

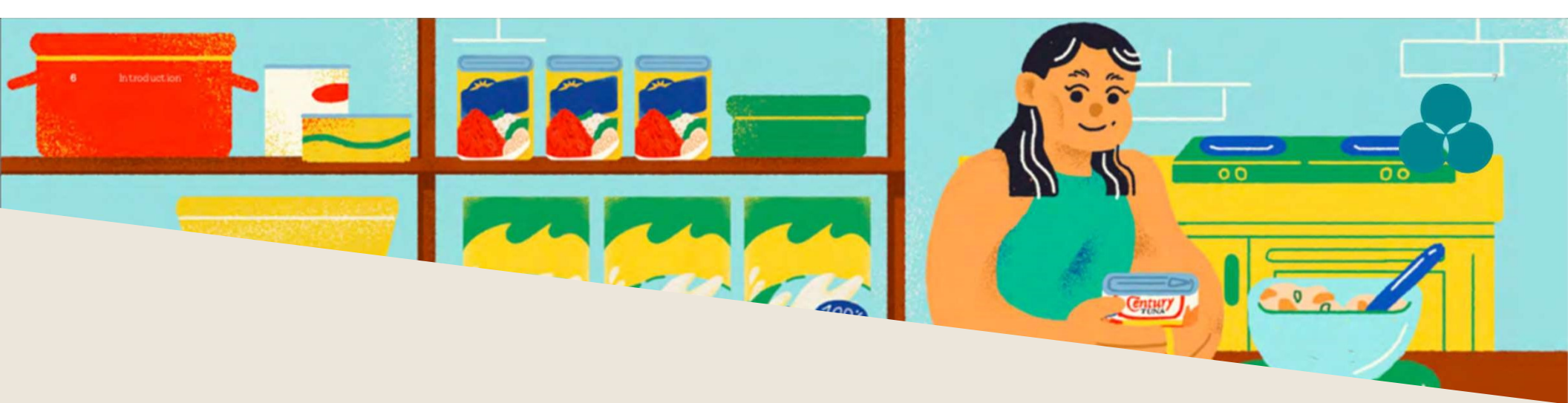
**STAY STRONG,
PILIPINAS!**

#THEFILIPINOCAN

**CNPF CORPORATE PRESENTATION
JANUARY 2021**



**CENTURY
PACIFIC
FOOD, INC.**



QUICK OVERVIEW

Company Overview



ONE OF THE LARGEST BRANDED FOOD COMPANIES IN THE PHILIPPINES,
ADDRESSING A BROAD CUSTOMER BASE

Positioning

Value for Money

Mass Market

Affordable Premium

Marine



KAMAYAN



Meat &
Plant-Based



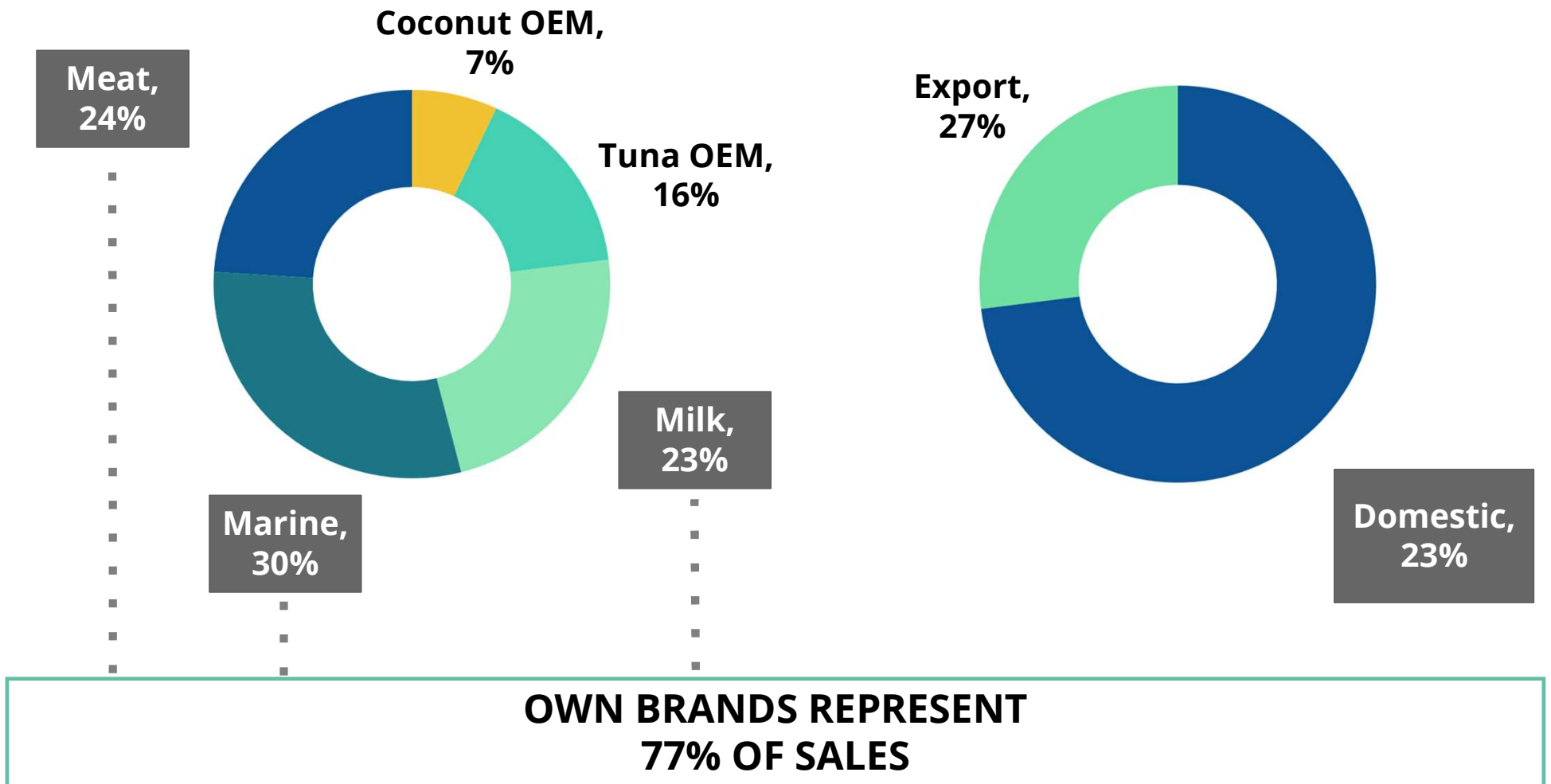
Milk,
Coconut, &
Others



2019 Revenue Mix



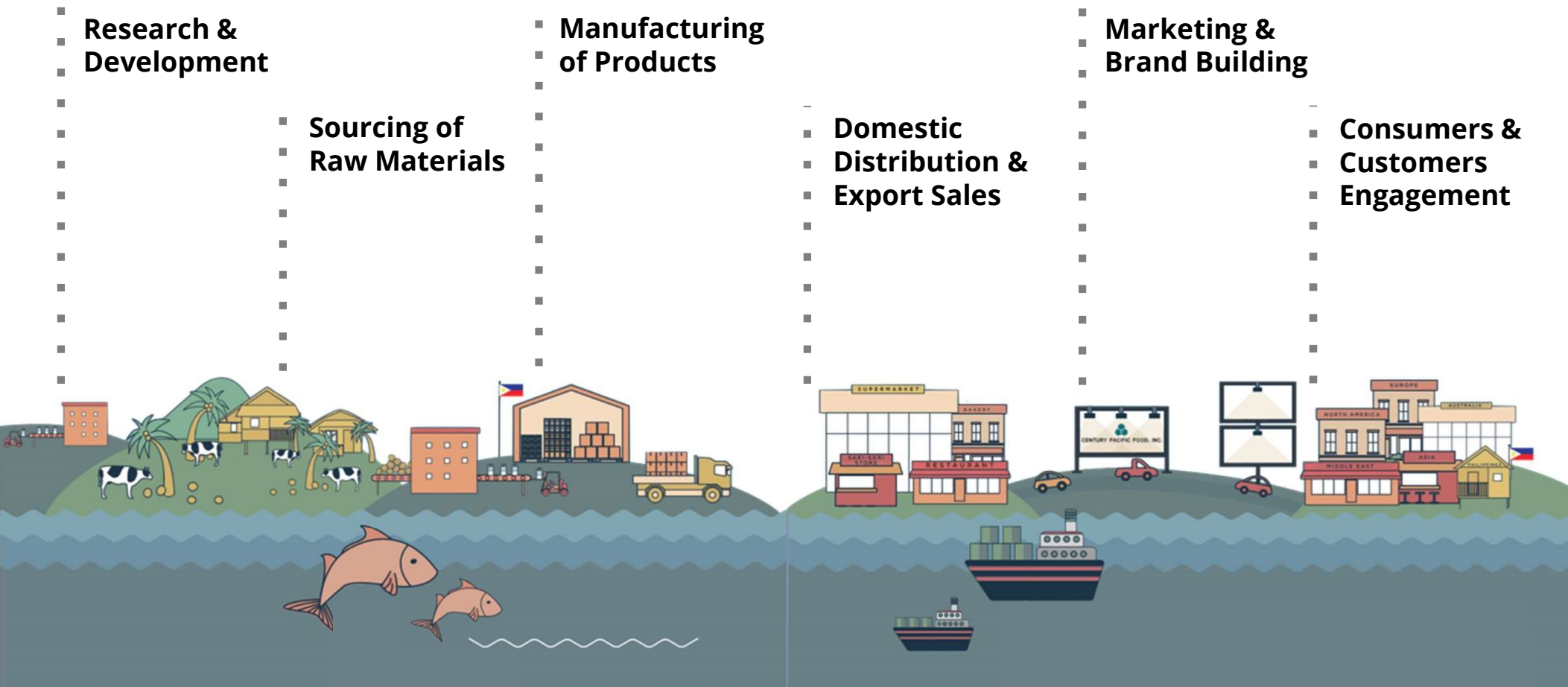
**BULK OF REVENUES FROM OWN BRANDS,
CATERING PRIMARILY TO THE DOMESTIC MARKET**



Our Value Chain



**A DOWNSTREAM FOCUS WITH EXPERTISE IN DEVELOPING,
MANUFACTURING, DISTRIBUTING, AND MARKETING
AFFORDABLY NUTRITIOUS PRODUCTS**

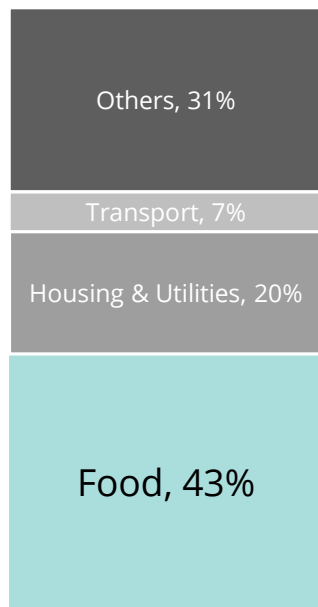


The Big Picture in the Philippines



FOOD CONSUMPTION CONTINUES TO ACCOUNT FOR THE BULK OF FAMILY EXPENDITURES; WILL INCREASE ALONGSIDE INCOMES, ESPECIALLY AT THE BOTTOM BASE OF THE PYRAMID

Breakdown of Family Expenditures



58% for base of the pyramid

Food Consumption per Class

Wealth Group	Per Capita Total Food Consumption (TFC) in Grams	Animal-Based Protein in % TFC	Milk & Milk Products in % TFC
Richest	971	28.3	7.9
Rich	869	25.6	6.1
Middle	810	22.3	4.4
Poor	790	19.0	3.7
Poorest	778	15.1	2.0

Critical Role of Shelf-Stable Products Locally



A CRITICAL AND IMPORTANT SOURCE OF NOURISHMENT FOR FILIPINOS

The Philippines

Low agricultural base

Prone to natural calamities

Imports many food requirements

7,000+ islands and expensive inter-island logistics

Low refrigeration penetration

Long history and cultural affinity with product format

Many informal retail outlets

Unique local taste profile

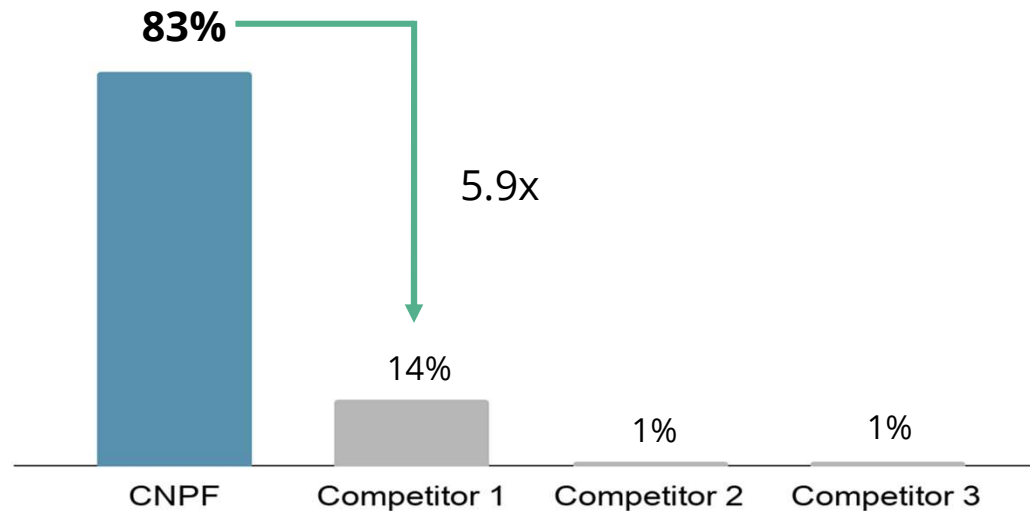
Significant Market Leadership

Marine & Meat



PRIMARY DRIVER OF CANNED TUNA CONSUMPTION DOMESTICALLY

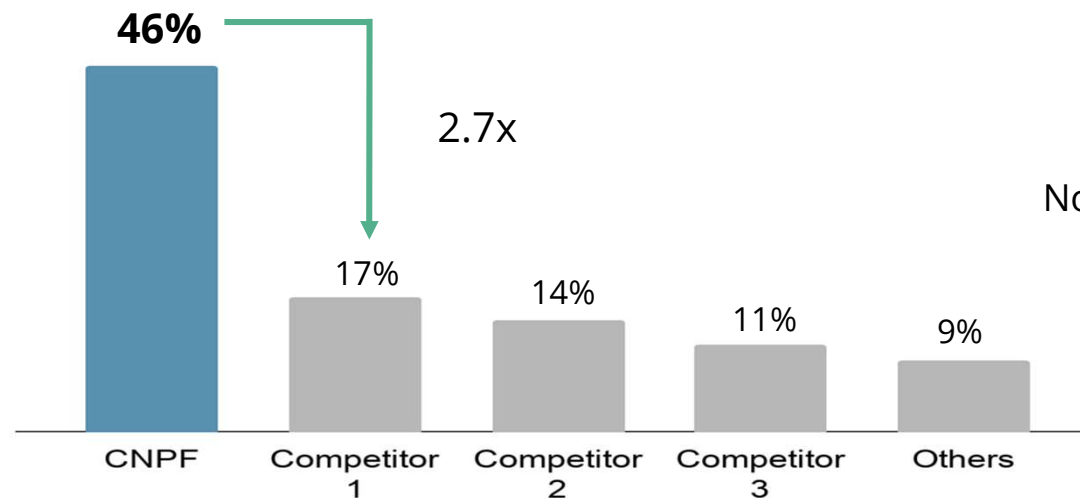
Marine
Flagship brand "Century Tuna" is a champion for health and wellness



November 2020
Canned Tuna

SIGNIFICANT BRAND EQUITY IN CANNED MEAT

Meat
Flagship brand "Argentina" is the go-to name in terms of affordable yet quality meat products



November 2020
Canned Meat

Canned Tuna Reinvented

Marine



DECADES-LONG BRAND BUILDING AROUND "HEALTH AND WELLNESS"



**Century Tuna
Trusted Brand**
2011 to 2013;
2015 to 2016



**Asia's Marketing
Company of the Year**
2016



**Century Tuna
Brand of the Year
Philippine Seafood Category**
2019



Marketing Company of the Year
2011

**Gregory Banzon
Marketing Excellence**
2014

**Outstanding Achievement
in Export Marketing**
2018



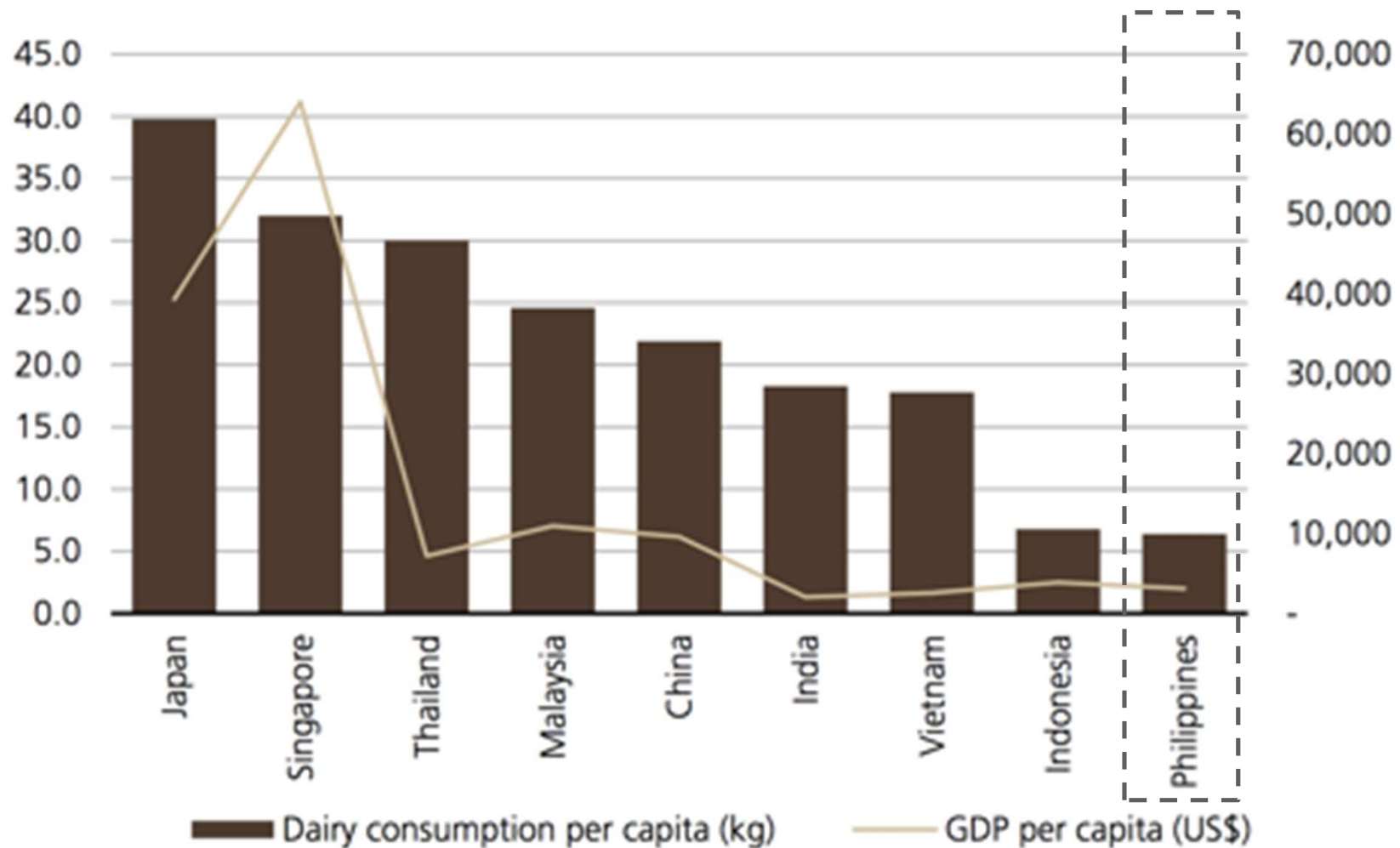
**Category Winner
Large Corporate**
2020

Exciting Opportunities in Milk



MILK CONSUMPTION AND PRODUCT VARIETY IN THE PHILIPPINES STILL VERY LOW

Dairy Annual Consumption per Capita in 2018

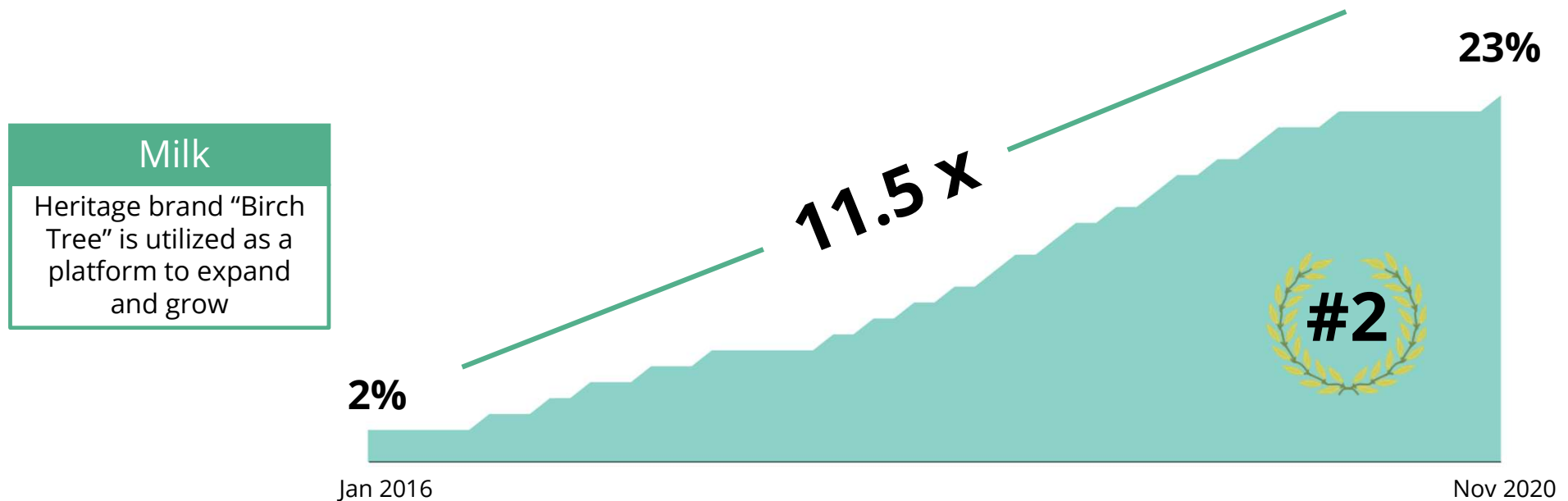


Growing Market Shares

Milk



MARKET SHARE GAINS IN DRINKING POWDERED MILK



Philippines' Fastest Growing Brand in 2019

Source: Kantar (among all FMCG brands on Consumer Reach Points)

46%

2016 to 2019 Revenue CAGR

23%

of 2019 Revenue from 11% in 2016

One of the top-selling SKUs across all food categories in 2020 by Nielsen

*Sold in supermarkets and sari-sari stores

Further Expansion through Innovation



ROBUST PRODUCT INNOVATION PIPELINE IN MILK,
LEVERAGING ON BIRCH TREE'S BRAND EQUITY AND POSITIVE MOMENTUM



Birch Tree Fortified

2016



Birch Tree Fortified Choco

2019



Birch Tree Fortified Adult

August 2020

Product launches lined up

2021 - 2022

Other Branded Businesses



EXPANDING INTO ADJACENT CATEGORIES, BEYOND THE 3M'S

Organically



Leveraging coconut OEM export capabilities and branding know-how to build a branded domestic coconut market (which is still primarily fresh)

Via Acquisitions



Entry into condiments via Hunt's brand acquisition; Also market leader in canned beans

Organically



Multi-decade plant-based capabilities now being utilized for retail products under own 'UnMeat' - the first vegan brand in the Philippines

Strategic Priorities

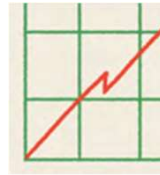


Building a portfolio of well-known and trusted brands that will deliver sustainable long-term growth

Branded Product Portfolio



Innovation pipeline, organic and inorganic opportunities, existing and adjacent categories



Faster growth, building scale, challengers or category builders



Steady growth, healthy cash generation, market-leading

Core Branded
Marine & Meat

Emerging
Milk

New Products
Branded Coconut
Plant-Based

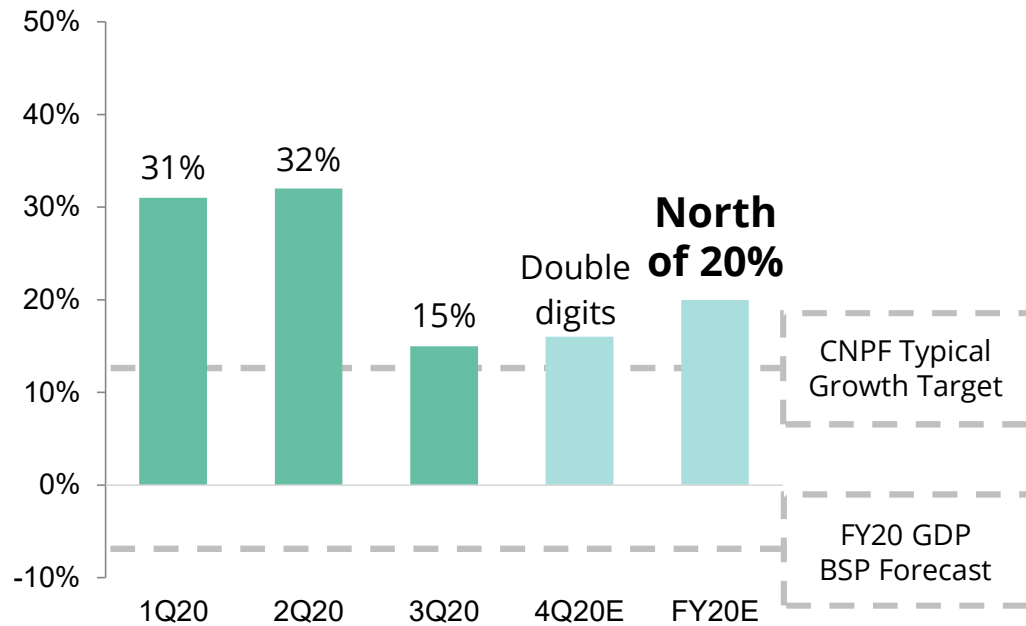


OUTLOOK & GUIDANCE

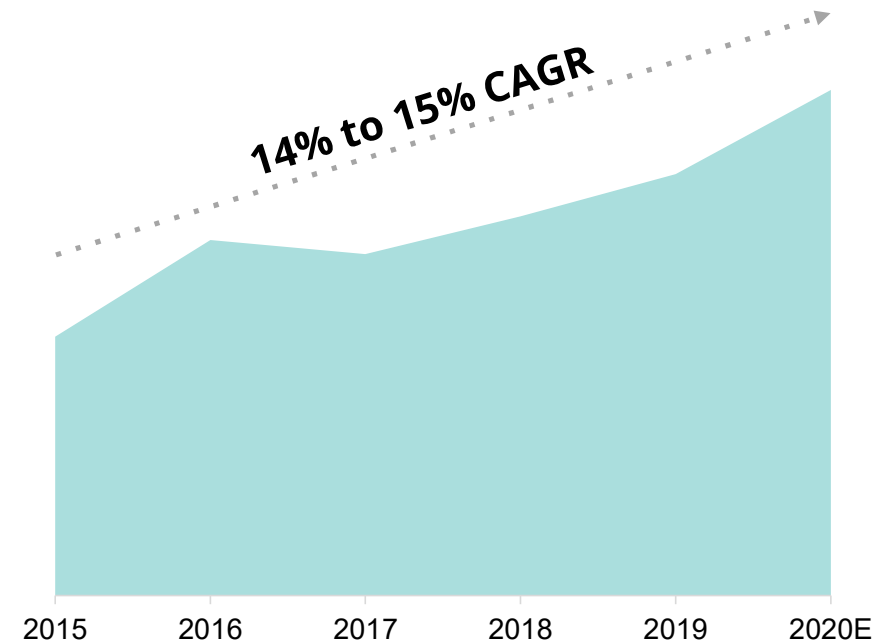
Outlook & Guidance



2020 Net Income Growth



5-Year Estimated Net Income CAGR

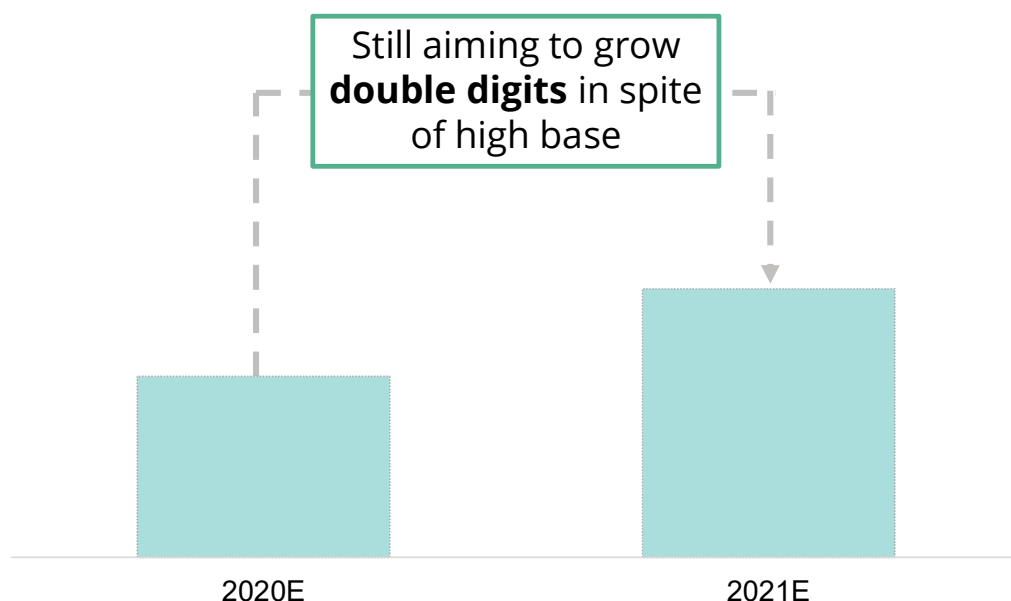


- Continued double-digit net income growth for the balance of the year to support our **full-year 2020 outlook of north of 20% increase in earnings**

Outlook & Guidance



2021 Preliminary Guidance



2021 Growth Drivers

Core Branded

- Demand for essentials to remain resilient
- Steady growth also driven by favorable shifts in consumer behavior

OEM Recovery

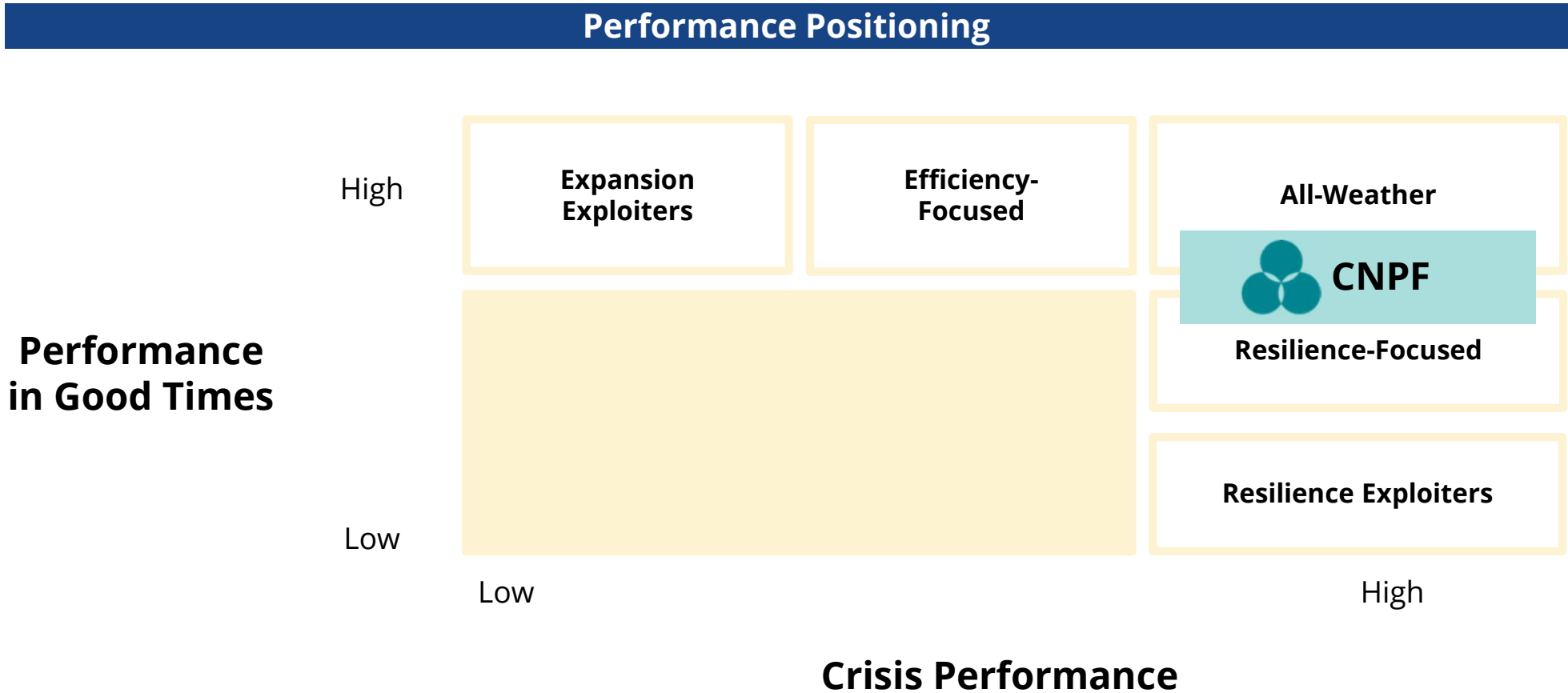
- Gradual recovery expected for tuna OEM; Maximize capacity of new plant
- Coconut to benefit from growing recognition of its health benefits and capacity expansion

Innovations

- Recent innovations gaining momentum; Full-year impact in 2021
- Roll out of other new products over the next few months
- Milk to continue to post above-average growth

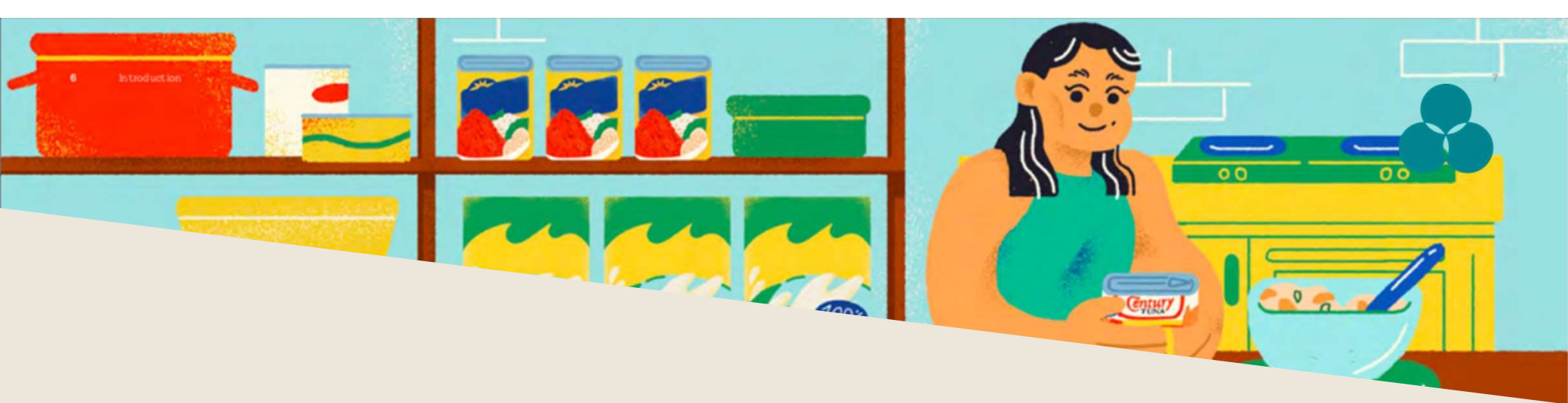
- **2021 target to maintain double-digit growth** to be driven by:
 - **Healthy demand for core branded products** given favorable shifts in consumer habits
 - Aggressive pipeline of **new product innovations**
 - **OEM export recovery**

Long-Term Strategy



- Delivering low double-digit to mid-teens growth during good times, and **outperforming our growth targets during bad times**
- Our branded portfolio has proven **resilient amidst various macroeconomic situations**

*Source: BCG Henderson Institute (matrix);
Management estimate (CNPF positioning)



EMERGING CONSUMER TRENDS IN THE “NEW NORMAL”

Emerging Consumer Trends



Emerging Consumer Trends	Fastest-Growing Food Categories*
Cooking at Home	1. Pet products 2. Spreads
Digital Channels	3. Prepared cooking food 4. Milk 5. Meat 6. Cooking / culinary aids
Safety, Health & Wellness	Present in 4 out of 6 categories
Trusted Brands	
Value for Money	
	Key Critical Household Items**
	<ul style="list-style-type: none">• Canned sardines• Canned meat• Milk
	<ul style="list-style-type: none">• Coffee• Instant noodles• Rice
	Present in 3 out of 6 categories

• Fastest-growing and key critical food categories during quarantine are **categories we either lead or actively participate in**

*Source: Nielsen, March – May 2020

**Source: Department of Social Welfare and Development

Emerging Consumer Trends



Emerging Consumer Trends

Cooking at Home

Digital Channels

Safety, Health & Wellness

Trusted Brands

Value for Money

Increased Presence in Digital Channels



- Enhanced ability to sell via non-traditional or online channels, including having our **own delivery service and dedicated online stores in Shopee and Lazada**
- CNPF awarded as **2020 Rookie of the Year** by Shopee

Emerging Consumer Trends



Emerging Consumer Trends

Cooking at Home

Digital Channels

Safety, Health & Wellness

Trusted Brands

Value for Money

Century Superbods 2020



- Actively communicating the **health benefits of our products** to address the needs of the more health-conscious consumer

Emerging Consumer Trends



Emerging Consumer Trends

Cooking at Home

Digital Channels

Safety, Health & Wellness

Trusted Brands

Value for Money

Market-Leading*

83%

Canned Tuna

#1

46%

Corned Meat

#1

37%

Emulsified
Loaves

#1

Strong Challenger*

23%

Powdered Milk

#2

Birch Tree[®]
FORTIFIED

Philippines' Fastest-
Growing Brand in
2019**

by Kantar

One of the top-selling
SKUs across all food
categories in 2020 by
Nielsen

*Sold in supermarkets and
sari-sari stores

- Core brands are **staples of Filipino in-home consumption** across all income classes
- Emerging Milk brand Birch Tree recognized as **fastest-growing consumer brand** locally

Emerging Consumer Trends



Emerging Consumer Trends

Cooking at Home

Digital Channels

Safety, Health & Wellness

Trusted Brands

Value for Money

Affordable & Value-for-Money Products



- Birch Tree is the **go-to value-for-money option** in the powdered milk category
- Flanker brands Wow! Ulam and Fresca doing better than expected as they cater to **bottom base of the pyramid**
- Generally, **all our products** fall within the affordable and value-for-money price range

New Product Innovations Leveraging Trends



Recent Product Launches

Core

Marine



November 2019
(Relaunch)

Meat



February
2019



October
2020
(Institutional
Sales)

Emerging

Milk



April
2019



August
2020

Coconut



September
2019

- **Proven track record in innovation** across core and emerging branded categories
- Prioritizing innovations around **value-for-money, health and wellness, and product safety**

New Product Innovations Leveraging Trends



Emerging Consumer Trends

Cooking at Home

Safety, Health & Wellness

Trusted Brands

Value for Money

Coco Mama

Before



After



- **Building up the packaged coconut cream category** in the Philippines
- Benefitted from quarantine period where **consumers opted for packaged brands instead of fresh coconuts** in the wet market

New Product Innovations Leveraging Trends



Emerging Consumer Trends

Cooking at Home

Safety, Health & Wellness

Trusted Brands

Value for Money

Birch Tree Fortified Adult Boost

NEW

Birch Tree
FORTIFIED
Adult Boost



- **Leveraging brand's equity in powdered milk** with a value-for-money and health proposition
- Provides health and nutritional benefits to **boost immunity – a big consumer want**
- Birch Tree awarded as **one of the best selling SKUs across all food categories**

New Product Innovations Leveraging Trends



Emerging Consumer Trends

Cooking at Home

Safety, Health & Wellness

Trusted Brands

Value for Money

UnMeat



- UnMeat is the **first vegan plant-based brand in the Philippines**
- Provides **accessibility and affordability of plant-based alternatives** to a wider segment of the Filipino population



LATEST FINANCIAL PERFORMANCE

9M 2020 Financial Results Highlights



TOTAL REVENUE GROWTH

+21%
9M

+9%
3Q

BRANDED REVENUE GROWTH

+28%
9M

+16%
3Q

NET INCOME GROWTH

+26%
9M

+15%
3Q

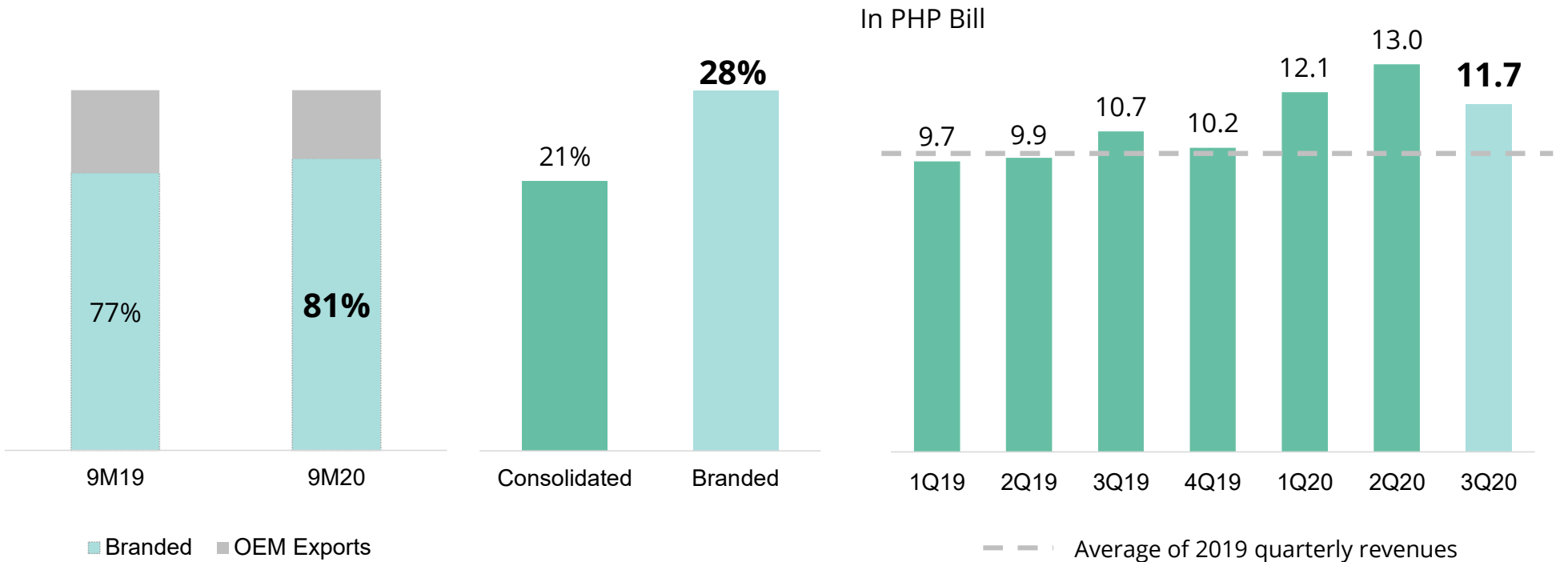
Consolidated Revenues



9M Revenue Breakdown

9M Revenue Growth

Quarterly Revenue Trend

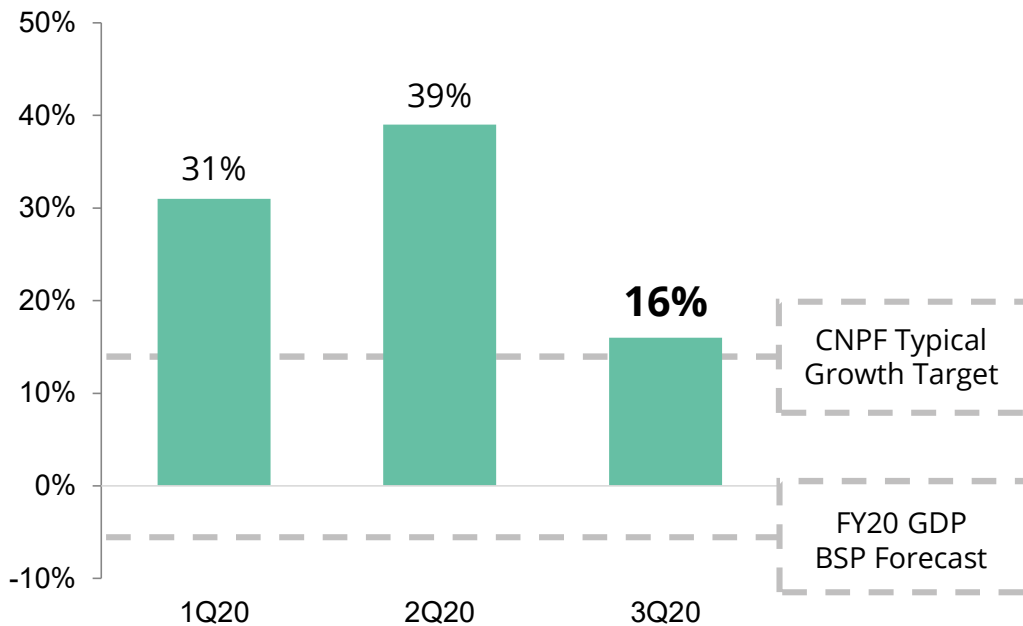


- Healthy top line growth driven by **branded business' continued double-digit increase**
- Sales robust despite **more challenging environment and weaker consumer sentiment**
- Double-digit growth year-to-date across **all branded units - Marine, Meat, and Milk**

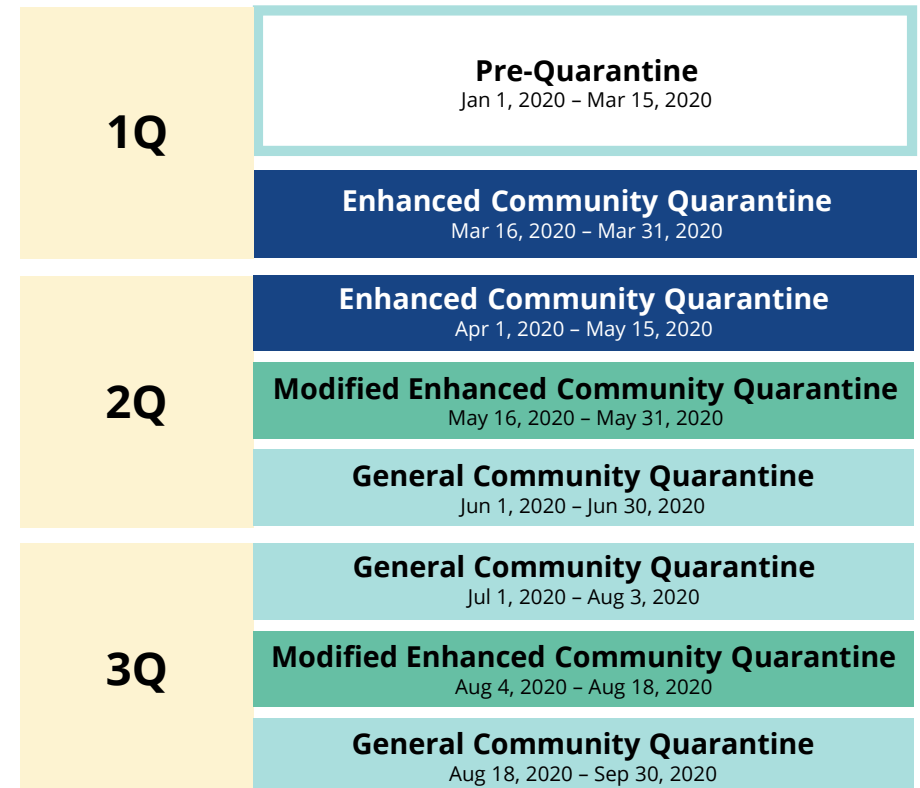
Branded Revenues



Branded Quarterly Revenue Growth Trend



Metro Manila Quarantine Timeline



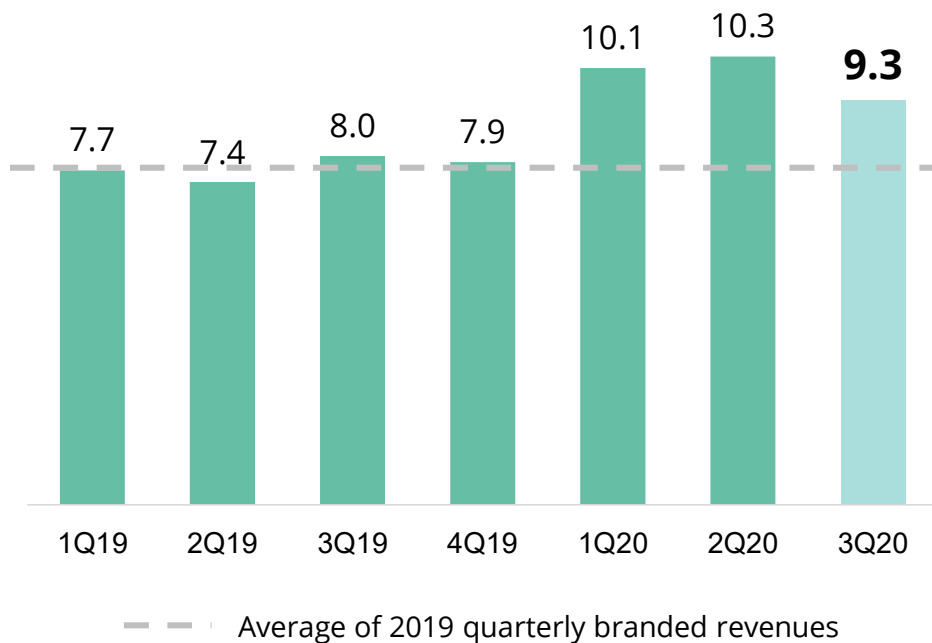
- 3Q20 branded revenue growth **exceeds typical growth target of 10% to 15% and outperforms relative to broader macroeconomic forecasts**
- Resilient in spite of easing restrictions due to **essentials and staples nature of portfolio**

Branded Revenues



Branded Quarterly Revenue Trend

In PHP Bill



Key Critical Household Items*

CNPF participates in 3 out of 6



Canned sardines



Canned meat



Milk



Coffee



Instant noodles



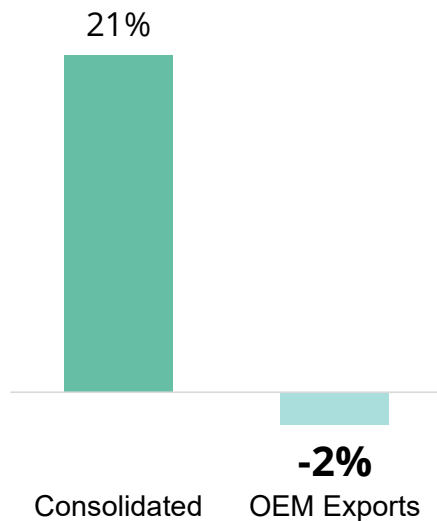
Rice

- Key products take a **sizable portion of the consumer basket across all income classes**
- **Value-for-money positioning** supports demand regardless of macroeconomic conditions

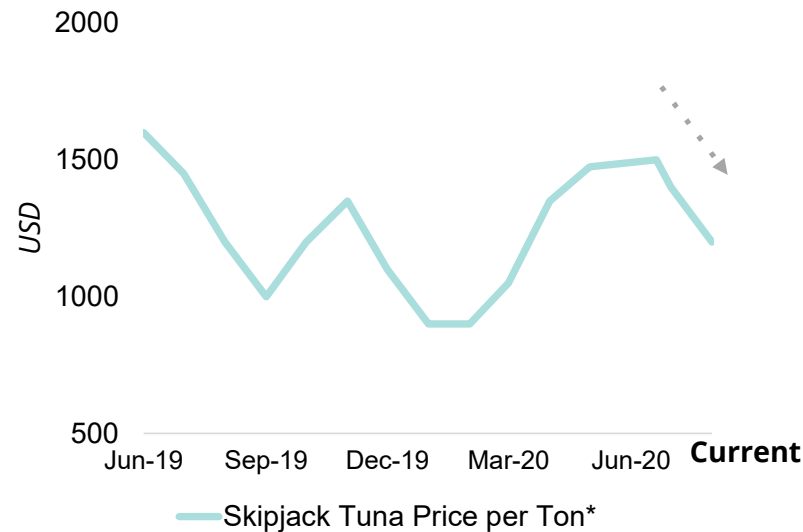
OEM Exports Revenue



9M Revenue Growth



Monthly Skipjack Tuna Prices with 3-month delay



OEM Performance Drivers

Tuna OEM volumes affected by (1) reallocation of capacity to branded and (2) weak foodservice demand globally

Flattish revenues also driven by pass-on of softer commodity prices and stronger peso

OEM business still a consistent profit driver

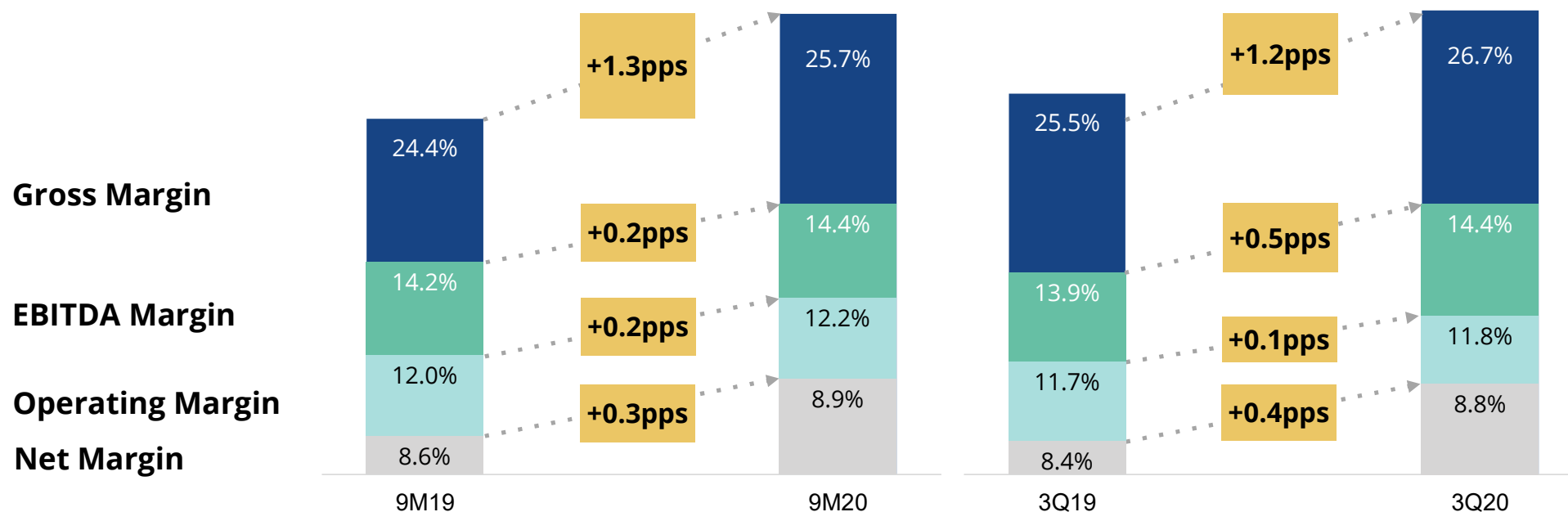
- Sluggish tuna OEM top line **partially offset by accelerating demand for coconut**
- Strong offtake for high-value coconut products as **consumers worldwide prioritize health and wellness**; Capacity expansion ongoing

Summarized Margins



9M Margins

3Q Margins



- **Margin expansion** across all profit line items year-to-date and during the third quarter
- Improvement driven by **stable input prices, favorable forex rates, and faster growth of higher-margin branded business**

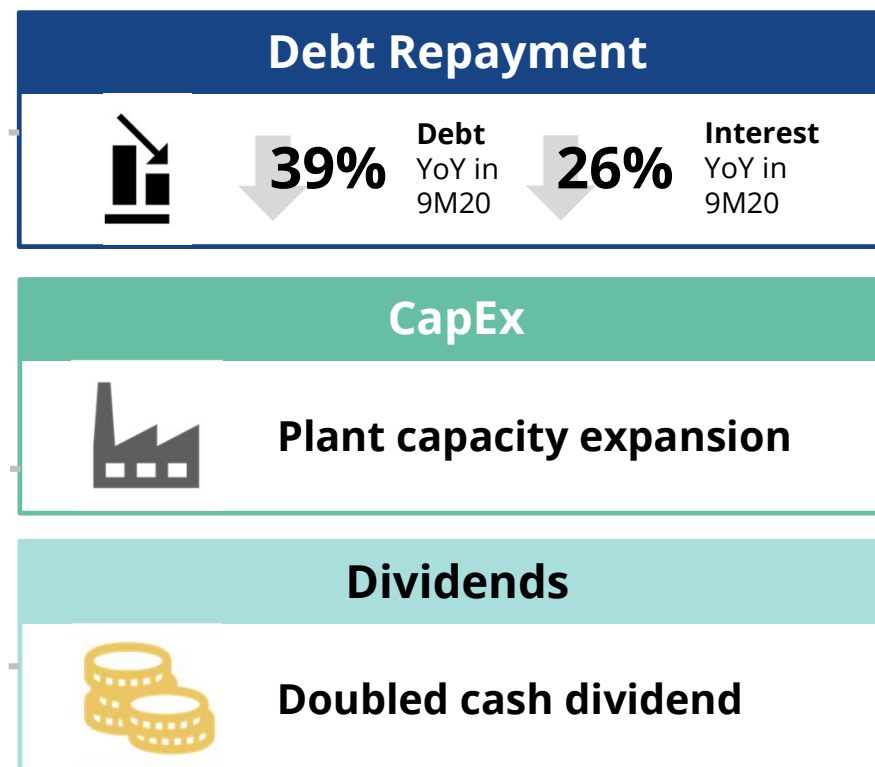
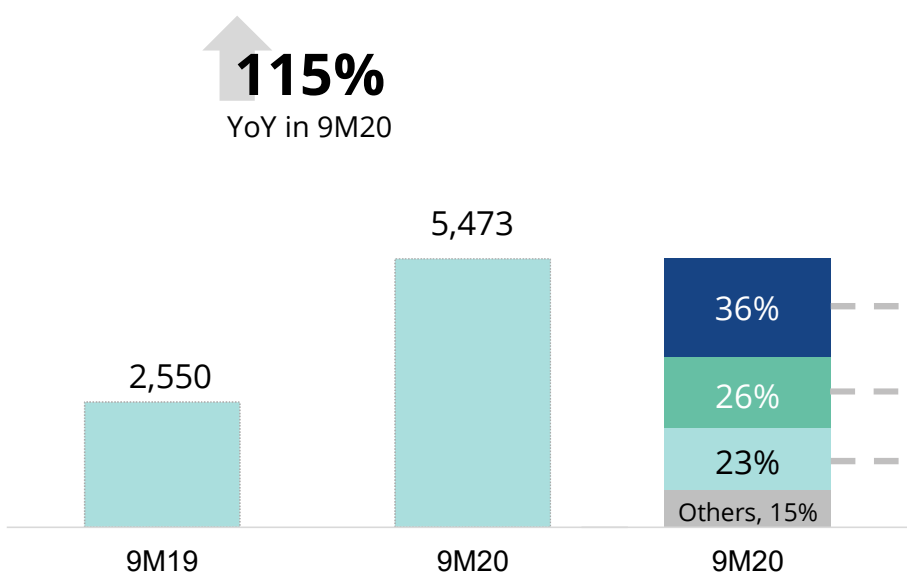
Cash Flows



Operating Cash Flow

9M20 Operating Cash Flow Breakdown

In PHP Mill



- Robust earnings and improvement in working capital translate to **strong cash generation**
- **Significant reduction in debt** brings net gearing to minimal 0.07x and interest expense lower
- **Ongoing capacity expansion** for meat and coconut to address heightened demand



OTHER FINANCIALS

9M 2020 Summarized P&L



In PHP Mill	9M 2019	9M 2020	Change YoY
Net Revenues	30,359	36,794	21%
Cost of Sales	22,956	27,352	19%
Gross Profit	7,403	9,442	28%
Operating Expenses	3,845	4,855	26%
Operating Income	3,644	4,482	23%
EBITDA	4,309	5,296	23%
Financing Cost - Net	289	215	-26%
Income before Tax	3,355	4,267	27%
Income Tax	747	990	32%
Net Income	2,608	3,277	26%
Earnings per Share	0.74	0.93	26%
Margins (%)			
Gross Profit	24.4%	25.7%	+1.3 pps
Operating Expenses	12.7%	13.2%	+0.5 pps
Operating Income	12.0%	12.2%	+0.2 pps
EBITDA	14.2%	14.4%	+0.2 pps
Net Income	8.6%	8.9%	+0.3 pps

- Revenue growth driven by **branded outperformance**
- **Robust double-digit growth across all branded units** as consumers prefer well-known and trusted shelf-stable products

- Improvement in gross margin driven by **subdued raw materials, favorable FX, and faster growth of higher-margin branded business**
- Elevated operating expense due to **enhanced health and safety measures**

- **Earnings momentum sustained at +26%**, exceeding normal target of 10-15%

9M 2020 Summarized Cash Flow



In PHP Mill	9M 2019	9M 2020
Profit before Tax	3,355	4,267
Depreciation & Amortization	664	813
Working Capital Change	(995)	1,142
Income Tax	(747)	(990)
Others	273	241
OPERATING CASH FLOWS	2,550	5,473
Additions to PPE	(1,303)	(1,428)
INVESTING CASH FLOWS	(1,301)	(1,410)
Interest Paid	(289)	(215)
Change in Debt	(484)	(1,975)
FINANCING CASH FLOWS	(1,411)	(3,659)
NET CHANGE IN CASH	(162)	404
CASH, ENDING	1,515	2,012
FREE CASH FLOW	1,247	4,045

- Working capital decline primarily driven by **higher payables**

- Strong cash generation due to **robust profitability and reduced working capital**

- CapEx program continues in spite of COVID-19; some **expansion programs accelerated**

- Decline in financing cost due to **decrease in debt and lower interest rates**

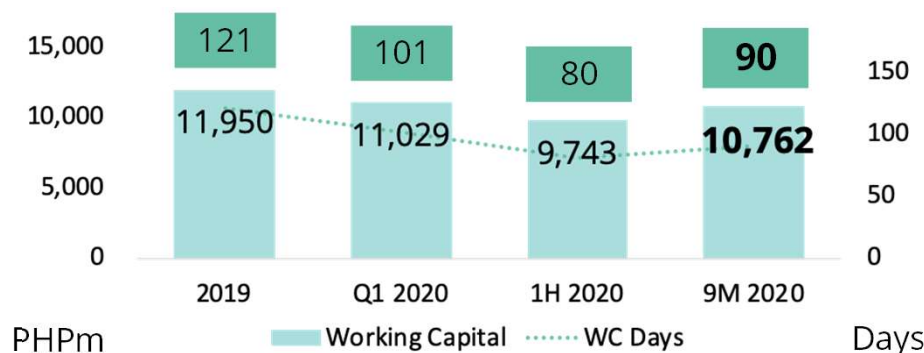
- Debt repayment supported by **significant increase in free cash flows**

Working Capital Details

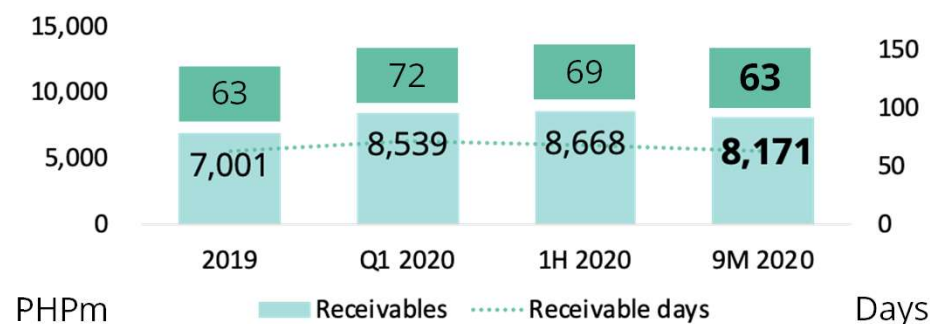


- Build-up of inventory driven by increase in **raw material covers**
- Longer inventory days of 149 **offset** by stretch in payable days to 122
- **Strict monitoring of receivables** amidst current economic conditions

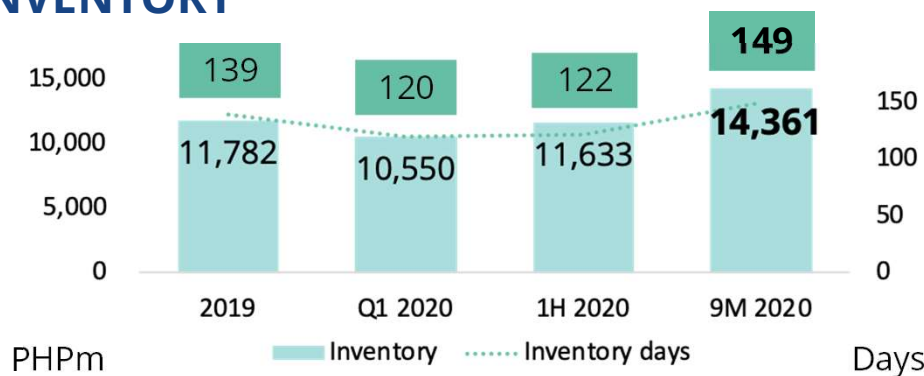
WORKING CAPITAL



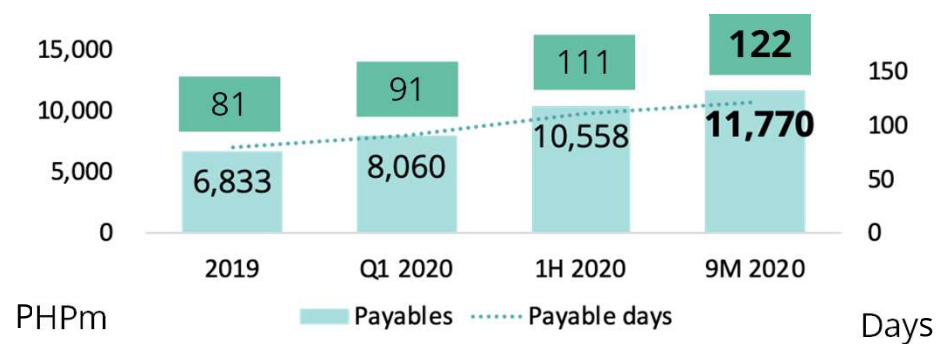
RECEIVABLES



INVENTORY



PAYABLES



9M 2020 Summarized Balance Sheet



In PHP Mill	2019	9M 2020	In PHP Mill	2019	9M 2020
Cash	1,608	2,012	Trade and Other Payables	6,833	11,770
Receivables	7,001	8,171	Notes Payable - Current	2,434	1,966
Inventory	11,782	14,361	Long-Term Loan	3,087	1,578
Current Assets	21,515	25,826	TOTAL LIABILITIES	13,434	17,576
PPE	6,415	7,232	Retained Earnings	10,611	12,613
Non-Current Assets	11,074	12,905	TOTAL EQUITY	19,154	21,155
TOTAL ASSETS	32,589	38,731	BVPS (PHP/share)	5.41	5.97

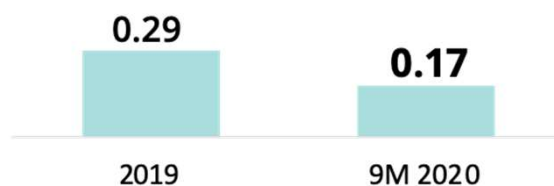
- Improvement in **cash conversion cycle** to 90 days versus 121 days as of end-2019
- Build-up of inventory driven by increase in **raw material covers**

- Loans totaling PHP3.5 billion **all peso-denominated**
- 9M 2020 consolidated **net income** of PHP3.3 billion

Financial Ratios

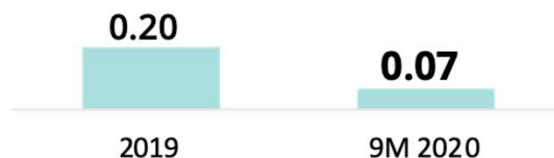


Gearing (x)



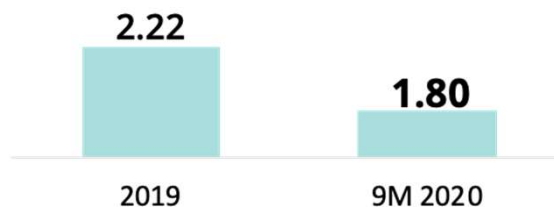
- **Comfortable level** of gearing ratios maintained

Net Gearing (x)



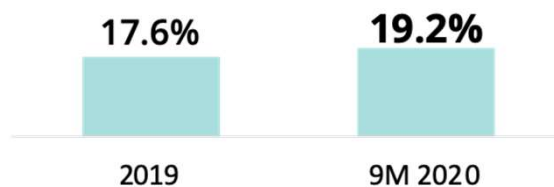
- **Decrease in peso-denominated debt** led to lower leverage ratios

Current Ratio (x)

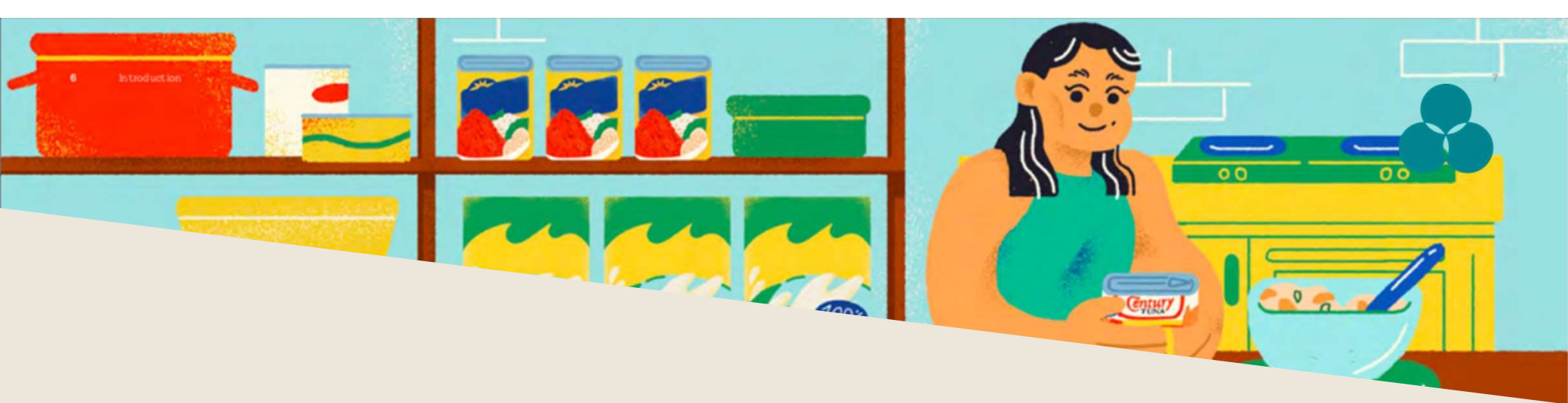


- Improvement in current ratio implies **healthy liquidity**

Return on Equity



- **Attractive return ratios** with ROE in the high teens



INVESTMENT HIGHLIGHTS

Investment Highlights



1

Market Leadership

- Dominates the canned fish and canned meat categories locally* with a growing presence in milk
- Company's brands are the brands of choice for Filipino consumers

2

Multiple Brands and Products

- A broad product portfolio catering to different tastes and needs to capture a larger share of consumers' wallet and stomach
- Diversification of risk and input price exposures

3

Strong Focus on Marketing and Innovation

- Innovative marketing campaigns to create must-have and aspirational brands
- Strong R&D process to launch products and improve profitability

4

Extensive Market Penetration and Distribution

- Products available in 1 million points of sale locally*
- A growing network of food service and international accounts

5

Trusted Partner for International Customers

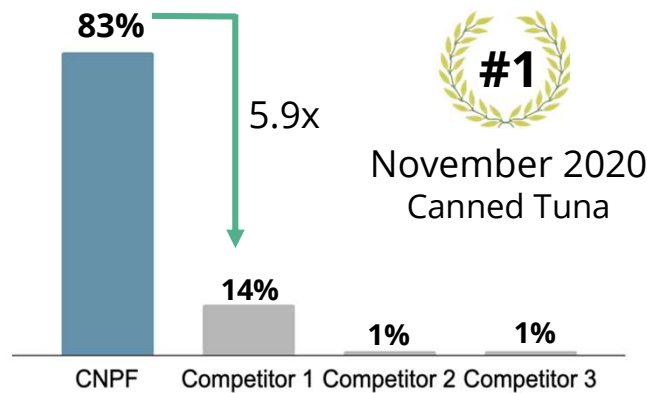
- Long-standing relationships with large international private label customers, initially just for tuna but now also for various coconut products
- One of the Philippines' largest exporter of tuna and various coconut products

1 Dominant Market Leadership in Ambient Food in the Philippines



PRIMARY DRIVER OF CANNED TUNA CONSUMPTION DOMESTICALLY

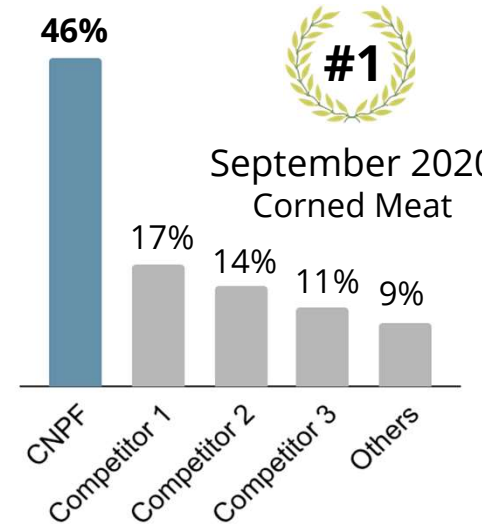
Flagship brand "Century Tuna" is now a champion for health and wellness



Source: Nielsen

MARKET LEADER IN CORNED MEAT

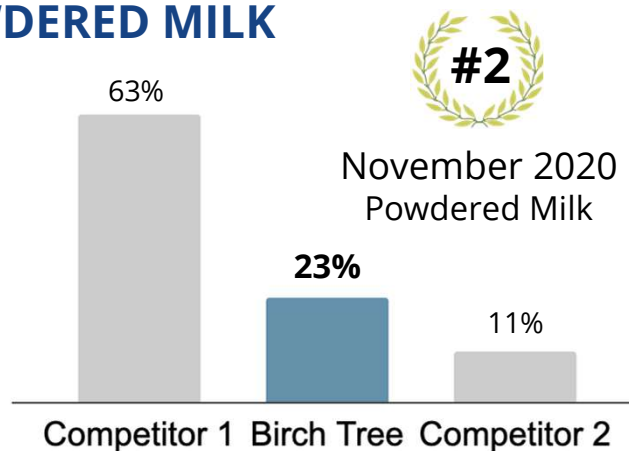
Flagship brand "Argentina" is still the go-to name in terms of affordable yet quality meat products



Source: Nielsen

MARKET SHARE GAINS IN POWDERED MILK

Heritage brand "Birch Tree" is utilized as a platform to expand and grow



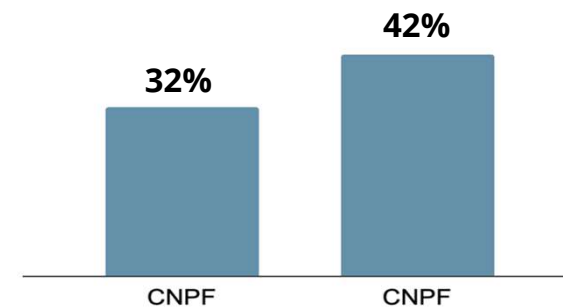
Source: Nielsen

AMONG THE LEADING EXPORTERS OF TUNA AND COCONUT OEM



July 2019 Tuna OEM

December 2018 Coconut Water Exports



Source: Bureau of Customs

2 Multiple Brands and Products Catering to All Consumers

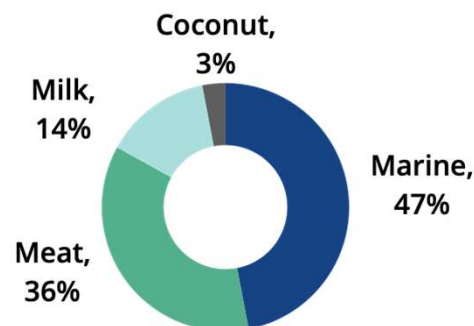


Diverse product portfolio catering to a broad customer base and different customer tastes and needs

Positioning	Value for Money	Mass Market	Affordable Premium
Marine	Lucky 7, FRESCA TUNA	555, BLUE BAY Tuna, KAMAYAN	Century TUNA, Century QUALITY
Meat	Lucky 7, WOW!	555, Shanghai Luncheon Meat, Argentina	Hunt's, Swift
Milk	Home Pride, Kaffe ORO	Angel	Birch Tree FORTIFIED, Birch Tree Full Cream Milk Powder

COMPANY PORTFOLIO AS OF END 2019

219 SKUs



SIGNIFICANT BENEFITS OF A MULTI-BRAND, MULTI-PRODUCT PORTFOLIO

- Catering to a broad customer base through multiple brands and capturing a larger share of the consumers' wallet and stomach through multiple segments and products
- Increased bargaining power with suppliers and distributors
- Diversification of risk and facilitate brand consolidation play

3 Strong Focus on R&D-Driven Innovation and Marketing



INNOVATIVE MARKETING CAMPAIGNS



Enhancing brand recognition through active and targeted marketing and promotional campaigns

- Continuous launching of new products and improvements in profitability made possible through intensive R&D
- Promotions capitalize on healthier lifestyles
- Intuitive and appealing ad campaigns employ celebrity endorsers to create must-have and aspirational brands

4 Extensive Market Penetration and Distribution Network



163k

Total Philippine Outlets Serviced by CNPF

1M

Total Philippine Outlets CNPF Products are Available in

Source: Nielsen

Availability Equivalent to **88%** of All Points of Sale in the Philippines

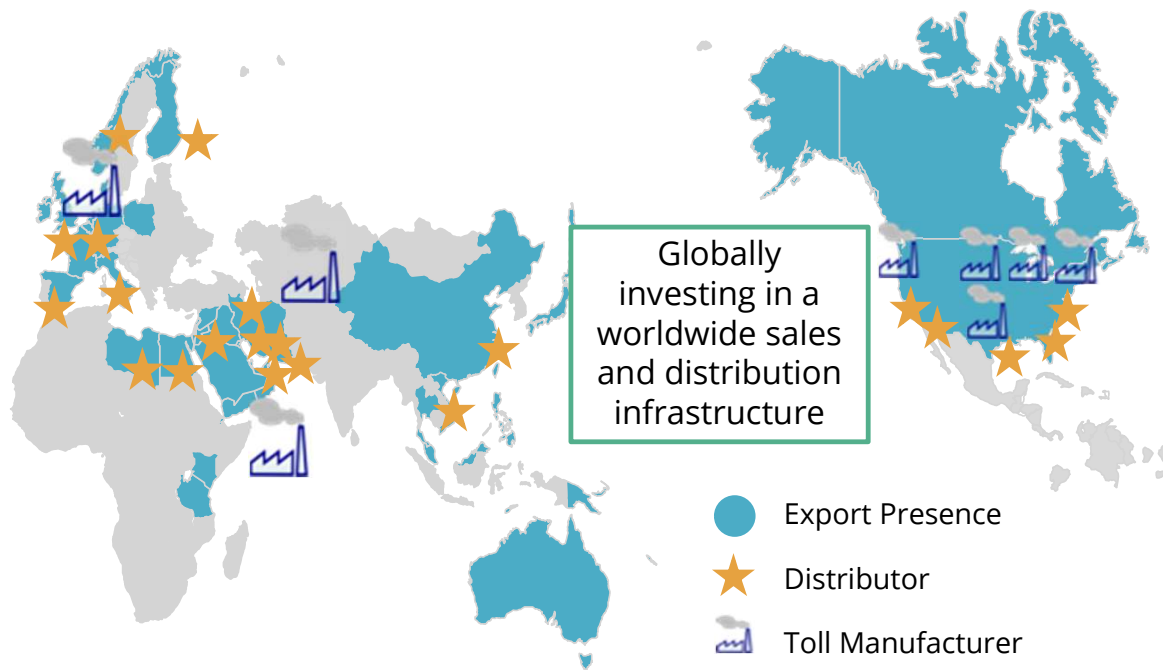
16

Offshore Toll Manufacturers for CNPF Products

81

Countries CNPF Products are Available in

GLOBAL SALES AND DISTRIBUTION NETWORK



AVAILABILITY OF BRANDED PRODUCTS

Walmart



Carrefour



SEAFOOD CITY

SAFEMWAY

99 RANCH MARKET

Spinneys

جيان Géant

Choithrams

full of goodness

5 Trusted Partner for Customers Around the World



Works closely with long-standing international partners to produce private label products for sale in international markets

TUNA OEM CERTIFICATIONS



COCONUT OEM CERTIFICATIONS

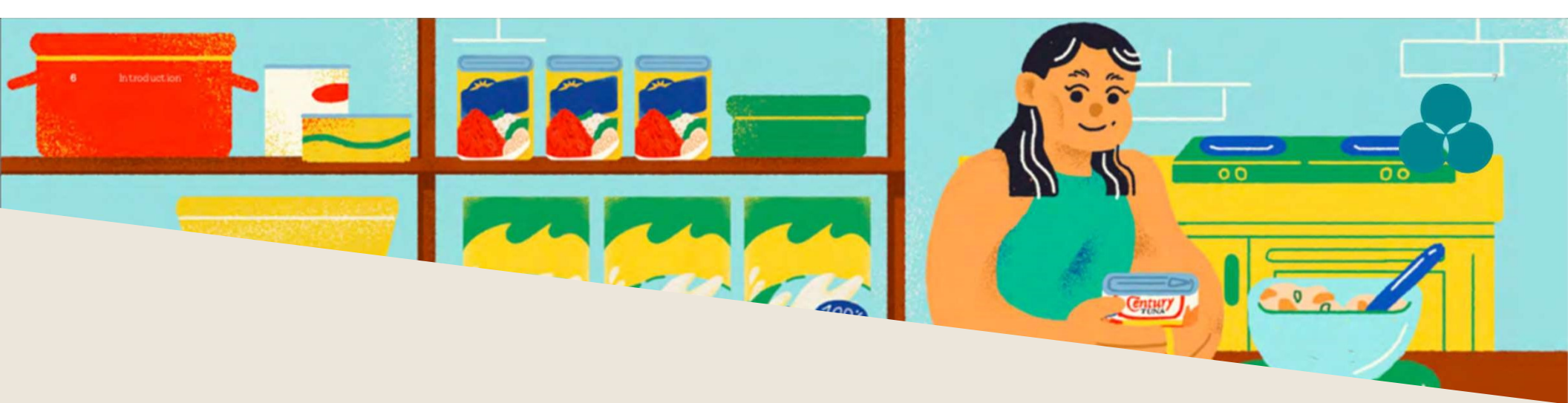


FORECASTED INDUSTRY GROWTH OF COCONUT PRODUCTS*

Coconut Milk/Cream	Coconut Water	Desiccated Coconut	Virgin Coconut Oil
15-20%	12-20%	9%	8-12%

*2019-2023

**Source: Trade Press, University of Asia & the Pacific



OTHER COMPANY INFORMATION

Company Snapshot

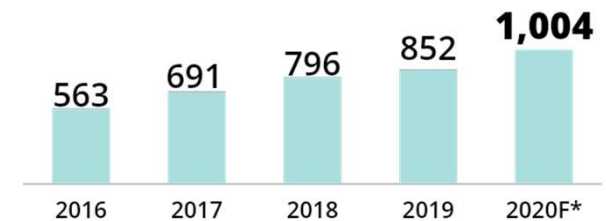


SNAPSHOT

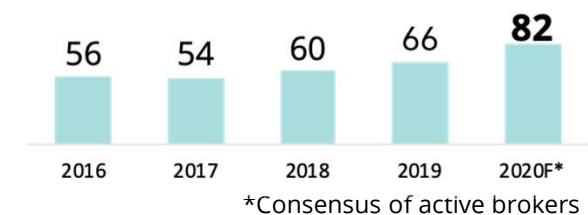
- **Century Pacific Food, Inc.** is one of the largest branded food companies in the Philippines. It is primarily engaged in the manufacturing, marketing, and distribution of processed marine, meat, milk, and coconut products.
- The Company's own brands hold market-leading positions locally and are growing their presence abroad. Further, the Company also operates as one of the Philippines' leading providers of private label tuna and coconut products for export overseas.
- Vision: To be a sustainable and responsible global company of entrepreneurs that nourishes and delights its customers with healthier food and beverages through manufacturing excellence, nutrition expertise, trusted brands and passionate people.
- **Production Facilities:** 6 manufacturing facilities across the Philippines strategically located adjacent to supply sources (Tuna and Coconut in General Santos City, Meat in Laguna City, Dairy in Taguig City, and Sardines in Cavite and Zamboanga City)
- **Key Management:** Christopher T. Po - Executive Chairman, Teodoro T. Po - President & CEO, Gregory H. Banzon - Executive Vice President & COO, Edwin C. Africa - Senior Vice President & General Manager, Oscar A. Pobre - Vice President & CFO

FULL-YEAR FINANCIALS

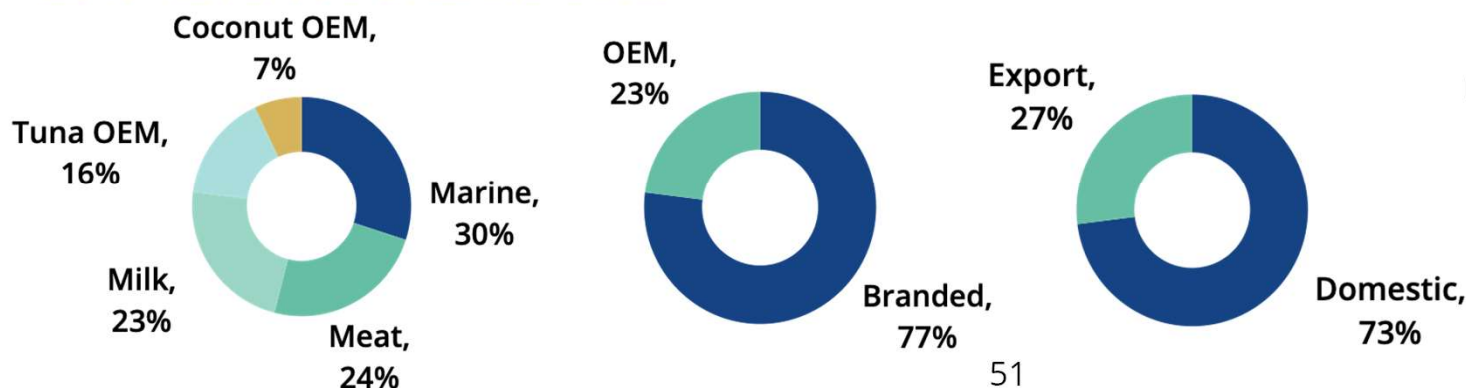
Revenues (In USD Mill)



Net Income (In USD Mill)



2019 REVENUE BREAKDOWN



OWNERSHIP STRUCTURE



The Big Picture

CNPF is well-positioned to take advantage of rising consumer demand



MAJORITY STILL LOW TO MIDDLE CLASS IN THE PHILIPPINES

Distribution of Families and Income

SE CLASS	% Share of Families	% Share of Income	Annual Income in PHP	Annual Income in USD
AB	1	9	1,857,000	36,880
C	9	26	603,000	11,976
D	60	56	191,000	3,793
E	30	9	62,000	1,231
Total	100	100	206,000	4,091

Represents a typical Filipino family size of 3 to 5 pax

Source: BPI Securities Social Weather System Survey, 2016

FOOD ACCOUNTING FOR BULK OF FAMILY EXPENDITURE

Breakdown of Family Expenditures

Wealth Group	Per Capita Total Food Consumption (TFC) in Grams	Animal-Based Protein in % TFC	Milk & Milk Products in % TFC
Others, 58%			
Food, 42%			
Richest	971	28.3	7.9
Rich	869	25.6	6.1
Middle	810	22.3	4.4
Poor	790	19.0	3.7
Poorest	778	15.1	2.0

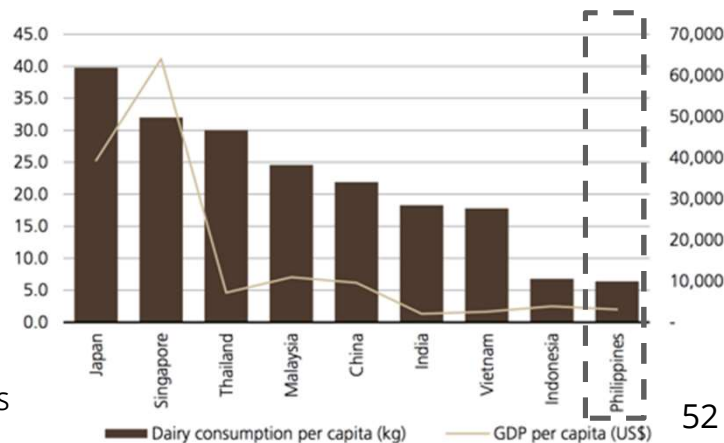
Percentage going to food much larger for lower income families, and protein intake grows as wealth increases

Source: Philippine Statistics Authority Family Income and Expenditure Survey, 2016
Food and Nutrition Research Institute Dietary Survey, 2015

OPPORTUNITIES IN THE PHILIPPINE DAIRY MARKET

Dairy Annual Consumption per Capita in 2018

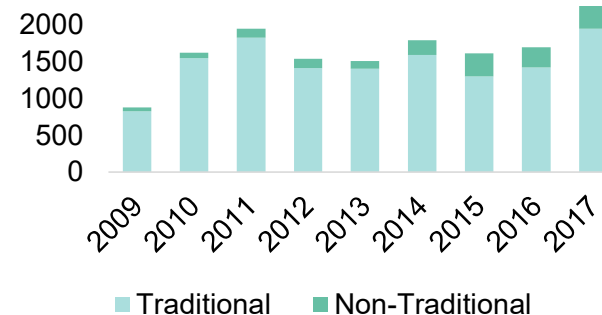
High potential for consumption to grow



Source: Euromonitor, UBS

GLOBAL DEMAND FOR PHILIPPINE COCONUT EXPORTS

Philippine Coconut Export Value (In FOB USD Mill)



Riding the wave of global health and wellness

Source: PCA, PSA, UCAP

Company Milestones



Proven track record in brand building

— organic — via acquisitions


TUNA OEM
BUSINESS
1978


1983


1986


1995


2001


2002


2002


2008


2008


2008


2012


2014


2015


COCONUT
BUSINESS


2016

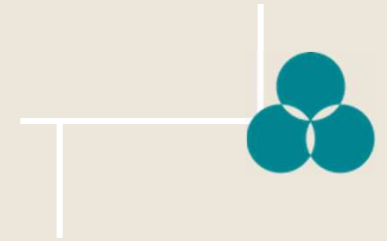

2017


2019


2020

Company Milestones

Recognized for excellence



Century Tuna and Argentina
2011-2013, 2015-2016



Marketing Company of the Year
2011

Gregory Banzon
Marketing Excellence
2014

Outstanding Achievement
in Export Marketing
2018



Asia Marketing Federation

Asia's Marketing
Company of the Year
2016

ASIAMONEY

Philippines' Best Managed
Small Cap Company
2016



Gregory Banzon
Communication Excellence
2017

FinanceAsia

Philippines' Best
Mid Cap Company
2017-2018



Family Business Award
Country & ASEAN Winner
2018



Asian Export Awardee
Processed Food
Large Corporate Category
2018



Best in Sector
Consumer Staples Finalist
2018

Best in Country
Philippines Finalist
2019



1000 High-Growth
Companies Asia Pacific
2018

500 High-Growth
Companies Asia Pacific
2020



Century Tuna
Brand of the Year
Philippine Seafood Category
2019

Institutional
Investor

Philippines' Most
Honored Company,
Philippines' Third
Best CEO (Teodoro Po)
2020

 **Shopee**
Rookie of the Year
2020



Category Winner
Large Corporate
2020

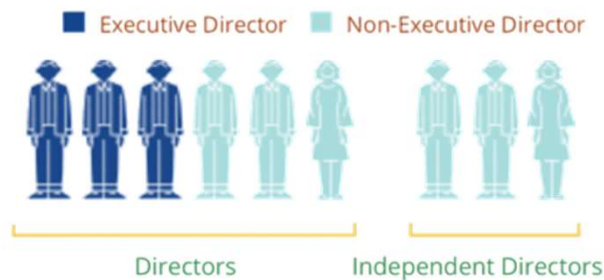
Our Experienced and Dedicated Management Team



Highly experienced professionals in their respective areas of expertise; governance mantra of recruiting the best home-grown or external talent

BOARD COMPOSITION

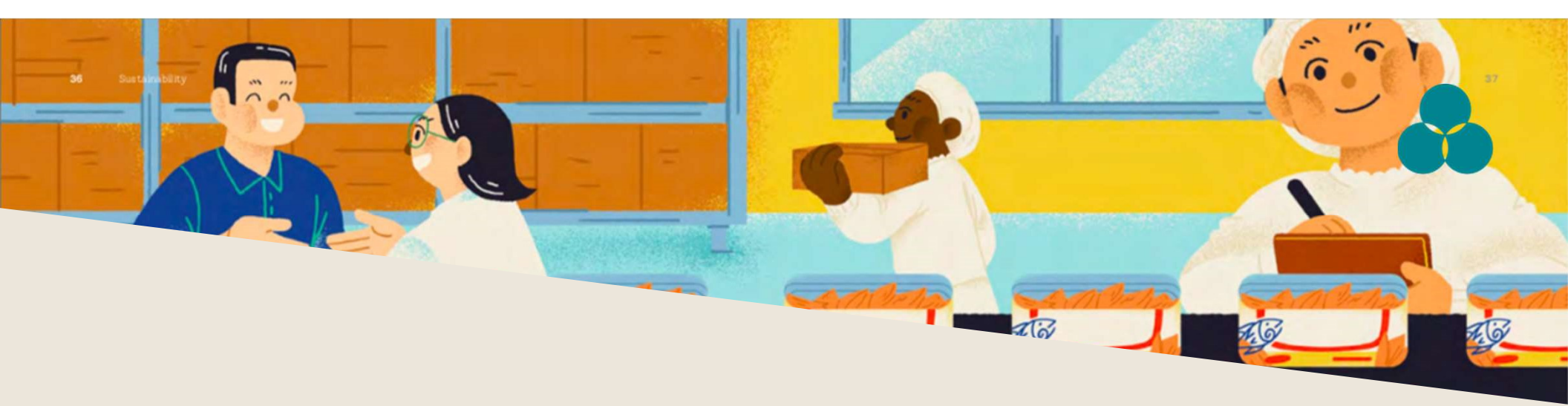
9 Members



4 Committees

- Audit Committee
- Board Risk Oversight Committee
- Corporate Governance & Sustainability Committee
- Related Party Transactions Committee

CHRISTOPHER PO Executive Chairman	<ul style="list-style-type: none"> • 9 years of experience as Management Consultant at McKinsey, Managing Director at Guggenheim Partners, and Corporate Planning Head at JG Summit
TEODORO PO President & CEO	<ul style="list-style-type: none"> • 27 years of experience in running various business units of Century Group; Designed, built, and managed several factories of the group
GREGORY BANZON EVP & COO	<ul style="list-style-type: none"> • 22 years of experience in various general management, marketing, and sales roles including VP - Marketing of Johnson & Johnson ASEAN, Country General Manager of Johnson & Johnson Indonesia, and General Manager at RFM
EDWIN AFRICA SVP – GM Meat	<ul style="list-style-type: none"> • 22 years of experience in general and brand management roles in the Philippines, Taiwan, Thailand, Singapore, Malaysia, and China • Procter & Gamble from 1991 to 2001, Nippon Paint from 2001 to 2004, and Pepsico from 2005-2012
OSCAR POBRE VP & CFO	<ul style="list-style-type: none"> • 23 years managing the corporate finance, treasury, accounting, and controllership at Century Group of Companies • 17 years of experience in finance functions at RFM, Cosmos, Dole, and Meralco
CEZAR CRUZ VP – GM Sardines	<ul style="list-style-type: none"> • 29 years of experience in various technical, operations, and business development roles at San Miguel and RFM • President of the Sardine Association of the Philippines
RONALD AGONCILLO VP – GM Milk & Mixes	<ul style="list-style-type: none"> • 19 years of experience in various national sales management, engineering, and logistics roles at Unilever Philippines and Indonesia, 3M, Shell, Cadbury, and San Miguel
NOEL TEMPONGKO VP – GM Coconut	<ul style="list-style-type: none"> • 27 years of experience in various general management roles in fast-moving consumer goods companies including San Miguel Yamamura Packaging Corp and The Purefoods-Hormel Company Inc.
TEDDY KHO VP – GM Tuna OEM Exports	<ul style="list-style-type: none"> • 21 years of experience in various management, operations, and technical roles including President and General Manager of San Miguel Foods Vietnam and Plant Manager of San Miguel Hoecheong
WILHELMINO NICOLASORA VP – Domestic Sales	<ul style="list-style-type: none"> • 9 years of experience in sales management roles at Unilever Philippines, PepsiCo International, and Kimberly-Clark Philippines and Thailand



ESG HIGHLIGHTS

Our Vision



The Company Vision was revised in 2018 to incorporate sustainability.

Previous

We will be respected as a team of passionate, consumer-oriented, professional entrepreneurs committed to lead and work together to delight families in the Philippines, the region and the world.

Guided by Divine Providence, we will be a company of choice of every household and trade partner, valued and trusted for our brands and products that deliver quality, service, taste, convenience, innovation and affordability.

Current

We are a **sustainable and responsible** global company of entrepreneurs that nourishes and delights our consumers with healthier food and beverages through our manufacturing excellence, nutrition expertise, trusted brands, and passionate people.

Our Commitment



The commitment to sustainability stems all the way from the top.

“Essential to our strategy going forward is our sustainability and ability to balance the needs of all our stakeholders.

We believe that sustainability - whether coming up with healthier products, taking care of our people and communities, or being good stewards of our resources - is essential to our longevity. We believe our commitment to responsible business will change the complexion and character of our business in a good way and will future-proof our enterprise.”

CHRISTOPHER T. PO
Executive Chairman

TEODORO T. PO
President & CEO

Our Engagements



We have engaged a number of third parties to assist us in our sustainability journey.



Partnered with Business for Sustainable Development in late 2018 to establish a sustainability framework and conduct initial baselining



Engaged with The Purpose Business in late 2019 to create a sustainability strategy and better incorporate sustainability into the core of our business



Framework



Protein Delivery

OUR BUSINESS CORE = AFFORDABLE NUTRITION

Profit-Purpose Alignment

Product Affordability & Accessibility

Product Development & Innovation

Food Quality & Safety

Healthier Products

Sodium Reduction

Calcium, Iron & Vitamin C

Fortification



Planet Preservation

Natural Resource Efficiency

Freshwater Consumption Reduction

Energy Consumption Reduction

Environmental Impact Management

Greenhouse Gas Emission Reduction

Plastic Neutrality

Landfill Waste Reduction

Supply Chain Management

Supplier Credibility

Local Sourcing

Tuna Sustainability



People Development

Employees

Diversity & Inclusion

Talent Development

Employee Engagement

Workplace Safety

Community

Job Creation

Nutrition Delivery

Nutrition Education

Livelihood Support

Access to Affordable Nutrition



Protein Delivery



Our Core Business represents Profit & Purpose Alignment

MAJORITY STILL LOW TO MIDDLE CLASS IN THE PHILIPPINES

Distribution of Families and Income

SE CLASS	% Share of Families	% Share of Income	Annual Income in PHP	Annual Income in USD
AB	1	9	1,857,000	36,880
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E	30	9	62,000	1,231
Total	100	100	206,000	4,091



Source: BPI Securities Social Weather System Survey, 2016

Playing a critical role in food security



Protein Delivery



Our Core Business represents Profit & Purpose Alignment

Philippines' Key Critical Household Items*

Present in 3 out of 6 categories

 Canned sardines	 Canned meat	 Milk
 Coffee	 Instant noodles	 Rice

Nutritional Profile of Product Portfolio

Goes beyond just Protein

Protein Each tin of CNPF product fulfills 33% of the daily protein requirement of an individual.	Marine	Meat	Milk
Calcium	Marine	Milk	
Iron	Meat	Milk	
Vitamin C	Milk		

*Source: Department of Social Welfare and Development

Business Success also leads to Greater Impact



Protein Delivery



Our Core Business represents Profit & Purpose Alignment

Accessibility

Product Innovation

Food Quality & Safety

Availability equivalent to **88%** of all points of sale in the Philippines

Idea Creation

Regulatory Compliance

Product Feasibility

Raw Material Testing & Supplier Accreditation

Each Filipino consumed approximately **11** of CNPF's products in 2019

Product Testing

Production & Process Control

Product Launching

Food Safety Audit

Continuous Improvement



Spotlighted Projects

Protein Delivery

2

ZERO HUNGER



3

GOOD HEALTH AND WELL-BEING



Building a Better-For-You Portfolio of Products

Rolling out formulations with reduced sodium for certain products in 2021

Introduced “UnMeat”, a healthy meat alternative made with non-GMO plant-based ingredients, making plant-based products affordable and accessible to Filipinos



UnMeat: Philippines' 1st Vegan Brand



Planet Preservation



UnMeat

VS

Real Meat



Plant-based



Animal-based



Around 98% less water used



Production of real meat entails a longer supply chain versus plant-based meat alternatives



Around 30% less energy used



Around 82% less greenhouse gas emissions



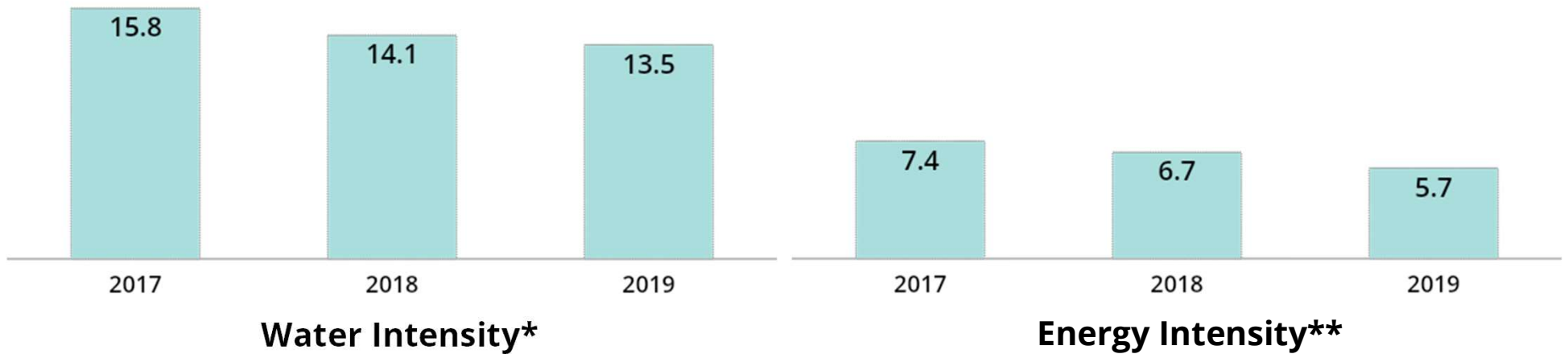
Around 88% less land used

We are Using Less while Doing More



Natural Resource Efficiency

Planet Preservation



Reducing water consumption per metric ton in marine and coconut plants by **20-30% in 3 years** via rainwater recycling, desalination and condensate recovery, among others.

Reducing energy consumption per metric ton by conversion of old lights to LED, use of more efficient coal, and enhanced boiler design

*In cubic meters per ton product.
**In gigajoules per ton product.

A Leader in Tuna Sustainability



Planet Preservation



We are a member of/participate with:



International Seafood Sustainability Foundation (ISSF) CONSERVATION MEASURES

- 1) Tuna Regional Fisheries Management Organizations (RFMO) Authorized Vessel Record
- 2) RFMO Participation
- 3) Product Traceability
- 4) Quarterly Data Submission to RFMO
- 5) Shark-Finching Policy
- 6) Prohibition of Transactions with Shark-Finching Vessels
- 7) Prohibition of Transactions with Companies without a Public Policy Prohibiting Shark Finning
- 8) Large-scale Pelagic Driftnets Prohibition
- 9) Full Retention of Tunas
- 10) Skippers Best Practices
- 11) Transactions with Vessels that Use Only Non-Entangling Fish Aggregating Devices (FADs)
- 12) Unique Vessel Identifiers (UVI)- International Maritime Organization (IMO)
- 13) Purse Seine Unique Vessel Identifiers
- 14) Observer Coverage
- 15) Transshipments
- 16) Illegal, Unreported and Unregulated (IUU) Fishing
- 17) IUU Product Response
- 18) Transaction Ban for Large-Scale Purse-Seine Vessels not Actively Fishing for Tuna as of December 31, 2012
- 19) Purchases from Purse Seine Vessels in Fleets with Other Vessels Not in Compliance with ISSF Conservation Measures 6.1 and 6.2(a)
- 20) Registration of Controlled Vessels
- 21) Purchases from Proactive Vessel Register (PVR) Vessels

A CNPF representative also sits on the Board of ISSF, helping shape global tuna sustainability policy.

ISSF Audit Report available for download here:
<https://tinyurl.com/ISSF-Audit-Report-2019>

Stock levels of Skipjack Tuna from the Western Pacific Ocean is 100% Healthy



Planet Preservation

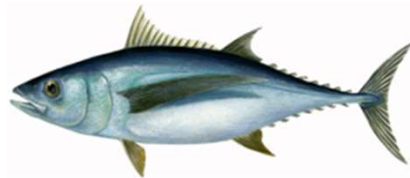


There are different species of tuna.

CNPF's primary tuna raw material



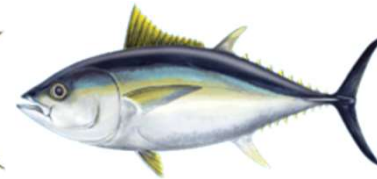
Bluefin



Albacore



Yellowfin



Bigeye



Skipjack

- **84% of worldwide tuna stocks are in healthy states.**
- **All skipjack and most albacore stocks are healthy.**

ISSF publishes its signature *Status of the Stocks* report twice each year using the most current scientific data on 23 major commercial tuna stocks. In addition, ISSF maintains a data-visualization tool based on this report. The "Interactive Stock Status Tool" is located on the ISSF website and accessible through the Status of the Stocks overview page; users can easily toggle through tuna abundance and exploitation health indicators by catch or stock and filter by location and species as well as be informed about the share of total catch by species/stocks and gear types.

Source: International Seafood Sustainability Foundation (ISSF), Dec 10 2020 Report



ABUNDANT and can reproduce year-round in tropical and subtropical waters



FAR FROM BEING OVERFISHED even in the future



BEING MEASURED to limit catching of non-skipjack species

Reducing our Waste Footprint



Planet Preservation



Fully utilizing **marine and coconut** raw materials

Tin cans, a major raw material used in packaging, are sold as scrap for **recycling**

Reduced waste to landfill in the following the years.



Spotlighted Projects

Planet Preservation



Plastic Neutrality



**PLASTIC
NEUTRAL
BRAND**

plasticcreditexchange.com



**PLASTIC
NEUTRAL
COMPANY**

plasticcreditexchange.com

One of the first “Plastic Neutral” (net zero plastic released) companies in the Philippines. Continuing 100% plastic neutrality initiative, including third-party verification and certification of this activity

Spotlighted Projects

Planet Preservation



Carbon-Neutrality



Spearheading a coconut replanting initiative by providing coconut farmers 100,000 coconut seedlings a year for the next five to eight years, sequestering about 416,680 metric tons of emissions over the next eight years, and allowing our coconut subsidiary to be **“Carbon Neutral” (net zero carbon emissions) by 2028**



Spotlighted Projects

Planet Preservation



Partially Powered by the Sun

Sourcing 15% of total power requirements from solar energy reducing emissions by around 123,900 metric tons a year beginning mid 2021





Spotlighted Projects

People Development



Supporting Coconut Farmers



Providing 100,000 free coconut seedlings a year for the next five to eight years augmenting the income of 16,000 families in Mindanao, a low-income region of the Philippines. Also guaranteeing them market access to their products via coconut business that buys 100% of its main raw material from the Philippines



Spotlighted Projects

People Development



Flagship 'Kain Po' Feeding Program

35M

Free Meals Served

180K

Beneficiaries
(majority school children)

250

Feeding Partners



Spotlighted Projects

People Development



COVID-19 Response

300k

Free Medical Frontliner Meals

6M

Food Packs Provided to Low-Income Communities



New Jobs Amidst COVID-19



People Development



4,500 new jobs supported in 2020

At least **18,000** jobs supported by the CNPF ecosystem



Building a Strong Talent-Pool



Employees

People Development



Succession & Hiring

An **Executive Succession Management Program** is in place designed to develop and retain talents who may take on key senior management roles in the next three to five years.

Filling in critical roles through **internal** promotions

Retaining talent through good employee engagement, management relationships, and organizational culture

Provide proper, efficient, and effective training

Workplace Safety

Ensure non-discrimination and protection of all employees & third-party workers' human rights

Enforce the company Code of Business Conduct & Ethics for both employees and suppliers

Uphold our Tuna Traceability Declaration* which includes "eliminating any form of slavery"

Enforcement of our Anti-Sexual Harassment and Safe Spaces Policy

*As a member of the Global Tuna Alliance, a market-led initiative to deliver sustainable tuna, which formed the Tuna Traceability Declaration 2020 in support of the U.N. Sustainable Development Goal 14: Life Below Water.

Benefiting from Gender Diversity

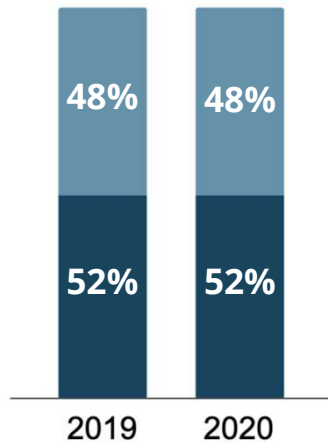


Employees

People Development

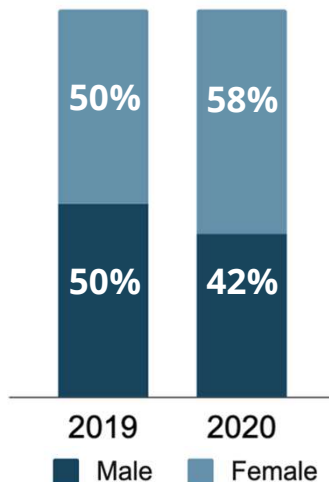


Distribution of Employee Population by Gender (M/F) excluding Manual Workers

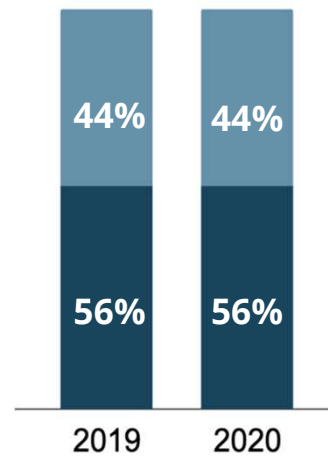


% Males vs % Females Department Managers

- Majority of department managers are Female



% Males vs % Females Executives



Goal to further increase **diversity at Executive Levels**

CNPF Anti-Sexual Harassment and Safe Spaces Policy

- Upholding its core value of Respect for Individual, the Company prohibits all forms of sexual harassment in its workplaces and in all business endeavors
- Working environment must at all times be supportive of the peace of mind, dignity and self-esteem of individuals
- A Committee on Decorum and Investigation on Sexual Harassment Cases is tasked to investigate and address complaints of gender-based sexual harassment

Plant/Manufacturing Heads – All Female



People Development



Marine / Tuna OEM

Meat

Milk

Coconut



Hermina Narciso

6 Years with CNPF

Jinky Mercado

25 Years with CNPF

Arlene Aguilar

16 Years with CNPF

Joyce Rebosura

3 Years with CNPF

Educational Support to Employees' Children

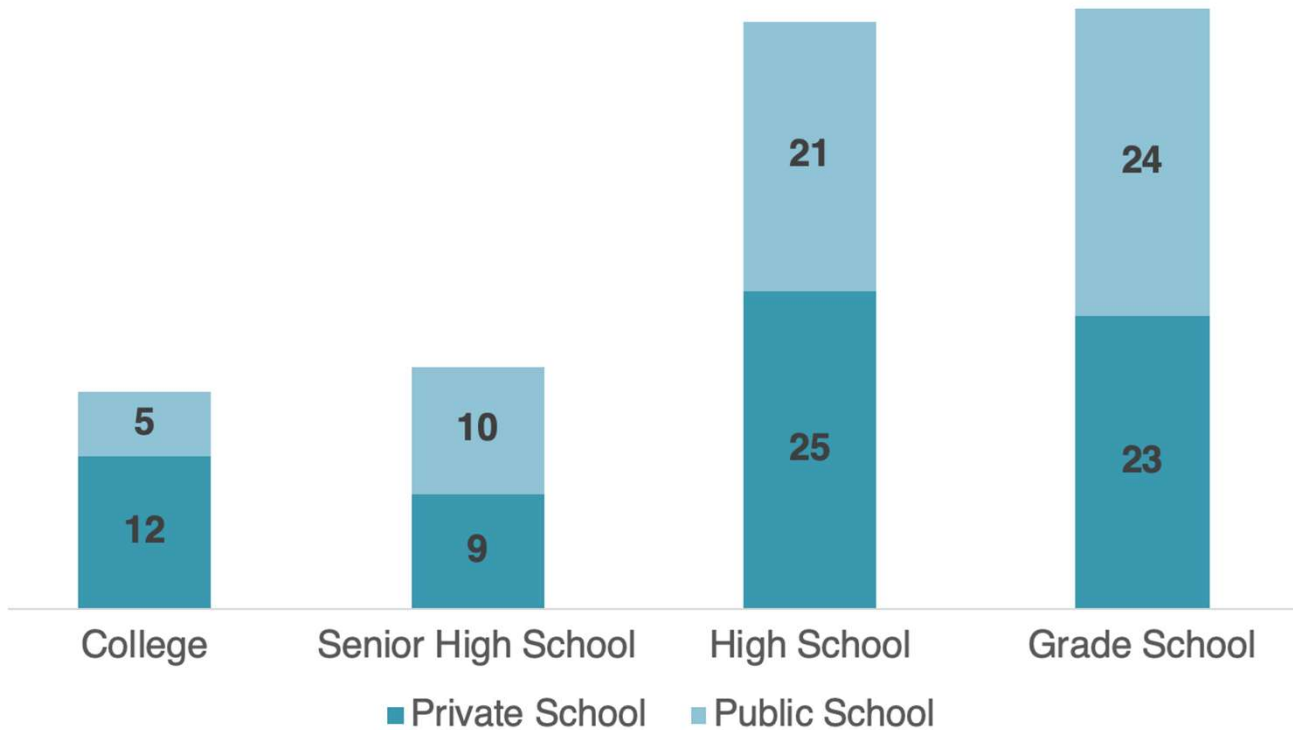


Employees

People Development



SY 2020-2021 Scholars' Breakdown



149
Total Scholars Supported

129
Scholars for SY 2020-2021

*Employees from Rank & File and Supervisory levels

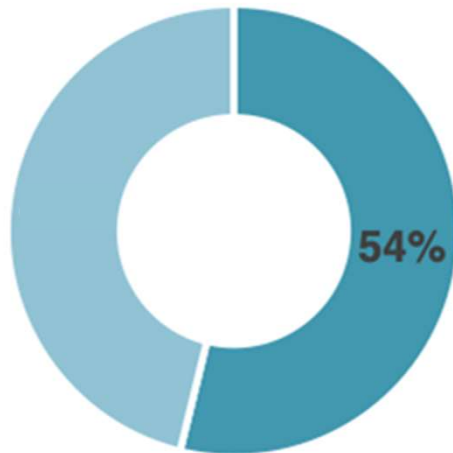
Supporting Communities via Local Sourcing



People Development



Raw materials sourced locally



- Looking to source more materials locally
- Exploring contract farming and local processing



Good Governance & Strong Institutions



Sustainability Governance Structures in Place

Board's Corporate Governance & Sustainability Committee

Chairman

JOHNIP CUA

Independent Director

Served as President and General Manager of Procter & Gamble Philippines from 1995 to 2006.

Member

FERNAN LUKBAN

Independent Director

Consultant to multiple business families ; Professor of strategy, entrepreneurship, and governance at UA&P; Founding fellow of Institute of Corporate Directors

Member

FRANCES YU

Independent Director

Previously Chief Retail Strategist of Mansmith and Fielders, Inc., the largest marketing and sales training company in the Philippines.

Management's Sustainability Steering Committees

Core

CHRISTOPHER PO – CNPF Executive Chairman, as well as Chairman of Sustainability Steering Committees

TEODORO PO – President & CEO

EDWIN AFRICA – SVP & GM Meat

GIOVANNA VERA – AVP Investor Relations & Treasury

Protein

DAISY ENGLE – Corporate Research & Development

JENNY TAN – Group Procurement Director

HONEY SAYAS – AVP – Corporate Quality Assurance

Planet

CEZAR CRUZ – VP & GM Sardines

TEDDY KHO – VP & GM Tuna OEM Exports

NOEL TEMPONGKO – VP & GM Coconut

GERALD MANALANSAN – VP Supply Chain Logistics

JINKY MERCADO – AVP Meat Manufacturing

CESAR ORILA – AVP Milk Operations

People

EMERSON VILLARANTE – VP Human Resources

KAMILLE CORPUS – RSPo Foundation Program Manager

Good Governance & Strong Institutions



Policies

Dividends

Shareholder historically receive approximately 30% of the previous year's net income as dividends.

In 2020, the Company hit a record-high 40% payout ratio, doubling dividends to shareholders.

Related Party Transactions

Transactions involving related parties are done on an arms-length basis.

Transactions above 10% of the Corporation's total consolidated assets based on its latest audited financial statements are first approved by the Board's Related Party Transactions Committee, where 2 of its 3 members are independent directors.

Conflict of Interest

Policy dictates that employees avoid situations that present potential conflicts between their interests and interests of the Company.

Corruption

The Company prohibits all forms of corruption, extortion, and bribery, or soliciting material favors from suppliers or customers/clients with which the Company has business relationships for his or her own personal benefit.

Supplier Code of Conduct

A formalized and institutionalized Supplier Code of Conduct and Ethics covers actions of all raw material suppliers and service providers. It covers the following issues: (a) Human Rights (child labor, forced labor and human trafficking, non-discrimination, harassment, working hours, wages and benefits), (b) Ethics (business integrity, no gift policy, fair competition, privacy and intellectual property, conflict of interest), (c) Health, Safety and Quality, (d) Environment, and (e) Management Systems

Good Governance & Strong Institutions



Multiple 3rd party recognitions around minority stakeholder engagement & ESG

Institutional Investor

Philippines' Best ESG
Institutional Investor
2020



Philippines' Best ESG
Mid-Cap Company
Capital Finance International
2020

FinanceAsia

Philippines' Third Best at
Investor Relations
Finance Asia
2018

Institutional Investor

Philippines' Third Best
Investor Relations Professional
Institutional Investor
2018



Certificate of Excellence in
Investor Relations
IR Magazine Awards
South East Asia
2018



Award winner
South East Asia 2019

magazine

Best Overall Investor Relations
(Small Cap), Rising Star
(Giovanna Vera), Best Annual
Report (Small Cap), Best
Investor Relations Officer
Finalist (Small-Mid Cap)
IR Magazine Awards South
East Asia 2019

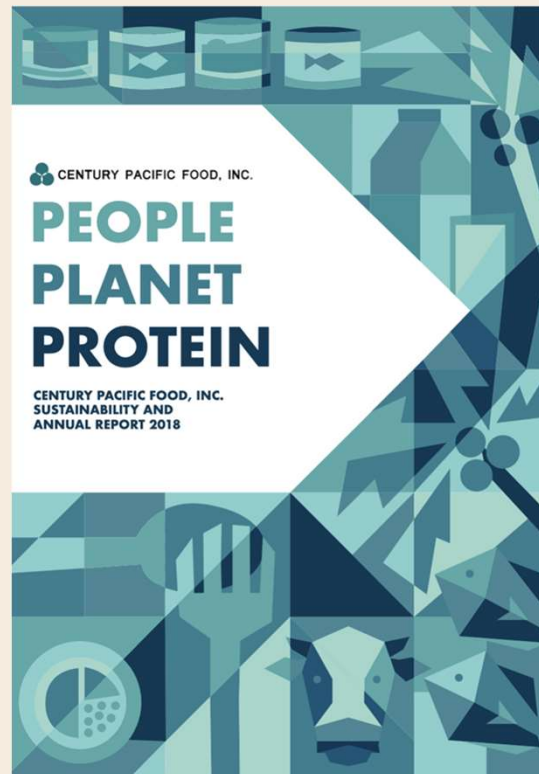
Institutional Investor

Philippines' Best Investor Relations
Program, Best Investor Relations Team,
Best Investor Relations Professional
(Giovanna Vera), 2nd Best CEO
(Teodoro Po)
Institutional Investor
2020

Sustainability Reports Adhering to GRI Standards



Sustainability & Annual Report 2019



Sustainability & Annual Report 2018



CNPF has published 2 annual reports (2018 & 2019) that are compliant with the GRI Standards.

The GRI Standards help organizations' understand their outward impacts: on the economy, environment, and society.

This increases accountability and enhances transparency on their contribution to sustainable development.

A Commitment to Changing Company Culture



A Sustainability Mindset



‘Fundamentally, what we want is to change our company’s culture so that the sustainability mindset becomes ingrained in how we do business in the long run’

-Christopher Po, Executive Chairman



STOCK & INVESTOR RELATIONS HIGHLIGHTS

Stock Highlights



MARKET CAPITALIZATION

\$0.8B **\$1.3B**
 December 2015 December 2020

AVERAGE DAILY VALUE TRADED

\$0.2M **\$0.9M**
 2015 Last Three Months

STOCK PRICE PERFORMANCE

(WSJ MARKETS: CNPF PM)



CNPF

Philippine Consumer Average

PER	15.2x	19.0x
PBV	2.8x	3.3x
ROE	19.8%	13.7%
Operating Margin*	12.5%	10.5%
Net Income Margin*	7.8%	6.5%

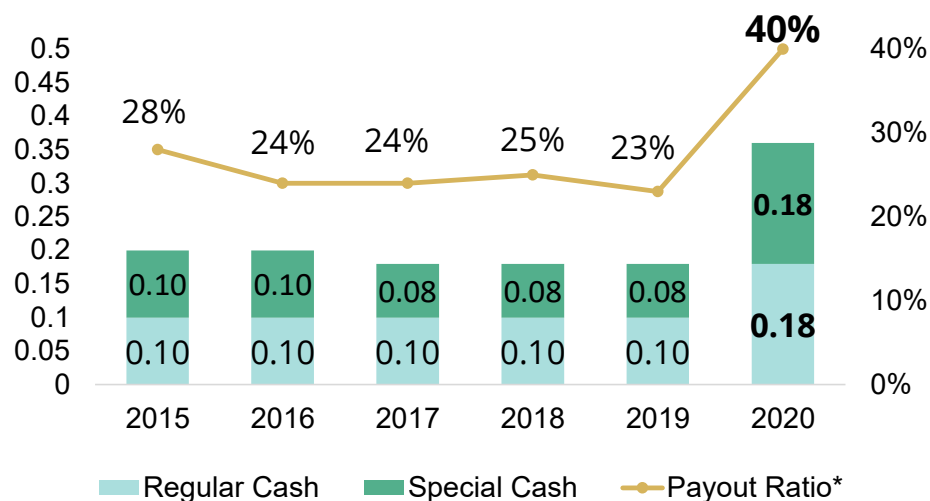
Source: BPI Securities 2020 Estimates as of 20 November 2020

*Bloomberg, trailing 12 months

Stock Highlights



DIVIDEND HISTORY



	Declaration Date	Record Date	Payment Date
2015	June 30	July 30	August 25
2016	June 15	July 15	August 10
2017	June 30	July 28	August 23
2018	July 3	July 17	August 8
2019	July 1	July 31	August 16
2020	June 30	July 30	August 14
50% Stock Dividend	3 June 2016	15 July 2016	10 August 2016

MAJORITY SHAREHOLDER

Century Pacific Group, Inc. (CPGI) owns **69%** of CNPF; Balance is float

- CPGI is in turn wholly owned by the Philippines' Po family
- It is also the majority shareholder of PIZZA PM and ALCO PM
- CNPF is CPGI's primary business



CHRISTOPHER T. PO
Executive Chairman
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TEODORO T. PO
Vice Chairman,
President and CEO



RICARDO T. PO, JR.
Vice Chairman



LEONARDO T. PO
Director and Treasurer

Investor Relations Highlights



Current Price	PHP17.50
52-Week Range	PHP9.53 – 18.48
YTD Average Turnover*	USD0.5 million
Market Capitalization	PHP63.41 billion USD1.31 billion
Free Float	31%
Foreign Ownership Limit	100%
YTD Absolute Performance*	+16.7%
YTD Relative to Index*	+25.4%
YTD Relative to Sector*	+21.4%
3-Month Absolute Performance*	+2.0%
3-Month Relative to Index*	-19.8%
3-Month Relative to Sector*	-8.5%

*As of December 29, 2020

**At least one research report published in the past 12 months as of 20 November 2020

SELL-SIDE ACTIVE COVERAGE**

Institution	Analyst	Latest Call
Abacus	Frederick Chua	BUY
BDO Nomura	Diane Go	BUY
BPI	Miguel Sevidal	BUY
CLSA	Joyce Ramos	BUY
COL Financial	Justin Cheng	BUY
Credit Suisse	Hazel Tanedo	OUTPERFORM
First Metro DBS	Mark Angeles	BUY
HSBC	Shuo Han Tan	BUY
Macquarie	Karisa Magpayo	OUTPERFORM
Maybank ATRKE	Fredrick De Guzman	BUY
PNB	Alvin Arogo	OUTPERFORM
Regis Jefferies	Carissa Mangubat	BUY



Investor Relations Highlights



Investor Conferences

Credit Suisse ASEAN Conference

January 8 (Virtual)

JP Morgan Philippines Conference

January 28 (Virtual)

UBS Philippines CEO/CFO Conference

March 3 (Virtual)

Earnings Release

FY20 Earnings Release

March 24 (Virtual)

1Q21 Earnings Release

May 5 (Virtual)

2Q21 Earnings Release

August 4 (Virtual)

3Q21 Earnings Release

November 3 (Virtual)



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This presentation contains statements, including forward-looking statements, based on the currently held beliefs and assumptions of the management of the Company, which are expressed in good faith and, in their opinion, reasonable. Forward-looking statements in particular involve known and unknown risks, uncertainties and other factors, which may cause the actual results, financial condition, performance, or achievements of the Company or industry results, to differ materially from the results, financial condition, performance or achievements expressed or implied by such forward-looking statements. Given these risks, uncertainties and other factors, recipients of this document are cautioned not to place undue reliance on these forward-looking statements.

Any reference herein to "the Company" shall mean, collectively, Century Pacific Food, Inc. and its subsidiaries.

CNPF iR

Ortigas Center, Pasig City, Philippines

 investorrelations@centurypacific.com.ph

 +632 8633 8555

 www.centurypacific.com.ph
<http://edge.pse.com.ph>

 www.linkedin.com/company/century-pacific-food-inc/

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