Age: 66 years old Highest level of education: Master's degree Major: Business Administration	Chief Financial Officer	1 May 2002	Finance, Accounting, Risk Management, Agribusiness, Budgeting
3. Mr. SUJINT THAMMASART Gender: Male Age: 72 years old Highest level of education: Bachelor's degree Major: Veterinary Medicine	Chief Operational Officer – Aquaculture Business	16 May 2016	Agribusiness, Governance/ Compliance
4. Ms. Pimonrat Reephattanavijitkul Gender: Female Age: 48 years old Highest level of education: Master's degree Major: Business Administration	Chief People Officer	1 Jan 2022	Human Resource Management, Corporate Management

5.	Mr. Sunsern Samaisut	Chief Technology Officer	26 Dec 2025	Information & Communication Technology, IT Management
	Gender: Male			
	Age: 45 years old			
	Highest level of education: Master's degree			
	Major: Internet and E-Commerce Technology			

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

Remuneration policy for executives (7.4.2 – 7.4.3)

Remuneration

	2023	2024	2025
Total executive remuneration (baht)	197,000,000.00	188,000,000.00	233,000,000.00

Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : No

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons) : 73,668

Number of female employees (persons) : 59,741

Total number of employees (persons) : 133,409

Employee Remuneration

Total employee remuneration : 62,952,000,000.00

Provident fund

Total number of employees (persons) : 133,409

Number of employees contributing to the PVD (persons) : 19,254

Percentage of employees who are members (%) : 14.43

Remark : The Company's total number of employees includes only employees of Charoen Pokphand Foods Public Company Limited and its subsidiaries in Thailand.

Performance Report on Corporate Governance

Performance Report on Corporate Governance

Summary of Director Performance (8.1)

Selection, development, and evaluation of duty performance of the Board of Directors (8.1.1)

List of new directors appointed in the past year

• List of continuing directors (full term of directorship and being re-appointed as a director)

General information	Position	Date position was assumed	Experience and expertise
1. Mr. SOOPAKIJ CHEARAVANONT Gender: Male Age: 61 years old Highest level of education: Honorary degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive) Director type: Re-elected as director	Date position was assumed: 10 May 2019	Agribusiness, Corporate Management, Leadership, Sustainability, Economics
2. Mr. ADIREK SRIPRATAK Gender: Male Age: 79 years old Highest level of education: Honorary degree Major: Food Technology Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Non-executive) Director type: Re-elected as director	Date position was assumed: 1 Mar 2013	Agribusiness, Corporate Management, Sustainability, Leadership, Strategic Management
3. Mr. VINAI VITAVASGARNVEJ Gender: Male Age: 75 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 24 Apr 2019	Accounting, Finance, Economics, Governance/ Compliance, Risk Management

4.	Mr. PAISAN CHIRAKITCHARERN Gender: Male Age: 66 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 8 Jul 2020	Finance, Accounting, Risk Management, Agribusiness, Budgeting
5.	Mr. KITTIPONG KITTAYARAK Gender: Male Age: 67 years old Highest level of education: Doctoral degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 1 Sep 2021	Law, Sustainability, Corporate Social Responsibility, Governance/ Compliance, Human Resource Management

• List of newly appointed director to replace the ex-director

General information	Position	Date position was assumed	Experience and expertise
1. Mr. Krisada Chinavicharana Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	Date position was assumed: 1 Mar 2025	Business Administration, Economics, Accounting, Finance, Governance/ Compliance

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. SOOPAKIJ CHEARAVANONT	Chairman of the board	Participating
Mr. ADIREK SRIPRAKAK	Vice Chairman	Participating
Mr. PHONGTHEP CHIARAVANONT	Vice Chairman	Participating
Mr. SUPHACHAI CHEARAVANONT	Vice Chairman	Participating
Mrs. ARUNEE WATCHARANANAN	Director	Participating

Mrs. VATCHARI VIMOOKTAYON	Director	Participating
Mr. VINAI VITTAVASGARNVEJ	Director	Participating
Mr. PRASIT BOONDOUNGPRASERT	Director	Participating
Mr. SUJINT THAMMASART	Director	Participating
Mr. PAISAN CHIRAKITCHARERN	Director	Participating
Mr. KITTIPONG KITTAYARAK	Director	Participating
Mr. MONTRI SUWANPOSRI	Director	Participating
Mr. Sek Wannamethee	Director	Participating
Mr. Krisada Chinavicharana	Director	Participating

Directors' performance assessment

Method used to evaluate directors' performance : Whole-board-of-directors assessment, Individual-director assessment (self-assessment)

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 10

Date of AGM meeting : 24 Apr 2025

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. SOOPAKIJ CHEARAVANONT (Chairman of the board)	-	9/10	Participating	Did not hold the meeting
2.	Mr. ADIREK SRIPRATAK (Vice Chairman)	-	10/10	Participating	Did not hold the meeting

3.	Mr. PHONGTHEP CHIARAVANONT (Vice Chairman)	-	10/10	Participating	Did not hold the meeting
4.	Mr. SUPHACHAI CHEARAVANONT (Vice Chairman)	-	10/10	Participating	Did not hold the meeting
5.	Mrs. ARUNEE WATCHARANANAN (Director)	-	10/10	Participating	Did not hold the meeting
6.	Mrs. VATCHARI VIMOOKTAYON (Director)	-	10/10	Participating	Did not hold the meeting
7.	Mr. VINAI VITAVASGARNVEJ (Director)	-	9/10	Participating	Did not hold the meeting
8.	Mr. PRASIT BOONDOUNGPRASERT (Director)	-	10/10	Participating	Did not hold the meeting
9.	Mr. SUJINT THAMMASART (Director)	-	10/10	Participating	Did not hold the meeting
10.	Mr. PAISAN CHIRAKITCHARERN (Director)	-	10/10	Participating	Did not hold the meeting
11.	Mr. KITTIPONG KITTAYARAK (Director)	-	9/10	Participating	Did not hold the meeting
12.	Mr. MONTRI SUWANPOSRI (Director)	-	9/10	Participating	Did not hold the meeting
13.	Mr. Sek Wannamethee (Director)	-	10/10	Participating	Did not hold the meeting
14.	Mr. Krisada Chinavicharana (Director)	-	9/9	Participating	Did not hold the meeting
15.	Mr. SIRIPONG AROONRATANA (Director)	1 Jan 2026	8/10	Participating	Did not hold the meeting

Remuneration for company directors

	List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1.	Mr. SOOPAKIJ CHEARAVANONT (Chairman of the board)	-	2,400,000.00	4,710,000.00	No
2.	Mr. ADIREK SRIPRATAK (Vice Chairman)	-	1,800,000.00	3,532,700.00	No

3.	Mr. PHONGTHEP CHIARAVANONT (Vice Chairman)	-	1,800,000.00	3,532,700.00	No
4.	Mr. SUPHACHAI CHEARAVANONT (Vice Chairman)	-	1,800,000.00	3,532,700.00	No
5.	Mrs. ARUNEE WATCHARANANAN (Director)	-	1,200,000.00	2,355,200.00	No
6.	Mrs. VATCHARI VIMOOKTAYON (Director)	-	1,200,000.00	2,355,200.00	No
7.	Mr. VINAI VITTAVASGARNVEJ (Director)	-	1,200,000.00	2,355,200.00	No
8.	Mr. PRASIT BOONDOUNGPASERT (Director)	-	1,200,000.00	2,355,200.00	No
9.	Mr. SUJINT THAMMASART (Director)	-	1,200,000.00	2,355,200.00	No
10.	Mr. PAISAN CHIRAKITCHARERN (Director)	-	1,200,000.00	2,355,200.00	No
11.	Mr. KITTIPONG KITTAYARAK (Director)	-	1,200,000.00	2,355,200.00	No
12.	Mr. MONTRI SUWANPOSRI (Director)	-	1,200,000.00	2,355,200.00	No
13.	Mr. Sek Wannamethee (Director)	-	1,200,000.00	2,355,200.00	No
14.	Mr. Krisada Chinavicharana (Director)	-	1,000,000.00	0.00	No
15.	Mr. SIRIPONG AROONRATANA (Director)	1 Jan 2026	1,200,000.00	2,355,200.00	No

Report on the Audit Committee's Performance for the Past Year (8.2)

Report on the audit committee's performance for the past year

Meeting attendance of audit committee

Number of Audit committee meetings (times) : 9

	List of directors	Termination date	Number of the audit committee meeting
1.	Mrs. VATCHARI VIMOOKTAYON (Audit committee)	-	9/9
2.	Mr. VINAI VITTAVASGARNVEJ (Audit committee)	-	9/9
3.	Mr. KITTIPONG KITTAYARAK (Audit committee)	-	9/9

4.	Mr. Krisada Chinavicharana (Chairman of the audit committee)	-	7/7
----	---	---	-----